



December 23, 2022

Mr. David Bear  
Chairman  
Triumph Gulf Coast, Inc.  
P.O. Box 12007  
Tallahassee, FL 32317

Dear Chairman Bear:

On behalf of the City of DeFuniak Springs, enclosed is the full application for **Project #284** – the **Center for Emerging Professional Technologies in Aviation (CEPTA)** at **DeFuniak Springs Airport 54J**. This submission is the culmination of collaborative work between our staff, consultants, other interested parties, and we are grateful for the time and guidance provided by the Triumph Gulf Coast (TGC) staff in the development of this application.

Pilot and technician workforce shortfalls are real. Boeing (*2022-2041 Pilot and Technician Outlook*) predicts a 400-percent increase in pilot and technician demand; the FAA forecasts a 1.4-fold increased need for remote pilots (*FAA 2022-2042 Aerospace Outlook*); air transportation employees earned wages nearly 40-percent above the private sector in 2021 (Bureau of Economic Analysis); and Project CEPTA will fill significant advanced aviation industry needs for “continued investment in an uninterrupted pipeline of qualified personnel” (*Boeing 2022-2041 Pilot and Technician Outlook*).

Project CEPTA is a strategically located emerging technology workforce training center focused on providing career pathways in RPAS (Remotely Piloted Aircraft Systems) and AAM (Advanced Air Mobility) that equip and empower trainees with competitive high-value credentials for high-demand, high-wage jobs in the modern aviation market. Over a 10-year period, this project will produce – at a minimum - 8500 CAPE and industry certifications that address *both* the industry’s labor shortages *and* its significant technological advancements.

City owned and operated, the DeFuniak Springs Airport (54J) is a 343-acre public use airfield, Walton County's sole airport, and includes a Florida First Site industrial park (56 acres) located at the confluence of Interstate 10, U.S. Highway 90, Route 331, and the CSX rail line. CEPTA structures the future of aviation training around emerging technologies, and we chose to develop Airport 54J because of its location value. A rural intermodal hub with optimal air space, central access to all TGC counties and airfields, proximity to eight NW Florida military bases with exiting military in need of transitional training to civilian careers, 54J's indigenous strengths combined with CEPTA's advanced aviation training will provide unduplicated career pathways not yet accessible at one site nationally.

Over the last several years our City Council made funding the DeFuniak Springs Airport their highest priority. To that end, we successfully pursued and received a total of \$1,650,000 in state appropriations from the Florida Legislature as well as funding through the Florida Department of Transportation, the Federal Aviation Administration, and Walton County to build airport infrastructure components that meet the needs of our training provider, Space Florida, and other modern aviation-related companies who will seek to locate at our airfield. In total, the City of DeFuniak Springs secured and has committed nearly \$29 million in funding for Airport 54J infrastructure improvements.

Thank you for your thoughtful consideration of this project. We look forward to discussing Project CEPTA with the Triumph Board of Directors. In the meantime, should you have any specific questions about this application, per Council action on December 22, 2022, please direct all inquiries to our consulting firm of Liberty Partners of Tallahassee.

Sincerely,



Robert A. "Bob" Campbell  
Mayor

cc: Councilman Todd Bierbaum, Mayor Pro Tempore  
Councilman Kevin Crystal  
Councilman Henry Ennis  
Councilman Josh Sconiers  
Councilman Tony Vallee  
Walton County Board of County Commissioners  
The Honorable Jay Trumbull  
The Honorable Shane Abbott  
Tim Smith, Florida Department of Transportation – Region 3  
Josh Olds, Unmanned Safety Institute  
Clay Adkinson, Adkinson Law Firm, LLC  
Jennifer Green, Liberty Partners of Tallahassee, LLC

## **Triumph Gulf Coast, Inc. Trust Fund Application for Funds**

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

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

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

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

- Generate maximum estimated economic benefits, based on tools and models not generally employed by economic input-output analyses, including cost-benefit, return-on-

investment, or dynamic scoring techniques to determine how the long-term economic growth potential of the disproportionately affected counties may be enhanced by the investment.

- Increase household income in the disproportionately affected counties above national average household income.
- Leverage or further enhance key regional assets, including educational institutions, research facilities, and military bases.
- Partner with local governments to provide funds, infrastructure, land, or other assistance for the project.
- Benefit the environment, in addition to the economy.
- Provide outcome measures.
- Partner with K-20 educational institutions or school districts located within the disproportionately affected counties as of January 1, 2017.
- Are recommended by the board of county commissioners of the county in which the project or program will be located.
- Partner with convention and visitor bureaus, tourist development councils, or chambers of commerce located within the disproportionately affected counties.

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

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

- Are supported by more than one governmental entity and/or private sector companies, in particular proposed projects or programs supported by more than one county in the region.
- Provide clear performance metrics over duration of project or program.
- Include deliverables-based payment system dependent upon achievement of interim performance metrics.
- Provide capacity building support for regional economic growth.
- Are environmentally conscious and business focused.
- Include Applicant and selected partners/vendors located in Northwest Florida.

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

**Applicant Information**

Name of Individual (if applying in individual capacity): n/a

Name of Entity/Organization: City of DeFuniak Springs

Background of Applicant Individual/Entity/Organization: The DeFuniak Springs City Council is a unit of government established by Florida law.

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

Federal Employer Identification Number: 59-6000306

Contact Information:

Primary Contact Information: Jennifer J. Green, CAE, DPL (on behalf of the City of DeFuniak Springs per Council direction on 8/29/2022 and 12/22/2022).

Title: President, Liberty Partners of Tallahassee LLC

Mailing Address: 113 E. College Ave., Suite 400, Tallahassee, FL 32301

Phone: (850) 528-8809; (850) 910-2678

Email: [office@libertypartnersfl.com](mailto:office@libertypartnersfl.com)

Website: [www.defuniaksprings.net](http://www.defuniaksprings.net)

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

DeFuniak Springs City Council (ownership of airport and financial investment); Walton County Board of County Commissioners (financial investment); Unmanned Safety Institute (financial investment, technology support, training provider).

Total amount of funding requested from Triumph Gulf Coast: \$40,975,000

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

Yes  No

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

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

N/A

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

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

The City of DeFuniak Springs is a financially stable unit of local government governed by five duly-elected Council members.

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

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

(See audited financial statements at: <https://www.defuniaksprings.net/>).

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

Yes  No

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

N/A

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**Eligibility**

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

1. From the choices below, please check the box that describes the purpose of the proposed project or program (check all that apply):

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

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

The City of DeFuniak Springs (DFS) requests \$40,975,000 from Triumph Gulf Coast, Inc. (TGC) in support of Project CEPTA (Center for Emerging Professional Technologies in Aviation). Project CEPTA is a strategically located emerging technology workforce training center focused on providing career pathways in RPAS (Remotely Piloted Aircraft Systems) and AAM (Advanced Air Mobility) that equip and empower trainees with competitive high-value credentials for high-demand, high-wage jobs in the modern aviation market. Across a 10-year period, this project will produce a minimum of 8,500 CAPE and industry certifications that address both the industry’s labor shortages and its significant technological advancements. Pilot and technician workforce shortfalls are real, and CEPTA structures the future of aviation training around emerging technologies. Boeing (2022-2041 Pilot and Technician Outlook) predicts a 400-percent increase in pilot and technician demand; the FAA forecasts a 1.4-fold increased need for remote pilots (FAA 2022-2042 Aerospace Outlook); air transportation employees earned wages nearly 40-percent above the private sector in 2021 (Bureau of Economic Analysis); Deloitte projects 280,000 new high paying AAM jobs by 2035; and Project CEPTA will fill significant aviation industry needs for “continued investment in an uninterrupted pipeline of qualified personnel” (Boeing 2022-2041 Pilot and Technician Outlook). The City of DFS chose to invest in Airport 54J because its location value supports a modern aviation training ecosystem and future development. A rural intermodal hub with optimal National Air Space (NAS), central access to all TGC counties and airfields, proximity to eight Northwest Florida military bases with exiting military in need of transitional training to civilian careers, 54J’s indigenous strengths combined with CEPTA’s advanced aviation training will provide unduplicated career pathways not yet accessible at one site nationally. City owned and operated, the DeFuniak Springs Airport (54J) is a 343-acre public use airfield, Walton County’s sole airport, and includes a Florida First Site industrial park (56 acres) located at the confluence of Interstate 10, U.S. Highway 90, Route 331, and the CSX rail line. The FAA (2022-2042 Aerospace Outlook) emphasizes

“...targeting investments in regional air mobility (RAM) by utilizing the country’s vast underutilized airport infrastructure may compliment and accelerate local and state initiatives in emerging markets...”, and Project CEPTA will drive the region’s modern aviation training, promote RPAS use case adoption across regional industry sectors, and create a regional workforce pipeline that attracts relocating companies. Project CEPTA also lays the groundwork for a second phase opportunity to develop a multi-agency emergency communication and advanced public safety training center integrated with regional dual-enrollment and articulation programs (See Appendix B). The City of DeFuniak Springs made funding Airport 54J their highest priority over the past two years, committing over \$31 million to build airport infrastructure improvements that meet the needs of CEPTA’s training provider (Unmanned Safety Institute, USI), Space Florida, and other modern-aviation related tenants, and TGC support (47.4%) will seamlessly move this transformational workforce enterprise across the finish line.

