

Meeting Minutes
Triumph Gulf Coast, Inc.
Walton County Commission Chambers
571 U.S. Highway 90 East
DeFuniak Springs, Florida 32433
November 7, 2023 10:30 a.m. CT

Members Present:

David Bear, Chair
Bryan Corr, Sr.
David Humphreys
Collier Merrill, Vice-Chair
Jay Trumbull, Sr.
Leslie Weiss
Reynolds Henderson, Treasurer - excused

Chair David Bear called the meeting to order at 10:34 a.m., CT. Susan Skelton called roll and announced the presence of a quorum.

On a motion by Mrs. Leslie Weiss and seconded by Mr. Jay Trumbull, Sr., the September 28th, 2023, Meeting Minutes were approved as circulated without objection.

Chair Bear welcomed Mr. Uriah Matthews, Executive Director of Walton County Economic Development Alliance, to make a presentation to the Board.

Mr. Matthews said the EDA's strategic plan includes four basic pillars: general; commercial/industrial; traditional economic development; and defense and technology, although he noted that Walton County has not taken advantage of developing its defense and technology sector as much as some of its neighbors from Bay to Escambia, even though the home of Duke Field, a Space Force component, is located in Walton County. There is an interesting agriculture community in Walton County with 20,000 beef cattle and 1,000,000 chickens being raised here.

Mr. Matthews outlined some changes that will be coming to the Economic Development Alliance. They have seen that public-private partnerships have proven to be successful across Northwest Florida and they are moving in the direction of that model. Over the last three months, EDA Board has been reviewing bylaws for final adoption around November 9, and that will allow for more public-private partnerships and allow the private sector to invest in the EDA.

A full copy of PowerPoint presentation is available at www.myfloridatriumph.com/meetings.

Treasurer's Report

In the absence of Mr. Reynolds Henderson, Treasurer, Chair Bear called on Mrs. Jennifer Davidson, CPA, to present the September 2023 Financial Report. Ms. Davidson noted that cash in the bank is approximately \$596 million. She pointed out an item on page one that is different from the previous months. Since the board had previously voted to begin using the \$5 million appropriation listed under the “restricted for administrative costs” line item, as time progresses, this line item will decrease as funds are utilized. On page four, a new column was created for restricted administrative expenditures. Grant evaluation costs will now be shown in the restricted administration column instead of the undesignated column. The Budget to Actual line for the nine months ended September 30, 2023, shows \$8.9 million in funds distributed in the month of September, and \$33.5 million in funds distributed this year to date. Budget to Actual for September shows under budget for administrative costs by \$6,500 and Budget to Actual for year to date shows under budget by \$47,000 in administrative costs. Ms. Davidson added that the Statement of Activity shows Interest Income of \$2.7 million, and accumulated interest is almost \$8.4 million. **Mr. Bryan Corr, Sr., made a motion to approve the September Financial Report as presented. The motion was seconded by Mr. Collier Merrill and approved without objection.**

Staff Report

Ms. Skelton noted that she had a phone call with the Auditor General's office to schedule the exit interview for the 2022 Audit for Thursday morning. Chair Bear and Ms. Skelton will be on that call, and they are hopeful to have good news to report at the next Triumph meeting.

Ms. Skelton reported that the Legislature is in Special Session this week. They are taking up various issues related to Hurricane Idalia, My Safe Florida Home Resiliency Program - adding additional funding to that program. They are passing resolutions in support of Israel and sanctions against the State of Iran as it relates to state finances and various other issues. They will be resuming their regular committee schedule after Thanksgiving. There will be committee meetings next week, then some December meetings, and Session will begin in January.

Ms. Skelton reminded the Board that the December meeting is going to be very active with the Grantee's Annual Report reviews from the Program Administrator. This is the annual report on the activities and progress of all the Triumph funded projects.

Additionally, she reminded the Board that as required by the bylaws, they will have elections for next year. If members are interested in taking on the responsibilities of an office and want to discuss that with either counsel or Ms. Skelton, she encourages them to do so.

Performance Review Report and Recommendations

Mr. Merrill reported on the activities of the Performance Review Committee attended this morning at 9 AM by Committee Chair, Mr. Collier Merrill; Mr. Jay Trumbull, Sr.; Mrs. Leslie Weiss; and Chair Bear.

The Committee voted to recommend renewing the contracts for Legal Services with the Clark Partington Law Firm and recommended an increase in the General Legal Services Contract from \$100,000 to \$110,000 and to maintain the Special Services Contract at \$100,000 and

Litigation Services Contract at an hourly rate upon a vote of Board to activate the contract on a case-by-case basis.

Mr. Merrill reminded the committee that the Statute states that contracts cannot exceed \$130k annually, which handicaps the Board a little bit and may have to be addressed at some point. The cap was established seven or eight years ago.

The Committee voted to recommend continuation of the contract for CPA Services with the Tipton, Marler CPA Firm, and recommend maintaining General Services, Compliance 1, and Compliance 2 Contracts at an hourly basis not to exceed \$130,000 per contract.

The Committee voted to recommend the renewal of the Letter of Engagement with Randy Lewis, AIA (Construction Management Advisor) at \$210 per hour plus expenses not to exceed \$42,000.

The Committee voted to recommend renewal of a three-year contract of the Program Administrator with an annual fee of \$112,120.

The Committee voted to recommend renewal of a three-year contract for the Economic Advisor with an annual fee of \$124,000.

The Committee voted to recommend renewal of a three-year contract for the Education Advisor with an annual fee adjustment to \$70,000 commensurate with his moving to a full-time work schedule.

The Committee voted to recommend an annual contract salary of \$46,200 for the Administrative Specialist.

The Committee voted to approve the creation of a new Workforce Education Program Coordinator position– not to exceed \$45,000 annually.

On this subject, Mr. Merrill asked Ms. Skelton to explain the purpose of the new position.

She said that as Triumph moves further into the compliance phase and the validation of certifications becomes more of an issue on the workforce side, staff is asking permission to hire an additional person to assist Dr. Fuller to begin the process of the required certification verifications. There are several thousand of those pending review and that number continues to grow exponentially. The plan is for the person in this position to be someone who can shadow Dr. Fuller and begin to understand his job and, beyond the compliance component, what he does on intake and how he interacts with various applicants and grantees so they can learn the process as part of a succession plan for workforce education. Dr. Fuller has agreed to a three-year contract, but this is such an important component of what Triumph does that we need someone who he can help train and who he can shape in the manner that he wants that position to go forward.

As for the job creation performance metrics, staff discussed adding an additional position, but it became clear that since Ms. Baker is actually developing the performance metric data collection program and is going to be working with Dr. Harper to make sure that he has all the component checkoffs and everything that he needs in this first year, it makes sense to have Ms. Baker absorb that workload and work directly with Dr. Harper to make sure that the system works the

way he envisions it working. That was part of the reason for the additional hours for Ms. Baker that were recommended. Ms. Baker has already been working directly with Smartsheet on a contract basis to develop the workforce education certification program. We appreciate the work that she has done, along with Ms. Henderson's guidance, on making sure that we have a certification program/verification process that works properly. Looking ahead, we may need additional support on the job creation performance metric side, but for now we want to test it and make sure that the job creation component works. Job Performance Review requirements are not yet growing as exponentially as the workforce certification side due to long lead times on most industrial grants.

In sum, Mr. Collier Merrill noted that at this point, this is a hard stop four-year term for each member. Triumph is not a startup anymore, it is a billion-dollar corporation – it has grown, thanks to the hard work of the Board members and people like those in the audience, and jobs that have been created by Triumph will now have to be accounted for and “fact checked.” There are a lot more compliance issues coming down the road and he appreciates the foresight of the Executive Director to start addressing these issues now.

Finally, it was reported that the Committee voted to recommend renewal of a three-year contract for the Executive Director with an annual fee of \$120,000.