(If additional space is needed, please attach a Word document with your entire answer.) (See **Attachment #1**)

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

Over the next 10 years, Project CEPTA’s transformational effects broaden access to emerging technology careers and enlarge the workforce pool in Walton County and all disproportionately affected counties within the Triumph footprint. Project CEPTA is an integrated workforce training program focused on modern aviation and emerging technologies committed to producing a minimum of 8500 certifications that can also be utilized in articulated or dual-enrollment programs within the Walton County School District and the entire Triumph region in cooperation with Embry Riddle Aeronautical University and other state colleges.

(If additional space is needed, please attach a Word document with your entire answer.) (See **Attachment #2**.)

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

Published in 2017, Northwest Florida FORWARD: A Regional Strategy for Economic Transformation targeted the Aerospace and Defense industry as a cluster projected to “transform the region if successfully developed through business recruitment, retention, and entrepreneurial support.” While RPAS and AAM’s industry presence principally occurred post-publication, Project CEPTA delivers on each economic growth and vitality goal within Northwest Florida FORWARD’s strategic plan.

(If additional space is needed, please attach a Word document with your entire answer.) (See **Attachment #3**.)

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

Project CEPTA’s long-term impacts will be measured by the number of CAPE and industry certifications completed (8500), the job placement rates of credentialed program completers, and their starting/new salaries. As a business practice, CEPTA will also track trainee demographics, retention, and certificate completion rates across industries, exiting military, and K-12 students and graduates, as well as yearly MASA participants. This project also provides structured career pathways that can be utilized in dual-enrollment programs or statewide articulation throughout the entire Triumph region in cooperation with Embry Riddle Aeronautical University and other state colleges.

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

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

Project CEPTA’s long-term financial sustainability pivots on five growth principles : (1) to structure modern aviation workforce training around emerging technology; (2) to build the necessary infrastructures to create an integrated air space; (3) to leverage modern aviation’s ability to expand technology integration and entrepreneurship within regional industry ; (4) to facilitate short-haul and micro-airline utilization and increase the profitability of underutilized airports; and (5) to develop a critical mass of credentialed pilots while attracting modern

aviation OEMs and distributors relocation to 54J and NW Florida. In addition:

- CEPTA certification programs exist separately from TGC funding with independent pricing, driving external funding to the region for training both during and after grant completion.
- USI's training supports an RPAS use case with applications to nearly every industry cluster.
- CEPTA will drive continual upskilling and recertification (i.e., required every 24-months for aviation grade certifications) throughout the TGC region.
- As an aviation company, USI will continue to align traditional aviation ratings with training pathways in the RPAS and AAM fields.
- The CEPTA budget provides annual funding to create feeder programs within the Modern Aviation Summer Academy (MASA) from the region's secondary education schools.

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

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

The City of DeFuniak Springs holds primary responsibility for ensuring industry partner(s) annually achieve agreed upon minimum benchmarks (e.g., minimum of 8500 CAPE and industry certifications in ten years). All deliverables will be measured consistent with the key performance indicators contained within the finalized term sheets and contracts. 54J facilities and infrastructure improvements will be managed and maintained by the City of DeFuniak Springs through the technical expertise of an airport engineering firm. TGC reporting requirements, performance metrics, and accounting compliance will be conducted by the City of DFS with leadership support from the City's project management and grant consulting firm.

### **Priorities**

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

Generate maximum estimated economic benefits, based on tools and models not generally employed by economic input-output analyses, including cost-benefit, return-on-investment, or dynamic scoring techniques to determine how the long-term economic growth potential of the disproportionately affected counties may be enhanced by the investment.

- Increase household income in the disproportionately affected counties above national average household income.
- Leverage or further enhance key regional assets, including educational institutions, research facilities, and military bases.
- Partner with local governments to provide funds, infrastructure, land, or other assistance for the project.
- Benefit the environment, in addition to the economy.
- Provide outcome measures.
- Partner with K-20 educational institutions or school districts located within the disproportionately affected counties as of January 1, 2017.
- Are recommended by the board of county commissioners of the county in which the project or program will be located.
- Partner with convention and visitor bureaus, tourist development councils, or chambers of commerce located within the disproportionately affected counties.

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

**Increase household income in the disproportionate affected counties above national average income:** The U.S. MHI (BLS, 2019) is \$65,712 with an average per capita income of \$35,805 (BLS, 2020). Walton County MHI (\$67,390; U.S. Census Bureau) and per capita incomes (\$35,996) are similar. Only Santa Rosa (\$70,633) and Wakulla (\$67,980) counties exceed Walton’s MHI. Walton represents the TGC region’s highest per capita income. UAS pilot’s (< 2 years’ experience, \$70,691, Pilot Institute) and commercial pilots’ (\$109,600, Florida, BLS) average salaries exceed the U.S. MHI as a single wage and per capita income by factors of two and three.

**Leverage or further enhance key regional assets, including educational institutions, research facilities, and military bases.:** A rural geographic nucleus with optimal air space located 30 miles north of the Emerald Beach District at an intermodal intersection, 54J provides a 56-acre Florida First Site industrial park and is the sole airport in Florida’s fastest growing county. USI curriculums articulate to all Florida state colleges; USI has concurrent enrollment options with ERAU; and Walton County School District has established articulation agreements with ERAU. Furthermore, the TGC region includes eight military bases, and USI honors *Skillbridge* placements for exiting military personnel seeking to train/upskill.

**Partner with local governments to provide funds, infrastructure, land, or other assistance for the project:** To date, the City of DeFuniak Springs and Walton County combined to secure a cumulative total of \$20,440,000 million in direct financial support for

airport infrastructure benefitting Project CEPTA. While the airport property is completely owned and maintained by the City of DeFuniak Springs, the Walton County Board of County Commissioners provided financial support for the City of DeFuniak Springs through a \$5.5 million commitment for the expansion of the east-west runway (i.e., 9-27).

**Partner with K-20 educational institutions or school districts located within the disproportionately affected counties as of January 1, 2017:** Project CEPTA will partner with K-20 educational institutions and school districts within the disproportionately affected counties. USI programming throughout the eight county TGC region will introduce K-12 students to modern flight training, build a footprint of students with Stage 1 certifications, and develop a funnel for upskilling.

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

Training a new generation of modern aviators, Project CEPTA is a transformational workforce development enterprise with right timing and placement enlarging Florida's reputation as a mover of aviation diversification. Separate from this funding request, over \$19 million in 54J construction began in Q2 2022. CEPTA will immediately begin regional RPAS recruiting and ground school training operations upon TGC grant #284 approval (optimally, Q2 2023); on-site RPAS flight and classroom trainings will open following the SE quadrant construction completion; and AAM training operations will promptly launch after the arrival of its regulatory-approved equipment. Full CEPTA operations are projected to occur on/before 08/2025 with ascending certification completions throughout the 10-year grant term (2023-2032). Across 10-year period regional residents will earn a minimum of 8,500 CAPE and industry-recognized certificates within the Aerospace and Defense cluster. The City of DeFuniak Springs represents the sole Rural Area of Opportunity (RAO) within Walton County and 54J is the county's only airport. Project CEPTA will drive the region's modern aviation training, provide continual upskilling and recertification, promote emerging aviation technology innovation and adoption across regional industry sectors, and create a regional workforce pipeline that attracts relocating companies who embrace leading edge technology and will establish facilities and new jobs within northwest Florida. USI will locate their on-site training operations at DeFuniak Springs-54J to provide the platform for these transformational workforce and dual enrollment modern aviation training programs.

(If additional space is needed, please attach a Word document with your entire answer.) (See Attachment #4)

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

Escambia Santa Rosa Okaloosa **Walton** Bay 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

(Please refer to attached letters of support from Walton County).

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

Yes  No

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



## **Approvals and Authority**

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

The DeFuniak Springs City Council must review and approve the agreement at a publicly noticed Council meeting and designate a signatory.

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.

Regular DeFuniak Springs City Council meetings are held on the second and fourth Tuesdays each month. The City Council can call a special meeting with six (6) hours' notice.

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.

Pending TGC approval and term sheet agreement, Project CEPTA will launch regional recruiting and ground school training in Q2 2023 and begin preparations for the construction of 54J's SE quadrant. The SE quadrant (taxiway, access road, hangars 25-29) will provide CEPTA's RPAS and AAM classroom spaces, an emerging aviation simulation center of excellence, RPAS and AAM equipment maintenance areas, and aircraft hangar storage with exterior parking for Mobile Command Centers used for long-range training and emergency operations support. Full on-site CEPTA training operations are projected to occur on/before 08/2025 with ascending certification completion totals beginning in Q2 2023 and resulting in a minimum of 8500 certifications with transferable skills and credits toward dual enrollment programs within Walton and the surrounding seven TGC counties by 2032.

4. Attach evidence that the undersigned has all necessary authority to execute this proposal on behalf of the entity applying for funding. This evidence may take a variety of forms,

including but not limited to: a delegation of authority, citation to relevant laws or codes, policy documents, etc. In addition, please attach any support letters from partners.

The City of DeFuniak Springs is a unit of local government created by Florida law.

Letters of support from the following entities are included as an attachment:

1) Unmanned Safety Institute \_\_\_\_\_

2) Censys Technologies \_\_\_\_\_

3) Embry Riddle Aeronautical University \_\_\_\_\_

4) Florida's Great Northwest \_\_\_\_\_

5) Walton County Board of County Commissioners \_\_\_\_\_

6) Walton County School District \_\_\_\_\_

7) Walton Area Chamber of Commerce \_\_\_\_\_

8) Walton County Economic Development Alliance \_\_\_\_\_

Letters of support from the following are forthcoming directly to Triumph from each entity:

9) Space Florida \_\_\_\_\_

10) Representative Shane Abbott \_\_\_\_\_

11) Senator Jay Trumbull \_\_\_\_\_

12) *(Various other aviation and technology companies).* \_\_\_\_\_

**Funding and Budget:**

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

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

The City of DeFuniak Springs requests \$40,975,000 over 10 years (i.e., 2023-2032) in support of Project CEPTA.

2. What percentage of total program or project costs does the requested award from Triumph Gulf Coast, Inc. represent? (Please note that an award of funding will be for a defined monetary amount and will not be based on percentage of projected project costs.)

Based on a total project cost of \$86,415,000, the City of DeFuniak Springs is requesting \$40,975,000 from Triumph Gulf Coast, Inc., which is 47.4% of the total project cost.

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

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

8500 CERTS over 10 years (please see attached schedule of CAPE and industry certifications supported by Project CEPTA).

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

Funds requested from Triumph Gulf Coast, Inc. will supplement additional public and private sector financial support for Project CEPTA. The potential TGC grant award supplements emerging aviation technology training, infrastructure, and equipment 100-percent dedicated to the production of 8,500 CAPE and industry certifications that are not currently funded by the City. The City, County and training provider will fund 52.6 % of the total project.

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

<b>A</b>	<b>Project/Program Costs:</b>	
	Construction &/or Renovation	\$ 37,340,000
	Personnel	\$ 3,000,000
	Lease	\$ 500,000
	Equipment.	\$ 8,000,000
	Supplies, Materials, & Certification Fees	\$ 37,175,000
	Recruitment	\$ 400,000
	<b>Total Project Costs</b>	<b>\$ 86,415,000</b>
<b>B.</b>	<b>Other Funding Sources:</b>	
	City/County	\$ 31,640,000
	Private Sources	\$ 13,800,000
		<b>Total Other Funding</b>

**Total Amount Requested: \$ 40,975,000**  
*(8500 Certs = \$4,820 per Cert)*

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

The City of DeFuniak Springs is securing the initial funds totaling 52.6% of the total project and requests a Triumph Gulf Coast stakeholder investment of \$40,975,000 to launch Project CEPTA’s workforce development programs. TGC funds will support the project’s infrastructure preparations and equipment purchases with a 100-percent focus on providing trainees with skill acquisition and certifications for new careers in emerging aviation technology. The project’s certification programs will exist separately from TGC funding with independent pricing to ensure long-term sustainability while driving external funding, continual upskilling, and recertifications to the TGC region. The Project CEPTA financial agent is the City of DFS, and USI will have a 10-year contract with the City of DFS outlining certification completion benchmarks and reimbursement processes. In addition, the Unmanned Safety Institute will fund Project CEPTA’s: (1) faculty, instructors, and staff; (2) equipment and training assets; (3) industry certification materials, curriculum, and exam fees; (4) regional education and recruitment costs; and (5) training facility lease. USI will also fund and own all Project CEPTA training equipment, ensuring proper repair/replacement, depreciation, and

insurance per industry standards. Project expenses for the City of DeFuniak Springs include: (1) expansion of runway 9-27; (2) construction of 54J's new terminal; (3) paving of runway 18-36; (4) partial funding for access/taxiway construction; and (5) the construction of hangars 18-20. The City of DeFuniak Springs requests Triumph Gulf Coast, Inc. funding for 54J's: (1) SE quadrant construction of hangars 25-29; partial funding SE quadrant taxiway and road access development; (2) partial funding for taxiway and access road development; and (3) \$4,820 per verified Project CEPTA certification completion.

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

Yes       No

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

Yes       No

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

Yes       No

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

Yes       No

**ADDENDUM FOR INFRASTRUCTURE PROPOSALS:**

1. Program Requirements

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

Project CEPTA’s workforce training mission and location integrate core objectives within each City/County strategic/economic development plan: (1) The *DeFuniak Springs 2025 Comprehensive Plan* seeks to foreshadow “the needs of the workplace” with a goal to “Provide a safe, cost-effective multimodal transportation system.” (2) The *DeFuniak Springs Community Redevelopment Authority Strategic Plan (2019)* endeavors to establish “a thriving year-round economy” through the development of “a comprehensive plan focused on all aspects of workforce development, community infrastructure and resiliency, and industry diversification.” (3) The *Walton County Strategic Economic Development Plan* focuses on “cooperative education agreements,” “pipeline skills training programs,” the creation of “a dynamic workforce development strategy that anticipates tomorrow’s workforce,” and the expansion of 54J’s services “as an available asset to aviation and aerospace-dependent industries.” RPAS and AAM increase service supply at reduced cost (an inflationary countermeasure), create industry innovation, and improve air transit market share. 54J’s infrastructure improvements compete to attract diversified industry partners across four pillars: (1) CEPTA provides a RPAS and AAM workforce training ecosystem with integrated air space; (2) uses emerging technology to provide affordable modern aviation training and increased completions rates; (3) offers intermodal industrial space and a high-skill workforce pool for relocating emerging technology OEMs and distributors; and (4) is well-located and equipped for increased business and air travel.

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

DeFuniak Springs searched for a “regional strategy” to convert Walton County’s only airport into a business engine. Given its centrality and airspace, 54J is “uniquely positioned to nurture” (Northwest Florida FORWARD) economic recovery. CEPTA will create competitive high-skill, high-wage workforce training and emerging technology interdependencies between South Walton and the disproportionally affected TGC counties.

(If additional space is needed, please attach a Word document with your entire answer.)  
**(Please see Attachment #5).**

2. Additional Information

- A. Is this project an expansion of existing infrastructure project?

Yes       No

- B. Provide the proposed beginning commencement date and number of days required to complete construction of the infrastructure project.

The estimated time frame needed for completion of the construction will be within the first two years of the project.

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

DeFuniak Springs Airport (54J). 1930 U.S. Highway 90, DeFuniak Springs, FL.

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

The City of DeFuniak Springs.

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

Permits needed will include general county and state construction permitting.

Detail whether required permits have been secured, and if not, detail the timeline for

securing these permits. Additionally, if any required permits are local permits, will these permits be prioritized?

All of the airport property is zoned appropriately, and no zoning changes will be needed.

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

All of the airport property is zoned appropriately, and no zoning changes will be needed.

- G. Will an amendment to the local comprehensive plan or a development order be required on the site of the proposed project or on adjacent property to accommodate the infrastructure and potential current or future job creation opportunities? If yes, please detail the timeline

Yes  No

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

Yes  No

The City of DeFuniak Springs is securing \$31,640,000 in Project CEPTA support, including funds through Walton County, the Federal Aviation Administration (FAA), American Rescue Plan Act, State Appropriations, and the FDOT Region 3 Work Plan. USI's CEPTA investment is \$13,800,000 and cumulative matching funds total \$45,440,000.