Before ending the report, Ms. Skelton added that all the above-stated renewals are three-year contract renewals that would run from January 1, 2024 through December 31, 2027, except for Ms. Baker's adjustment. Ms. Skelton would like to ask for immediate approval to make that adjustment, as well as request permission to immediately begin the hiring process for the new position. Dr. Harper clarified that the three-year contracts would run from January 1, 2024, through December 31, 2026, instead of through 2027.

Mr. Merrill stated that this is the Performance Review Committee's recommendation to the full Board. Chair Bear asked for any questions or comments on the Performance Review Committee's report. **Mr. Merrill made a motion to approve the Performance Review Committee Report as presented. The motion was seconded by Mrs. Weiss and approved on a vote of 6-0.**

Legal Report

Mr. Alan Manning, Legal Counsel, began the legal report with an update on the process for reviewing the D&O liability policy. The policy was last written by Lexington Insurance Company for a premium of \$17,000. That is the policy that is currently in effect. Counsel anticipates that company will have the most competitive rate for the renewal based on a history of no claims from Triumph, but they are having Triumph's agent go out to the market just to see if there is a better price. Mr. Manning noted that they will need to bind coverage before the end of the year. He requested that there be a motion to authorize the Chairman to bind the D&O liability policy for 2024 with limits consistent with the prior year's policy.

Mr. Merrill started to make a motion, but then had questions about whether the insurance company had stated they would beat the \$17,000 that is currently in place. Mr. Manning explained that the agent has not yet been to the market so they do not know what the premiums are going to be, but he believes it will be something in that range, and further clarified that they

are trying to renew the coverage to be consistent. Since they do not yet know what the premiums will be, Mr. Manning suggested that they not put a cap on that aspect.

Mr. Merrill made a motion to authorize the Chairman to bind the D&O liability policy for 2024 with limits consistent with the prior year's policy. The motion was seconded by Mr. Trumbull.

Mr. Corr then asked about the limits of the current policy and requested that counsel email that policy information to Board members. He asked if Triumph were to be sued, who would have standing to sue them? Mr. Manning suggested that possible plaintiffs in that type of scenario might be other Board members, upset with something that the Board may have done, or possibly a grantee.

Mrs. Weiss inquired if they should consider increasing the policy limits, seeing as \$1,000,000 is not as much as it used to be. Mr. Manning confirmed that legal counsel can certainly get quotes on that, and if the Board is willing to leave it to the judgment of the Chair, he can make that final determination.

Mr. Merrill amended his motion, to authorize the Chair to renew the D&O policy for the 2024 year and consider increasing policy limits if needed. The motion was seconded by Mr. Trumbull and approved without objection.

Mr. Corr stated that he is pretty sure if they get sued, it is going to be for a whole lot more than \$1 million - \$5 million might be a costly defense. Mr. Manning confirmed that it is currently \$1,000,000 for D&O Liability. There is separate coverage for unemployment. Chair Bear clarified that many of the Triumph grant agreements state that the grantee shall indemnify and hold Triumph harmless. Mr. Manning agreed, stating that they also have language in the agreements that there's no third-party beneficiaries, so the grantee would be the only person, or the only entity, to have standing under the contract to sue under the contract, so some other person who had a contractor, or somebody who's doing work on one of the projects would not have standing for the terms of the contract to sue.

The motion passed unanimously on roll call vote (6-0.)

Mr. Manning introduced the second agenda item of the legal report, which involved consideration of a policy to clarify that changes to budget line items that result in more than 5% in the aggregate to Grant Award Agreements must be approved by a Board vote. He explained that all grant award agreements have a provision referred to as the 5% rule. It gives the grantee a little bit of flexibility to change numbers in a budget under the grant award agreement without having to come back to the Board for approval. It essentially provides a 5% latitude, so a particular budget category can increase or decrease by 5%. This doesn't change the grant amount; it just provides some flexibility so that the Board doesn't need to get involved in small adjustments to the budget. The intention has always been that that 5% is a cumulative number, meaning that once they go over 5% on a budget category change amount, then they would have to come back to the Board. A question has come up about whether that could be interpreted to mean not the cumulative number, meaning 5% per request, and that was not the intent. The Chair is proposing to add some language into the contract template to clarify that the

Board's policy is that the 5% rule is a cumulative number. Legal counsel would ask for a motion to instruct staff and counsel to clarify the template to have that 5% as a cumulative number.