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



**ADDENDUM FOR WORKFORCE TRAINING PROPOSALS**

1. Program Requirements

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

Yes       No

USI RPAS Safety Certification enjoys articulation to all Florida state colleges as well as concurrent enrollment options with Embry-Riddle Aeronautical University (ERAU). USI programming throughout the eight county TGC region will introduce K-12 students to modern flight training, build a footprint of students with Stage 1 UAS certifications, and develop a funnel for upskilling. CEPTA’s emerging technology pilot training program also supports and accepts credits for Ground School earned in K-12 aviation programs throughout the eight-county TGC region. FAA PPL certification is a pre-requisite for Florida State Colleges’ Professional Pilot Technology (PPT) programs, and CEPTA provides a lower cost fast-track solution for trainees seeking required credentials for application to these selective academic programs.

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

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

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

**See Attachment #6**

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- 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

With a commercial base exceeding 1,000 clients across nearly all industry clusters (e.g., utilities, public safety, emergency operations, distribution, agriculture, insurance, et al.), USI's scaled approach to training produces well-rounded pilots who understand remotely piloted technology, automation management, regulations, safety best practices, and the payloads necessary for becoming effective organizational assets. In addition, CEPTA intently focuses on FAA pilot training using emerging aviation technology to increase trainees' progressions to certifications and workforce placement across a range of cargo and passenger providers.

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

Project CEPTA will serve all eight disproportionately affected TGC counties with on-site training in Walton County (DeFuniak Springs Airport 54J). This emerging technology aviation center will re-shape aviation training for decades to come.

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

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

Please see details in Attachment #5

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## 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 proposal program will supplement but not supplant existing funding sources.

Yes       No

- 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.

The home base of all training infrastructure will be located at 54J, as well as surrounding city or county-owned property as the program develops.

If computer-based, identify the targeted location(s) (e.g., city, county) where the training will be available.

On-line training is available in all locales with internet access.

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

Over a 10-year period, Project CEPTA will produce a minimum of 8,500 CAPE and industry-recognized certifications.

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

All Project CEPTA programs are competency-based, variable in length, include regulatory minimum flight training hours, and comprehensive examinations for credentialing.

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

Project CEPTA and 54J will be sustained through trainee and MASA attendance fees; increased 54J corporate and industry hangar leases; and increased 54J air travel, landing fees, and fuel/energy fees.

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

See Appendix A

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

Yes                       No

The City of DeFuniak Springs is securing \$31,640,000 in Project CEPTA support, including funds through Walton County, the FAA, American Rescue Plan Act (City and County), State Appropriations, and the FDOT Region 3 Work Plan. USI's CEPTA investment is \$13,800,000 and cumulative matching funds total \$45,440,000.

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

## ATTACHMENT #1

The City of DeFuniak Springs (DFS) requests \$40,975,000 from Triumph Gulf Coast, Inc. (TGC) in support of Project CEPTA (Center for Emerging Professional Technologies in Aviation). Project CEPTA is a strategically located emerging technology workforce training center focused on providing career pathways in RPAS (Remotely Piloted Aircraft Systems) and AAM (Advanced Air Mobility) that equip and empower trainees with competitive high-value credentials for high-demand, high-wage jobs in modern aviation markets. Across a 10-year period, this project will produce a minimum of 8,500 CAPE and industry certifications that address *both* the industry's labor shortages *and* its significant technological advancements.

Pilot and technician workforce shortfalls are real, and CEPTA structures the future of aviation training around emerging technologies. Boeing (*2022-2041 Pilot and Technician Outlook*) predicts a 400-percent increase in pilot and technician demand; the FAA forecasts a 1.4-fold increased need for remote pilots (*FAA 2022-2042 Aerospace Outlook*); air transportation employees earned wages nearly 40-percent above the private sector in 2021 (Bureau of Economic Analysis); Deloitte projects 280,000 new high paying AAM jobs by 2035; and Project CEPTA will fill significant industry needs for “continued investment in an uninterrupted pipeline of qualified personnel” (*Boeing 2022-2041 Pilot and Technician Outlook*).

The City of DeFuniak Springs chose to invest in Airport 54J because its location value supports a modern aviation training ecosystem and future development. A rural intermodal hub with optimal National Air Space (NAS), central access to all TGC counties and airfields, proximity to eight Northwest Florida military bases with exiting military in need of transitional training to civilian careers, 54J's indigenous strengths combined with CEPTA's advanced aviation training will provide unduplicated pathways not yet accessible at one site nationally. City owned and operated, the DeFuniak Springs Airport (54J) is a 343-acre public use airfield, Walton County's sole airport, and includes a Florida First Site industrial park (56 acres) located at the confluence of Interstate 10, U.S. Highway 90, Route 331, and the CSX rail line.

The FAA (*2022-2042 Aerospace Outlook*) emphasizes “...targeting investments in regional air mobility (RAM) by utilizing the country's vast underutilized airport infrastructure may compliment and accelerate local and state initiatives in emerging markets...”, and Project CEPTA will drive the region's modern aviation training, promote RPAS use case adoption across regional industry sectors, and create a regional workforce pipeline that attracts relocating companies. Project CEPTA also lays the groundwork for a second phase opportunity to develop a multi-agency communication and advanced public safety training center integrated with regional dual-enrollment and articulation programs (See Appendix B).

### **Detailed Project Description**

This is a workforce development project that builds the infrastructure and creates an integrated air space to meet the needs of CEPTA's training provider (Unmanned Safety Institute, USI), Space Florida, and other modern aviation-related tenants.

USI will establish 54J as its on-site training center. An aviation company, USI's scaled approach to professional remote pilot (RP) training produces well-rounded pilots who understand unmanned technology, regulations, safety best practices, and the payloads necessary for becoming effective

organizational assets. With a commercial base exceeding 1,000 clients across nearly all industry clusters (e.g., utilities, public safety, emergency operations, distribution, agriculture, insurance, et al.), USI's presence will also facilitate modern aviation OEM's relocation to 54J.

USI's training supports an RPAS use case comparable to the computer, cell phone, and internet, and. USI credentials provide RPAS career pathways in commercial, safety, and humanitarian services, while AAM training planes will reduce operational costs by 80-percent. Modern aviation is an economic disrupter to traditional flight training expenses, and CEPTA's business case provides new workforce training that leverages advanced technology's ability to modernize flight and conduct work for less cost and in less time.

### **CEPTA RPAS Training & Certification Progression Model**

54J's location provides access points throughout NW Florida and is an optimal hub for USI's RPAS flight training and simulation. Delivering fast-track training to industry employees, exiting military personnel, and K-12 students and graduates, USI emphasizes a progression of advanced skill sets, provides pathways to industry with post-secondary options, and promotes technology integration and entrepreneurship within regional industry.

USI's three-stage training progression is based on the size of the unmanned aircraft (i.e., <20 lbs., <1320 lbs., >1320 lbs.) and the complexity of the operation. The corresponding career pathways include entry level remote pilot development (Stage 1), progressing to pilot training of advanced (Stage 2) and complex (Stage 3) systems while permitting trainees to participate in all training or to exit based on their specific occupational goals.

Stage 1 certifications prepare learners to use RPAS technology as an applied job tool to fulfill an element of a larger position description. For example, Stage 1 training prepares and certifies a public safety officer to utilize RPAS technology to search for a missing or person of interest. Stage 1 training operations are contained, utilize visual line of sight (VSO), and do not impact 54J airport operations.

Stage 2 and Stage 3 certifications prepare trainees to operate and assume position descriptions as full-time RPAS personnel executing advanced operations with complex equipment within organizations. For example, Stage 2 training prepares an RP to leverage advanced technology to provide wildlife management over extensive territory and long duration.

With nearly 200 Certified Training Instructors, USI utilizes both in-house and train-the-trainer structures with third party certifications. Program delivery occurs hybrid, in-person, and online, and USI RPAS curriculums articulate to all Florida state colleges and include concurrent enrollment options with Embry-Riddle Aeronautical University (ERAU). USI programming throughout the TGC region will introduce K-12 students to modern flight training, build a footprint of students with Stage 1 UAS certifications, and develop a funnel for upskilling. USI certificate completers will also receive direct workforce placement assistance via *Unmanned Connect*, internship opportunities with leading companies, and USI honors *Skillbridge* placements for exiting military personnel seeking to train/upskill.