Ms. Skelton said that the CPA raised a question about whether this was retroactive. The policy change didn't anticipate it to mean that we must go back and change every contract, but if we have a statement of intent and if there's ever a situation where a grantee comes and asks to accumulate more than the 5% originally contemplated staff would bring that back to the Board for review before such a situation would be approved. When you have multi-year, major \$65 million contracts, there are going to be change orders that are going against the 5%. We just want to make sure that we are doing what the Board wants us to do as it relates to those changes.

Chair Bear explained that he had asked to put this on the agenda and the language in the agreement itself actually says 5% change since the last Board approval, and so it could be 5% change each month by an applicant and that is not really the spirit of what this Board had agreed to. For efficiency purposes, up to 5% allows staff to manage it without having to come back to the Board six weeks later for approval, and so this clarification will make sure that the policy is being followed without any manipulation. Ms. Skelton noted that in context, there may be times when staff must bring something back to the Board for review but the goal from the staff perspective is to try to keep the cost of the administrative compliance and the grant down as low as they can and that was the reason they originally asked for the permission to be able to shift within the categories.

Mrs. Weiss made a motion to direct staff and counsel to incorporate the new restriction on changes not to exceed 5% in aggregate into all future grant award agreements. The motion was seconded by Mr. David Humphreys. The motion passed unanimously on a roll call vote (6-0.)

Mr. Manning provided a review of the **Proposed Second Amendment to Grant Award Agreement for Proposal #143 – Bay County School Board – Haney Technical Center – NO ADDITIONAL FUNDING**. Mr. Manning noted that this amendment does not involve any new grant funds - it merely extends the proposed completion date of the project by one year to December 31, 2024 and revises the budget to reallocate some funds among budget categories, but with no change to the overall budget. Staff recommends approval of the proposed amendment.

The speaker for this proposal had a medical emergency, so Ms. Henderson took questions.

Mrs. Weiss asked for confirmation that the grantee is changing the budget line items, and if so, asked if the change was more than 5%. Ms. Henderson explained that the grantee has requested to increase the equipment category by using a little bit of money that was left from construction and a little money that was left from training so that they could have additional lab equipment and simulators for the students because the HVAC program continues to grow. This will allow them to enroll more students because there's more equipment to be utilized; and it did exceed 5%, but they also needed to extend the date by a year to reach the certification number. Mrs. Weiss then inquired if the grantee wasn't extending the date, would they have to come back to the Board because one of the categories increased by more than 5%. Ms. Henderson

confirmed that the grantee would have to return to the Board since one of the categories increased more than 5%.

Mr. Merrill made a motion to approve the amendment and Mr. Humphreys seconded the motion. Chair Bear asked if anyone from the public wished to be heard on the proposal. No one came forward to speak. **The motion passed unanimously on roll call vote (6-0.)**

Mr. Manning then introduced a review of the **Proposed Second Amendment to Grant Award Agreement #202 – Gulf Coast State College – reducing the amount of grant request by \$498,749, reducing MATCHING FUNDS by \$3,396,079, and removing MATCH PARTNER.** This proposed amendment requests to reduce the original amount of the grant by \$498,749. It also reduces the total project cost that was set forth in the grant agreement by \$3,844,828 and reduces the matching funds component of the project by \$3,396,079, the bulk of the reduction in the matching funds is a result of removal of matching fund partner Skyborne Technologies, which was going to provide a tethered airship for the project but were unable to deliver it. The reduced cost for the matching funding is going to be \$2,375,000. The grant amount is being reduced and the matching funds are being reduced largely to account for the matching fund participant being removed from the project. Ms. Skelton said this is an example of Triumph staff working with the grantee to make lemonade out of lemons. Gulf Coast State College had some concerns with their match partner and they have been trying to salvage the project and while they are going to be adjusting the match levels substantially, and the project cost is reduced, we are trying to make sure that they are continuing to provide the service to the student – that was the original intent of the project and Dr. Harper and Ms. Henderson can speak more to the adjustments that have been made.