The RPAS regulatory framework came into existence in 2016; the FAA recognizes this aviation sector as the fastest growing; and USI supports career placement through Unmanned Connected within six months of certificate completion by active job seekers. Average salary for a UAS

(Unmanned Aircraft System) pilot is \$60,000-to-\$78,389, the upper 10-percent average salary is \$109,506, and UAS pilots of <2 years' experience average \$70,671 (*Pilot Institute*). Specialization is key: type of training and experience drive UAS pilot placement and compensation. Recognized as the worldwide leader in RPAS pilot, safety and scenario-based training, USI arms program completers with best-in-class credentials and positions them to be employed in a growing industry earning salaries above the median incomes of the eight TGC counties.

### **CEPTA AAM Training & Certification Progression Model**

Underdeveloped and centrally located, Airport 54J is also an ideal hub for pilot training using AAM technology and simulation. Flight school cost of attendance is the primary reason for a 20-percent PPL (Private Pilot License) completion rate - a prerequisite for progressing to a flying career leading to compensation. 70-percent of flight training costs are invoiced to time in the aircraft, but AAM training planes provide an 80-percent reduction in aircraft purchase, maintenance, and fuel costs. With twice the aerodynamic efficiency and one-fifth the costs of traditional training planes, CEPTA will provide PPL training using AAM technology to reduce cost of attendance, accelerate time to completion, and increase trainees' progressions to commercial pilot (CPL) certifications.

The three-stage training progression for career pilot development is based on the size of the aircraft, complexity of the operation, and experiential hours. The corresponding career pathways include (1) non-pilot to PPL; (2) PPL to CPL (permitted to receive compensation for transporting passengers or cargo) and (3) CPL to Airline Transport Pilot (ATP). National median CPL salary is \$99,640 and \$202,180 for ATPs (BLS, 2021). Renovus CEO Brad Whitman, stated "By 2031, the world will need 460,000 new commercial airline pilots." A higher education degree is not an FAA requirement for pilot certifications.

Cost reduction and retention are the keys to enlarging the talent pool for CPLs and ATPs. Focused on career pilot development, USI will provide Certified Flight Instructors (CFI) who will serve as CEPTA's flight trainers using AAM technology. Program delivery will occur hybrid, in-person, and on-line. CEPTA's AAM pilot training program will also support and accept credits for Ground School earned in K-12 aviation programs throughout the eight-county TGC region. FAA PPL certification is a pre-requisite for Florida State Colleges' Professional Pilot Technology (PPT) programs, and CEPTA also provides a lower cost fast-track solution for trainees seeking required credentials for application to these selective academic programs.

### **Workforce Certifications**

Project CEPTA provides career pathways in advanced aviation, pilot, and safety operations that address *both* the industry's labor shortages *and* its significant technological expansions. Across 10-year period regional trainees will earn a minimum of 8,500 CAPE and industry-recognized certificates within the Aerospace and Defense cluster (*See Appendix A for the complete list of Project CEPTA certification targets*). As RPAS and AAM regulatory approvals (e.g., FAA) continue to unfold, creating new employment niches in an emerging market, CEPTA will proactively develop/offer advanced training and certifications to ensure the Center remains ahead of industry movements. With increased industry emphases on scenario-based certifications and integrated public safety, emergency operations, and multi-agency communication systems, the City of DeFuniak Springs and Walton County embrace emerging technology with a vision to build a diversified workforce development ecosystem aligned with industry pathways, K-12, and post-secondary

options at 54J and the Public Safety Campus (WCSO). See Appendix B for a brief outline of potential future development plans.

### **Modern Aviation Summer Academy (MASA)**

Boeing’s 2022-2041 Pilot and Technical Outlook report emphasizes, “Investment in early career development programs and in tactics that spark excitement among future aviators will be essential to a healthy aviation market for years to come”. Project CEPTA’s Modern Aviation Summer Academy (MASA) is designed to increase RPAS and AAM exposure and understanding by introducing K-12 students and parents to its operations, aircraft, and career possibilities. Through experiential learning, clinics, and weekend camps, the MASA will cultivate a multi-cultural pool of male and female participants to augment CEPTA’s trainee recruiting funnel. MASA’s outreach will empower all TGC county school districts to actively promote *and* serve leadership roles within these annual events. A portion of CEPTA’s annual budget directly supports MASA recruiting and programming.

### **Economic Recovery**

Deloitte projects the AAM market will reach \$115 billion by 2035; 2021 AAM market investments totaled \$7 billion with an additional \$26.1 billion in new aircraft orders; and *global expansion* of this industry sector forecasts growth to \$1.5 trillion by 2040 (Morgan Stanley).

- Complimenting *Northwest Florida FORWARD*, CEPTA focuses on building a “first class workforce development, retention and attraction system” for modern aviation through emerging technologies.
- CEPTA’s centralized intermodal location, environmentally supportive emerging technology, and standardized training programs co-located with RPAS, AAM, and traditional aviation assets will attract modern aviation OEMs and anchor tenants to 54J’s industrial park and NW Florida.
- CEPTA will drive the region’s modern aviation training, provide regional upskilling and recertification (i.e., required every 24-months for aviation grade certifications), fuel RPAS and AAM innovation and adoption across regional industry sectors, and develop a certified workforce pipeline that attracts relocating companies who embrace emerging aviation technology and will establish facilities and new jobs within Walton County and NW Florida.
- Modern aviation employment opportunities also enable CEPTA certificate completers to reside within the TGC region and support local economies while traveling to external work sites.

### **Diversification**

Strategic workforce projects done well are characterized by future planning 3-7 years in advance. Modern aviation’s short take-off and landing (STOL) capabilities, briefer flight cycles, automation, and affordability will accelerate regional air mobility (RAM). Increased adoption of point-to-point short-haul (< 310 miles) RAM and cargo will utilize smaller airports creating new route networks and jobs. In the next 3-7 years RPAS and AAM technology will significantly increase the profitability of short-haul RAM within an estimated 8,000 regional markets through the launch of manned and unmanned small charter, air-taxi, and cargo services (by 2025) and 50-70 seat commercial carriers (by 2030).

- Project CEPTA’s embrace of modern aviation technology diversifies pilot training, talent development, and flight operations for new career pathways.



- RPAS’s use case entrepreneurially applies to nearly every industry sector (e.g., utilities, public safety, emergency operations, distribution, agriculture, insurance, events).
- Modern aviation is nascent and continues to scale, and CEPTA’s commitment to emerging technology will trigger industry partners’ continual innovation further driving the economic, social, and environmental impacts necessary for diversified growth.
- USI holds one of the few Beyond Visual Line of Sight (BVLOS) waivers awarded by the FAA for advanced training purposes, paving the way for new industry developments and applications using RPAS technology.
- Emergency response preparations will continue to drive RPAS applications, training, and advancement across NW Florida.

### **Enhancement of Disproportionally Affected Counties**

Enhancements for the disproportionately affected counties pivot on workforce development and are measured by the completion of 8,500 CAPE and industry certifications combined with the job placement rate of CEPTA completers within modern aviation jobs. Integrating 54J’s indigenous strengths with modern aviation training also creates a TGC regional asset to:

- (1) Leverage current industry with emerging technologies and advance career and economic development.
- (2) Improve economic growth through modern aviation training, credentials, and operational support.
- (3) Benefit the environment through carbon-free, renewable energy and noise reduction.
- (4) Promote short-haul and micro-airline (i.e., 2-to-20 passengers) travel through a network of modern aviation support services.
- (5) Integrate Northwest Florida FORWARD’s strategic initiatives (i.e., Aerospace and Defense cluster).
- (6) Align with the HB 1005 Advanced Air Mobility Task Force and the integration of RPAS and AAM with transportation planning.
- (7) Increase job creation through emerging technology workforce solutions.
- (8) Provide Northwest Florida location appeal for modern aviation OEMs and distributors.

### **Proposed Timeline**

DeFuniak Springs’ and Walton County’s investment in Airport 54J and diversified workforce training are significant, and 54J’s Capital Improvement Plan contains six interdependent infrastructure projects supporting this vision. Two fully-funded components (i.e., terminal; runway 9-27 expansion) commenced in Q2 2022, and these commitments influenced: (a) USI’s impending long-term contractual commitment with the City of DFS (i.e., to bolster the region’s modern aviation workforce training); (b) Space Florida and Censys Technologies endorsement support of CEPTA’s emerging technology certification programs; and (c) project readiness for 54J’s southeast (SE) quadrant taxiway, access road, and hangar 25-29 development. .

Airport 54J’s SE quadrant multi-use hangars will provide Project CEPTA’s RPAS and AAM classroom spaces, an emerging aviation technology simulation center of excellence, RPAS and AAM equipment maintenance areas, and hangered aircraft storage with exterior parking for USI’s Mobile Command Centers used for long-range training and emergency operations support. Project CEPTA will immediately begin regional RPAS recruitment and ground school training upon TGC grant #284 approval (optimally, Q2 2023); 54J RPAS on-site flight and classroom training will open following SE quadrant construction completion; and AAM training operations will promptly launch after the

arrivals of its regulatory-approved equipment. Full CEPTA training operations are projected to occur on/before 08/2025 with ascending certification completions throughout the 10-year term (2023-2032).

**Disproportionally affected counties impacted by the proposed project**

54J is bordered by six airports across four TGC counties located within less than 60 miles from 54J, each well-positioned for the future development of a photovoltaic (PV) charging station network supporting RPAS and AAM use cases.

<b>Airport</b>	<b>Distance from 54J</b>	<b>County</b>
<b>CEW, Crestview/Bob Sikes</b>	24 miles	Okaloosa
<b>VPS, Destin/Ft. Walton</b>	29 miles	Okaloosa
<b>ECP, NW Florida Beaches</b>	32 miles	Bay
<b>DTS, Destin Executive</b>	44 miles	Okaloosa
<b>2R4, Peter Prince Field (Milton)</b>	54 miles	Santa Rosa
<b>Marianna Municipal Airport</b>	55 miles	Jackson*

*\*Not located within a disproportionately affected Triumph Gulf Coast County*

## ATTACHMENT #2

Over the next 10 years, Project CEPTA's transformational effects broaden access to emerging technology careers and enlarge the workforce pool in Walton County and all disproportionately affected counties within the Triumph footprint. Project CEPTA is an integrated workforce training program focused on modern aviation and emerging technologies committed to producing a minimum of 8500 certifications that can also be utilized in dual-enrollment programs within the Walton County School District and the entire Triumph region in cooperation with Embry Riddle Aeronautical University and other state colleges.

Developing a pipeline of high-skill modern aviators elevates personal incomes, triggering increased quality of life, discretionary spending, and investments within TGC communities that support local businesses and non-profit outreach. Project CEPTA's integrated training programs will produce credentialed trainees with advanced modern aviation skills for high-need careers. These career pathways position CEPTA completers for high-wage positions as UAS pilots (average salary <2 years' experience, \$70,671, Pilot Institute) and commercial pilots (2021 Florida average salary, \$109,600, BLS) at rates exceeding Walton County's per capita income (\$35,996) and MHI (\$67,390, U.S. Census Bureau American Community Survey 2020).

DeFuniak Springs City Councilman Todd Bierbaum stated, *"We want to be the premier general aviation airport on the Emerald Coast and a gateway to the Beaches of South Walton."* Said differently, Project CEPTA merges modern aviation technology and training into traditional aviation mindsets and promotes innovation and regional air mobility connecting NW Florida communities.

Ohio's AAM economic impact study highlighted the rapid transportation benefits for "lower-income communities": prospective employers enjoy a wider, diversified labor pool across an expanded geography. Focused on AAM uses, Ohio's DOT analysis predicts new commercial business totaling nearly \$13 billion, increased tax revenues of \$2.5 billion, and 15,000 new full-time jobs over a 25-year period (2021-2045). The study's initial five-year window (2021-2025) forecasted economic impacts of \$400 million.

McKinsey's list of 2021 AAM superlatives included: (1) the launch of five publicly traded companies with a market capitalization of \$10.7 billion and (2) 6,850 electric aircraft orders totaling \$26.1 billion. McKinsey additionally called for the creation of comprehensive AAM workforce development: "... the industry will have to expand its focus... to the domains of the customer experience and flight operations, in areas such as pilot training, ground infrastructure, and maintenance..." As an emerging technology workforce development center, Project CEPTA's effects on TGC counties over the next decade will stimulate modern aviation labor market expansion, increased labor access, elevated salaries, and commercial and tax revenue growth.

## ATTACHMENT #3

**Talent.** CEPTA’s mission is non-duplicative across regional aviation programs. The FAA predicts a 1.4-fold increase in demand for commercial RPs by 2026; Boeing foresees nearly a 400-percent increase in pilot and technician demand by 2040; and CEPTA focuses on workforce training to equip, empower, and multiply the modern aviation talent asset within NW Florida’s Aerospace and Defense cluster.

**Business Vitality.** Launching the Nation’s *first* excellence *Center for Emerging Professional Technologies in Aviation* is a commitment to modern aviation business development. Global expansion of AAM forecasts growth to \$1.5 trillion by 2040 (Morgan Stanley), and Deloitte projects the market will reach \$115 billion by 2035. USI has a commercial base of 1,000 clients across nearly every industry cluster, and RPAS is aviation’s faster growing sector. Across a 10-year period, CEPTA will produce a minimum of 8,500 CAPE and industry-recognized certifications in the modern aviation market.

**Infrastructure.** Project CEPTA builds a ground-floor modern aviation training infrastructure with integrated air space, and 54J provides an optimal site for an ecosystem of RPAS, AAM, traditional, and optionally piloted systems

**Entrepreneurship and Innovation.** 40-percent of the world’s largest airlines and 70-percent of key aviation suppliers currently invest in AAM, and RPAS’ use case will continue to drive innovation into companies similar to the computer, cell phone, and internet.

**Quality of Place.** Walton County’s tourism popularity is nationally acclaimed; DeFuniak Springs is nationally ranked among best small cities; and PwC ranks Florida the top state nationally in the category of Aerospace Manufacturing Attractiveness. DeFuniak Springs and 54J score favorably across *Northwest Florida FORWARD’s* key location criterion for the Aerospace and Defense sector:

(1) **Good Truck Access.** Truck access from Interstate 10, U.S. Highway 90, and Route 331 is good, and the project’s access road development within 54J will further accommodate truck transit to the airport’s industrial park.

(2) **Easy Access.** 54J is intermodal, providing viable access and connectivity for supply and distribution via road, rail, air, and port.

(3) **Reliable and Redundant Electric Service.** This project’s multi-use hangars are designed with rooftop photovoltaic (PV) power packages for off-grid operations and to provide surplus energy for flight grid reserves. Additional project objectives include the future installation of PV charging stations at 54J’s five bordering airfields located within a 60-mile radius.

(4) **A plan from the community for recruiting top-level production and scientific talent.** The viability of recruiting and converting new supply chain and talent alliances is enhanced by USI’s training, technology, investment, client, and reputational support.

(5) **Strong Education System.** FAA data reveals 23% of the nation's pilots are trained in Florida, and aviation is responsible for \$175 billion of the state's total economic impact (FDOT Statewide Economic Impact Study). The NWFSC Aviation Center for Excellence and Hsu Innovation Institute reside within bordering Okaloosa County and provide potential collaborations for educational and scientific support.

(6) **Attractive Tax Structure.**

In sum, CEPTA's embrace of the Aerospace and Defense sector, integration of *Northwest Florida FORWARD's* economic goals, and ability to deliver key location benchmarks substantiate the efficacy of this workforce training Excellence Center. This project sits within a county and state with a favorable tax structure for both business and individuals alike.

## ATTACHMENT #4

### **Are considered transformational for the future of the Northwest Florida Region.**

Training a new generation of modern aviators, Project CEPTA is a transformational workforce development enterprise with right timing and placement, enlarging Florida's reputation as a mover of aviation diversification through emerging technologies in support of expanding markets.

### **May be consummated quickly and efficiently.**

Separate from this funding request, over \$19 million in 54J construction is in progress. CEPTA will immediately begin regional RPAS recruitment and ground school training operations upon TGC grant #284 approval (optimally, Q2 2023); on-site RPAS flight and classroom training will open following 54J Southeast quadrant construction completion; and AAM training operations will promptly launch after the arrivals of its regulatory-approved equipment. Full CEPTA operations are projected to occur on/before 08/2025 with ascending certifications throughout the 10-year grant term (2023-2032).

### **Promote net-new jobs in the private sector with an income above regional average household income.**

UAS pilots' (average salary <2 years' experience, \$70,671, Pilot Institute) and commercial pilots' (2021 Florida average salary, \$109,600, BLS) average salaries exceed Walton County's median household income (\$67,390, U.S. Census Bureau 2020) as a single wage and per capita income (\$35,996) by factors of nearly 2 and 3. Within the TGC region, only Santa Rosa (\$70,633) and Wakulla (\$67,480) counties exceed Walton in MHI, and Walton represents the highest per capita income within the region. Four counties (Escambia, Franklin, Gulf, Wakulla) register per capita incomes below \$30,000 (U.S. Census Bureau 2020).