Chair Bear then introduced Mr. David Thomasee to speak on behalf of Gulf Coast State College and thanked him for being here today. Mr. Thomasee greeted the Board and confirmed that the status of the project is exactly as it was described by legal counsel and staff, and stated he was happy to take questions. Mr. Merrill asked whether the project would be able to move forward as intended without the Skyborne airship. Mr. Thomasee stated that he believes they can accomplish everything with the technology that they have now.

Mr. Trumbull made a motion to approve the Proposed Second Amendment to the Grant Award Agreement and Mr. Merrill seconded the motion. Chair Bear asked if anyone from the public wished to be heard on the proposal. No one came forward to speak. **The motion passed unanimously on roll call vote (6-0.)**

Mr. Manning provided a review of the **Proposed Second Amendment to Grant Award Agreement #243 – Okaloosa County School Board – AI Training Program – No additional funds requested.** The amendment would merely reallocate items within budget categories with no change to the overall budget.

Chair Bear introduced and welcomed Mrs. Jerral Horton, CTE Program Administrator, to speak on behalf of Okaloosa County School Board.

Mrs. Horton thanked Triumph for its support and noted that it had been a fabulous year for them. The reason the district is proposing to move the money around into different categories is they have gotten ahead of their original schedule. Mrs. Horton will be retiring in six months and

she is trying to get this program going and fully functional before she retires. The program has been introduced to other schools in the district sooner than expected.

Mr. Merrill made a motion to approve the Proposed Second Amendment to the Grant Award Agreement and Mr. Humphreys seconded the motion. Chair Bear asked if anyone from the public wished to be heard on the proposal. No one came forward to speak. **The motion passed unanimously on roll call vote (6-0.)**

Mr. Manning introduced the **Proposed Term Sheet for Proposal #297 – P.R.I.D.E. Enterprises – Construction Trades Training Program – up to \$923,745.** The proposed grantee is Prison Rehabilitative Industries and Diversified Enterprises, Inc. (P.R.I.D.E.), a not-for-profit corporation. The proposed grant amount is \$923,745, for a project that will issue certifications in carpentry to incarcerated persons in collaboration with Pensacola State College.

Chair Bear introduced Mr. Jack Edgemon representing P.R.I.D.E. Mr. Edgemon said that he would be happy to answer any questions that the Board may have. There were no questions.

Mr. Merrill made a motion to approve the Term Sheet and direct staff and counsel to move to Grant Award negotiations. Mr. Trumbull seconded the motion. Chair Bear asked if anyone from the public wished to be heard on the proposal. No one came forward to speak. **The motion passed unanimously on roll call vote (6-0.)**

Mr. Manning introduced the next agenda item - **Proposed Term Sheet for Proposal #318 – Santa Rosa School District – Santa Rosa Center for Innovation – up to \$9,000,000.** This project involves issuing up to 9,788 certifications in science, technology, engineering, entrepreneurship, arts, and mathematics (STEAM), and this is consistent with the grant application approval by the Board at the last meeting.

Chair Bear introduced Ms. Charlin Knight, Director of Workforce Education for the Santa Rosa School District. Ms. Knight thanked the Chair and welcomed questions from the Board. She expressed her appreciation to the Triumph staff for making the application process painless.