### **Align with the Northwest Florida FORWARD, the regional strategic initiative for Northwest Florida economic transformation.**

This alignment is illustrated in Attachment #3.

### **Create net-new jobs in targeted industries.**

Project CEPTA provides career pathways in advanced aviation, pilot, and safety operations that address *both* the industry's labor shortages *and* its significant technological expansions. Across a 10-year period regional residents will earn a minimum of 8,500 CAPE and industry-recognized certificates within the Aerospace and Defense cluster.

### **Promote industry cluster impact for targeted new industries.**

CEPTA augments Northwest Florida FORWARD and the Advanced Air Mobility Task Force (HB1005) through RPAS and AAM workforce training.

### **Create net-new jobs with wages above the national average wage.**

UAS pilots' (average salary <2 years' experience, \$70,671, Pilot Institute) and commercial pilots' (2021 National average salary, \$115,080 BLS) national average salaries exceed Walton County's median household incomes (\$67,390, U.S. Census Bureau 2020) as a single wage and its per capita income (\$35,996) by factors of nearly 2 and 3.

**Is in a Rural Area of Opportunity (RAO) as defined by the State of Florida (DEO).**

Yes. The City of DeFuniak Springs represents the sole RAO within Walton County.

**Provide a wider regional impact versus solely local impact.**

Project CEPTA will drive the region's modern aviation training, provide continued upskilling and recertification, promote RPAS and AAM innovation and adoption across regional industry sectors, and create a regional workforce pipeline that attracts relocating companies who embrace leading edge technology and will establish facilities and new jobs within NW Florida.

**Align with other similar programs across regions for greater regional impact, and not be duplicative of other existing projects and programs.**

Project CEPTA is non-duplicative and provides potential partnership alignments with RPAS programs (e.g., NWFSC, Gulf State College) as well as Florida institutions' Professional Pilot Technology programs (e.g., ERAU, Florida Institute of Technology, Florida Memorial University).

**Enhance research and innovative technologies within the region.**

RPAS's use case entrepreneurially applies to nearly every industry sector, and CEPTA's commitment to emerging technology will foster industry partners' continual innovation and diversified growth alongside a regional pool of credentialed modern aviators. USI also holds one of the few Beyond Visual Line of Sight (BVLOS) waivers awarded by the FAA for advanced training purposes, further reinforcing new industry developments and applications using RPAS technology.

**Enhance a targeted industry cluster or create a Center of Excellence unique to Northwest Florida.**

Project CEPTA expands the Aviation and Defense cluster by creating an emerging technology excellence center with cost-effective access and short-term certification training for new career pathways. CEPTA's career pathways reflect identified industry needs not yet fully accessible at one site regionally, state-wide, and nationally.

**Create a unique asset in the region that can be leveraged for regional growth of targeted industries.**

Location is fundamental to CEPTA's design and mission, and this project leverages 54J's centrality and optimal airspace with emerging technology training to fill current and future workforce needs.

**Demonstrate long-term financial sustainability following Triumph Gulf Coast, Inc. funding.**

Project CEPTA's long-term financial sustainability pivots on five growth principles: (1) to structure modern aviation workforce training around emerging technology; (2) to build the necessary infrastructures to create an integrated air space; (3) to leverage modern aviation's ability to expand technology integration and entrepreneurship within regional industry; (4) to facilitate short-haul and micro-airline utilization and increase the profitability of underutilized airports; and (5) to develop a critical mass of credentialed pilots and attract modern aviation OEMs and distributors relocation to 54J and NW Florida.

In addition: (1) certification programs exist separately from TGC funding with independent pricing, driving external funding to the region for training both during and after grant completion. (2) USI's training supports an RPAS use case with applications to nearly every industry cluster. (3) Project CEPTA will drive continual upskilling and recertification (i.e., required every 24-months for aviation

grade certifications) throughout the TGC region. (4) As an aviation company, USI will continue to align traditional aviation ratings with pathways in the RPAS and AAM fields.

**Leverage funding from other government and private entity sources.**

The City of DeFuniak Springs is securing \$31,640,000 in Project CEPTA support, including funds from Walton County, the Federal Aviation Administration (FAA), American Rescue Plan Act, State Appropriations, and the FDOT Region 3 Work Plan. USI's CEPTA investment is \$13,800,000 and Project CEPTA's cumulative matching funds total \$45,440,000 (52.6%).

**Provide local investment and spending.**

Project CEPTA triggers local investment and spending via: (a) Modern Aviation Flight Academy attendees; (b) increased wages earned by credentialed trainees; (c) project-specific local revenues generated through 54J construction; (d) increased 54J corporate and industry anchor tenant leases; (e) increased air travel, landing fees, fuel/energy fees, and tourism revenues resultant of 54J's increased service capabilities; (f) public-private investors and donors in RPAS and AAM.

**Are supported by more than one governmental entity and/or private sector companies, in particular proposed projects or programs supported by more than one county in the region.**

This application is supported by many local and regional entities including the City of DeFuniak Springs, Walton County, the Walton County School District, the Unmanned Safety Institute and Embry Riddle Aeronautical University.

**Provide clear performance metrics over the duration of the project or program.**

The annual performance metrics for Project CEPTA will be measured by the number of CAPE and industry *certifications completed* (a minimum of **8,500** over a 10-year period), *the job placement rates* of credentialed program completers, and their *starting/new salaries*.

**Provide capacity building support for regional economic growth.**

RPAS and AAM integrated air space will revitalize regional airports connecting NW Florida communities and increasing regional economic growth.

**Are environmentally conscious and business focused.**

CEPTA includes lower-cost, more efficient, environmentally conscious RPAS and AAM training planes and a widescale PV charging station network of regional airfields.

**Include applicant and selected partners/vendors located in Northwest Florida.**

The Unmanned Safety Institute (USI) will locate their on-site Project CEPTA training operations at DeFuniak Springs-54J .



## ATTACHMENT #5

### **Economic Recovery**

A historic railroad destination, DeFuniak Springs experienced significant 21<sup>st</sup> Century economic and tax revenue declines, spurred by the departure of the city's two major employers (Perdue Farms; Lewis Bear Company). The *Walton County Economic Development Plan* SWOT analysis identified economic disparity between North Walton and South Walton as a key weakness.

Walton's four largest industries (i.e., accommodations/food services, arts, retail trade, entertainment/recreation) directly support its tourist-centric economy. As a result, South Walton incomes (+ 60.8-percent) and median home values (+ 159-percent) substantially exceed those in North Walton (Esri 2019). However, 64-percent of the county's population resides in North Walton where a significant percentage (40.5-percent) of households annually earn below \$35,000 (Esri 2019).

Enduring this economic polarity, DeFuniak Springs searched for a "regional strategy" to convert Walton County's only airport into a business engine. Given its centrality and airspace, 54J is "uniquely positioned to nurture" (*Northwest Florida FORWARD*) economic recovery. CEPTA will create high-skill, high-wage workforce training and emerging technology interdependencies between South Walton and the disproportionately affected TGC counties.

Based on the evidence of RPAS and AAM industry investments, advancements, impact studies, and workforce needs, CEPTA catalyzes economic recovery, diversification, and transformation.

### **Diversification**

CEPTA is a modern aviation workforce training project structured around emerging technology and located within an economically bifurcated county. Nearly one-third of all Walton County jobs are tourism-driven, but noticeably missing from this list are aviation and aerospace.

### **Enhancement of the Disproportionately Affected Counties**

Enhancements to the disproportionately affected counties pivot on workforce development and are measured by the completion of 8,500 CAPE and industry certifications over a 10-year period combined with the job placement and average salary rates of CEPTA completers.

### **Enhancement of a Targeted Industry**

Northwest Florida's 13-county region includes numerous "strategic assets that support the Aerospace and Defense cluster's expansion. These include a dense multimodal transportation network; proximity to several military installations; targeted tax incentives; major employers; and industry specific training programs and R&D" (*Northwest Florida FORWARD*). CEPTA is a workforce development project that structures the future of aviation training around emerging technologies. Modernizing the traditional aviation mindset through emerging technology, CEPTA creates an integrated air space and training ecosystem that provides use case applications to nearly every industry cluster and offers career pathways that reflect targeted industry needs.