Mr. Corr inquired if the building is in a lease and whether they got an appraisal on it. Ms. Knight confirmed that the building is in a lease to purchase agreement to Santa Rosa School District, and that they did get two appraisals – one was for \$900,000 and the other was right at \$1 million. Mr. Corr asked if it is correct that the purchase price is \$2,000,000. Ms. Knight explained that they entered into the lease purchase agreement with the intent to get the two appraisals, and that the owner of the building declined to get a third appraisal, so they are going to take an average of the two. Ms. Knight further clarified that the \$2 million amount was included because they didn't know what the second or third appraisal might indicate. Mr. Corr then asked what is the contract to purchase price? Ms. Knight replied that they haven't moved that far into the agreement yet and it is just under the lease to purchase right now, they haven't agreed upon the purchase price. Mr. Manning explained that the lease purchase option provides is the base amount established by the appraisal and then it increases annually at a rate of approximately 7% until the purchase is affected, so it will be roughly \$950,000 + 7% a year until this option is exercised. Mr. Corr asked if the prices would get to \$2 million or a larger number by increasing 7% a year. Mr. Corr asked if they are going to pay rent for six years and pay a 7% compound increase in the purchase price. Mr. Manning stated that the lease has been signed, but it is

contingent upon approval. Mr. Corr then asked if the Board has flexibility to change these terms if we approve this term sheet. Mr. Manning replied that they would have to renegotiate with the landlord. Mr. Corr asked if under those terms, they could carry out the purchase more quickly to reduce the cost, if they have the funds available. Ms. Knight stated that the owner is not interested in executing the purchase any more quickly than they agreed upon. Mr. Corr asked Ms. Knight if she knew what the current owner paid for the building. He sees that the owner paid \$369,004 in 2019 and then he has done some renovations.

Mr. Merrill made a motion to approve the Term Sheet and direct staff and counsel to move to Grant Award Agreement negotiations. Mrs. Weiss seconded the motion. Chair Bear then asked if there was any debate or discussion.

Mr. Corr stated that he hated to do this, but he will vote against this proposal in the hopes that they can renegotiate as it sounds like an extremely rich deal for the seller. How did it appraise at \$900k when it was sold for \$369k in 2019. Mr. Humphreys asked for an explanation of the 7.5% accelerator. Mr. Manning explained that it is what was in the lease, and it was a process to get an appraisal. There was a request that there be two appraisals, and then if the landlord wasn't satisfied with those two, he had an option of getting a third one, which he chose not to do, and so the base purchase price, for purposes of the ultimate calculation, will be based on the average of those two appraisals, the \$1 million and the \$900k. Then there's a provision that increases that amount by 7% until the option is exercised, and it cannot be exercised before that six or seven-year period.

Chair Bear asked if anyone from the public wished to be heard on the proposal. No one came forward. **The motion passed 4-2 with Mr. Corr and Mr. Humphreys voting no.**

Mr. Manning introduced **Proposed Term Sheet for Proposal #291 – Pensacola-Escambia PEDC – Project LASER – up to \$6,000,000.** The Pensacola-Escambia Promotion & Development Commission (PEDC) and Space Florida are seeking a grant of up to \$6 million for construction of a facility at Pensacola State College that will support the Manufacturing USA Network. This is a job creation grant for 36 jobs and the term sheet is consistent with the application that was approved by the Board at an earlier meeting.

Ms. Skelton noted that will be the first contract in which Triumph has partnered with Space Florida, and since Space Florida is a public entity and a third party to the agreement, it has made this negotiation a little bit more complicated, but they provide financing for the building and staff is prepared to speak to the point if more clarification is needed, but she wanted to make the note that this will be the first project that Triumph is doing in conjunction with Space Florida. Staff anticipates several more that are already in the pipeline.

Chair Bear then introduced Mr. Brian Hilson, CEO of FloridaWest Economic Development Alliance, Ms. Danita Andrews, Chief Business Development Officer, and Mr. Kevin Harrington, Vice President of Business Development for LIFT.

LIFT is an acronym for Lightweight Innovation for Tomorrow. The company was established in 2014, and it is a Department of Defense supported non-profit and National Manufacturing Institute partner. Its mission is to drive advanced American manufacturing through technology and talent development in support of the national economy and national security. It is a public-

private partnership, and LIFT brings together government, industry, and academia to accelerate advanced manufacturing in a national ecosystem to benefit large OEM's, top national academic and research institutions, small and medium sized manufacturers, and startup companies.

FloridaWest has been working with LIFT and many others for about two years to develop Project LASER. This project was introduced to the Triumph Board on October 24th, 2022. The project goal is to establish an R&D facility in Pensacola, primarily in support of the aviation and automotive industries. The facility would be an advanced manufacturing accelerator and industrial showcase. The proposal is for a ground lease on the main campus of Pensacola State College for Space Florida, as the grantee, which would finance the improvements and lease the facility to LIFT. This is a \$21 million total investment, including \$14 million in building design and construction and \$7 million in equipment, and the Triumph grant would be for up to \$6 million to support construction of a 38,750 square foot building leading to the creation of 36 jobs with an average annual salary of \$113,083.

Ms. Danita Andrews thanked the Triumph Board and stated that they are very pleased to present this project at this stage. Ms. Andrews mentioned a tour she recently took of LIFT in Detroit and commented that it was so energizing to see the technology and the workforce development focus that they have there. They are looking forward to providing a substantial collaboration with this project that will assist and convene experts in manufacturing and innovation to mentor a minimum of 100 companies and entrepreneurs within the Northwest Florida area. LIFT Institute is transformational in its state-of-the-art manufacturing research and development Center of Excellence, cutting edge technology and equipment available for collaborative and proprietary research and development work. Approximately 10% of the overall LIFT institutes program is dedicated to education workforce development, ensuring that the workforce has the fundamental and foundational technical skills necessary to manufacture the products of tomorrow.

Working with local and regional colleges and technical schools and manufacturing partners, LIFT will be a catalyst to help advance critical manufacturing technology skills in Northwest Florida. This will facilitate collaboration in ways that integrate existing educational programs with LIFT technologies learning labs, including the Ignite program, which is trademarked to LIFT, which is master and manufacturing training and will pass nationally recognized certifications. LIFT's multi-skilled technician certification training includes CNC operations, industrial maintenance, welding, additive manufacturing, and robotics. Operation Next is also trademarked to LIFT and is a training program for separating military personnel, members of the National Guard Reserve and Veterans and their spouses. LIFT clients include multiple Fortune 500 companies and top research universities as well as the Department of Defense and Department of Commerce. Many of their existing national members are expected to join and actively participate in the proposed Pensacola operation, particularly those in aerospace, automotive, assembly, and ship building. Lockheed Martin, Boeing, Raytheon, and others are already present here in the state, and will assist accelerating manufacturing activities here in Northwest Florida.

Ms. Andrews introduced Mr. Kevin Harrington, LIFT's Vice President of Business Development. Mr. Harrington thanked the Board for consideration of this project and thanked the staff for their assistance with this project.

In full transparency, Chair Bear disclosed that he is also the Chair of the FloridaWest Economic Development Board of Directors. This is a PEDC project, and they contract with FloridaWest for the staffing, which is where Mr. Hilson and Ms. Andrews both work. He stated that there's no personal gain or loss, so he doesn't believe it to be a conflict, but wanted to disclose the relationship on the record.

Mr. Corr made a motion to approve the Proposed Term Sheet and Mrs. Weiss seconded the motion. Chair Bear asked if there was any debate or discussion.

Mr. Corr asked if Space Florida is going to own this building. Mr. Manning explained that the building will be built on the campus of Pensacola State College, and so they will own the land. It will be ground leased to Space Florida, who in turn will sublease it to LIFT so Space Florida will have a leasehold interest in the building for some period. Ultimately when all the leases expire, Pensacola State College will own it. Mr. Corr noted that Triumph is basically financing the building.

Chair Bear asked if anyone from the public wanted to be heard on the motion. No one came forward to speak. **The motion passed unanimously on roll call vote (6-0.)**

Program Administrator's Report

Ms. Cori Henderson began her report with a summary of annual reports. She said that Ms. Skelton already noted that most of the annual reports were due on October 31st and the team has been busy reviewing them and will report on the active grants at the next Board meeting. Additionally, Ms. Baker, with help from Ms. Henderson, has been hard at work developing the metrics database that will be used in Smartsheet for validation of the certificates. She is writing the program for the metrics and other components, and we hope, by this Spring, to be able for Dr. Fuller and Dr. Harper to use that data to report to the Board about the types of certifications that are being earned across the region and their economic impacts.