## ATTACHMENT #6

### **Increase Student's Technology Skills and Knowledge**

A workforce development center that structures aviation training around emerging technologies, CEPTA emphasizes skill set progressions within RPAS and AAM career pathways. Student's upward progressions lead to advanced credentials based on the size of the aircraft, complexity of the operations, and scenario-based experiential hours.

### **Encourage Industry Certifications**

CEPTA's focus is equipping and empowering trainees with best-in-class certifications leading to employment in a rapidly growing aviation sector while positioning completers for job placement in salaries above the median income of the eight TGC counties.

### **Provide Rigorous, Alternative Pathways for Students to Meet High School Graduation Requirements**

Project CEPTA supports all K-12 UAS and Professional Pilot Ground School programs currently offered within the eight county TGC region and emphasizes pathways with direct workforce placement upon completion of industry certification. USI RPAS programming throughout the TGC region will introduce K-12 students to modern flight training, build a footprint of students with Stage 1 UAS certifications, and develop a funnel for upskilling.

### **Strengthen Career Readiness Initiatives**

CEPTA promotes skills mastery, an upward progression of credentialing, and provides career pathways aligned with dual-enrollment K-12 curriculums and post-secondary options.

### **Encourage Students with Interest or Aptitude for Science, Technology, Engineering, Mathematics and Medical Disciplines to Pursue Post-Secondary Education at a State University or a Florida College System Institution Within the Disproportionally Affected Counties**

USI RPAS pathways provide advanced standing into post-secondary programs through articulation and concurrent enrollment to any Florida State College (e.g., NWFSC, GCSC, etc.), as well as Florida institutions' Professional Pilot Technology programs (e.g., ERAU, NWFSC). FAA PPL certification is a pre-requisite for Florida State Colleges' PPT programs, and CEPTA will provide a lower cost fast-track solution for trainees seeking required credentials for application to these selective academic programs.

## APPENDIX A

Certification	Issuing Organization
sUAS Safety Certification: Level 1	USI, CAPE
Visual Line of Sight (VSO) System Operations GROUND	USI, CAPE
VSO Flight	USI
Flying in the Wire Environment	USI
Agricultural Application	USI
Emergency/Disaster Response – Group 1 sUAS	USI
Emergency/Disaster Response – Advanced UAS	USI
Data Collection and Post-Processing	USI
ROI & Data Quality Analyst	USI
USI Group 1 UAS Technician	USI
Advanced UAS Safety Certification: Level 1 (Advanced UAS Operations Personnel)	USI
Advanced UAS Safety Certification: Level 2	CAPE
Advanced UAS Operations (AUSO) GROUND*	CAPE
Advanced UAS Operations FLIGHT	USI, CAPE
OEM Specific Training Certification	USI
Emerging Tech Program Manager Associate	USI
Emerging Tech Program Manager Specialist	USI
BVLOS Operations	USI
Visual Observer Certification	USI
Active Sensor Certification	USI
Passive Sensor Certification	USI
14CFR Part Certification	USI
Maintenance Technician -Basic	USI
Maintenance Technician - Advanced	USI
RPAS Auditor (Program Management)	USI
Complex Unmanned Safety Certification: Level 1	USI
Complex Unmanned Safety Certification: Level 2	USI
Complex Unmanned Systems Operation (CSO) GROUND	USI
Complex Unmanned Systems Operation (CSO) FLIGHT	USI
GIS Essentials Certificate	Digital Quest, CAPE
Aircraft Electric Technician (AET)	Electronics Technician Association International, CAPE
Ground School	FAA, CAPE
Private Pilot-Glider (PPL-G)	FAA
Light Sport Aircraft (LSA)	FAA
Private Pilot (PPL)	FAA, CAPE
PPL-Instrument	FAA
PPL-Powered Lift Rating	FAA
PPL-Powered Lift-Instrument	FAA

<b>Ground Instructor-Basic</b>	FAA, CAPE
<b>Certified Flight Instructor, Glider (CFIG)</b>	FAA
<b>Certified Flight Instructor (CFI)</b>	FAA
<b>CFI-Instrument (CFII)</b>	FAA
<b>CFI-Multi-Engine (MEI)</b>	FAA
<b>Commercial Pilot (CPL)-Single Engine</b>	FAA
<b>Commercial Pilot (CPL)-Multi-Engine</b>	FAA
<b>Aircraft Electronics Technician (AET)</b>	NCATT, CAPE
<b>Aerospace/Aircraft Assembly (AAA)</b>	NCATT, CAPE
<b>Aviation Management</b>	International Air Transport Association
<b>PMI Project Management Ready</b>	Project Management Institute, CAPE
<b>Certified in Logistics, Transportation &amp; Distribution (CLTD)</b>	Assn of Supply Chain Mgt. (ASCM), CAPE
<b>Salesforce Certified Administrator</b>	Salesforce, CAPE

*\*USI (Unmanned Safety Institute) certification training can incorporate optionally piloted electric aircraft*

**Future Development Plans**

Emerging aviation technology is a valued asset, and we chose DeFuniak Springs-54J because its location value supports future development. A rural intermodal hub with optimal air space, proximity to eight military bases, and central access to all TGC counties and airfields, 54J's indigenous strengths combined with training in RPAS, AAM, traditional, and optionally piloted systems shape CEPTA's future vision. This strengths-based approach develops synergies among multiple customers, and here are some examples where Project CEPTA-54J can go:

- **Advanced Communication Systems.** New technologies enable the integration of traditional aircraft, RPAS, and AAM into the same air space by building a shared communications model: e.g., multiple users co-locate on the same communications infrastructure to create safe thoroughfares. This shared model also presents an opportunity to develop a multi-agency emergency communication and advanced public safety training center at the Walton County Public Safety Campus (DeFuniak Springs).
- **Technician Training.** The Bureau of Labor Statistics forecasts (2020-2030) increased job demand for aircraft mechanics (12%) and service technicians (10%), and ATEP (Aviation Technician Educational Council) states newly certified airframe and powerplant mechanics represent only 2-percent of the workforce while 27-percent are 60+ years old. Although FAA guidelines do not yet provide specific certifications for RPAS and AAM airframe and propulsion mechanics, CEPTA-54J is prepared to pursue this workforce training opportunity upon regulatory approvals.
- **Original Equipment Manufacturer (OEM) Specific Training.** Nearly 100 RPAS and AAM development programs are pursuing FAA Type Certifications, a multi-year process to evaluate prospective aircraft safety designs and plans for manufacturing quality control. FAA Type Ratings are also attached to complex aircraft, requiring pilots to complete extra training before flying them. When specific OEMs receive FAA Type Certifications and/or Ratings, USI is postured to establish relationships with these new manufacturers to design and provide pilot safety certificate training. It is also strategic and common for OEMs to co-locate with training providers, and CEPTA's emerging technology ecosystem strengthens this possibility. DeFuniak Springs anticipates pursuing additional infrastructure projects with OEMs who will relocate to 54J and create high-wage net new jobs.
- **New Emerging Technology Aircraft Manufacturers Will Supply Increased RAM.** A Vertical Flight Society study forecasted a demand (2022-2023) for 10,000 additional engineers to support RAM expansion, and Archer Aviation (American Airlines partner) broke ground 12/2022 for their 350,000 sf Covington, GA Municipal Airport eVTOL manufacturing plant, designed to produce 650 aircraft/year by 2024. Covington is a short drive west of the new Rivian electric vehicle plant (7,500 net new jobs), and DeFuniak Springs foresees similar infrastructure projects with emerging technology aircraft manufacturers attracted to CEPTA-54J's mission and intermodal location value.

- **Widescale PV Charging Station Network.** The business case for AAM pivots on reduced costs, lower emissions, and new regional travel markets. 54J is central to and <60 miles from five regional airports across four TGC counties; a PV charging station retails for <\$60,000; and infrastructure support is a keystone for AAM first-mover success. Project CEPTA's commitment to fostering RPAS/AAM training and infrastructure improvements includes plans to develop a widescale charging station network within the TGC region.
- **Regional Air Mobility (RAM) Will Change.** CEPTA's workforce pipeline, emerging technology infrastructure, and 150-mile radius to 11 NW Florida airfields will also help promote new routes to smaller airports throughout the TGC region. For example, AAM thin-haul (2-to-20 passengers) mobility will increase air transit market share with low-cost, point-to-point services, and future Type Certifications for large (>1320 lbs.) VTOL drones will provide high-speed business solutions for aerial cargo delivery. CEPTA envisages these RAM transformations, but it is difficult to forecast the full scope of new career pathways these changes will create 4-5 years in advance.