There are 49 active projects, totaling over \$425,000,000 in executed projects. As of October 31st, Triumph had received 323 Pre-Applications totaling over \$2.7 billion dollars in requests and 3 new pre-applications since the previous Board meeting. Staff has reviewed projects 323, 324 and 325 and recommends that all are eligible.

As of October 31st, Triumph had received 130 Applications totaling over \$1.1 billion in requests, and the new application on today's agenda is from FSU.

Also included in the report is a snapshot of the status of projects which we anticipate will be updated more at the next Board meeting, and Construction Advisor, Mr. Randy Lewis' report, which includes construction project reviews he has already undertaken in preparation for the annual reviews. The Program Administrator's Report indicates that staff approved budget transfers under 5%. The process has the grantee submitting a letter requesting the change, staff then validates the request to ensure that it doesn't increase or decrease any particular category by more than 5%, and then staff reports this change to the Board if it is agreed that it is an appropriate use of funds. If staff is not comfortable with the proposed changes, staff would not

recommend it - we would bring it to the Board as a full amendment request, but in this case, for Santa Rosa County the Board approved to move additional funds at the last meeting for them to purchase additional property. However, the closing costs were not in that amendment, so staff approved them moving a small amount of money into that category. With Project Lightning Strike in Bay County, there were additional funds needed to finish the renovation due to landscaping requirements on site, so staff allowed a shift of a small amount of money in concurrence with Mr. Lewis' determination that was an appropriate use of the funds. Ms. Henderson requested a motion to approve her program administrator report and those action items.

Ms. Skelton added that Application #319 which is for Warrington Preparatory Academy is also up for discussion today. Initially \$10 million was requested in funding for this project but that amount has been adjusted downward to \$7million for phase one of the project after further discussions with Warrington.

Mr. Trumbull made a motion to approve the Program Administrator's Report. The motion was seconded by Mrs. Weiss and passed without objection.

Economic Advisor's Report

Dr. Rick Harper began his report by introducing **Recommendation on Proposal #312 – Florida State University Panama City – InSPIRE – up to \$98,453,615.**

The FSU Panama City (FSUPC) proposal describes the Institute for Strategic Partnerships, Innovation, Research, and Education (InSPIRE), which is intended to serve as FSU's applied research and workforce development arm in Northwest Florida. InSPIRE's mission is to accelerate technology innovation, cultivate corporate investment, nurture the growth of new industries, and foster high-skill, high-wage employment opportunities in the region. The Triumph funding request of up to \$98,453,615 represents 24.7 percent of the total project cost of \$398,824,571. Other funding sources in support of the Institute include grant and contract funded expenditures over the 2024 to 2035 (12 years) period of at least \$235,074,000, and FSU internally funded expenditures of \$65,296,956 in support of InSPIRE over the 2020 to 2035 period.

Triumph Gulf Coast spending is proposed to occur over the first five years and consists of ~\$81 million in equipment and equipment maintenance, ~\$5.6 million in supplies, and ~\$11.9 million in personnel.

All personnel expenditures funded by both Triumph and by match dollars will be for personnel residing in the eight-county region whose work assignment is located at FSUPC. The grant and contract spending are monies expended on InSPIRE rather than gross grant and contract revenues received. To the extent that indirect cost recovery dollars are expended in direct support of InSPIRE, such dollars may be counted as FSU internally generated match.

FSUPC states that InSPIRE will establish Northwest Florida as the nation's foremost hub for aerospace and advanced manufacturing, pioneering in demonstration, testing, evaluation, and research and technology development.

The view of Triumph staff is that this project will be transformational for the region. The FSU Center for Economic Forecasting and Analysis calculates that the ongoing personal income impact over the life of the project following completion of construction and other non-recurring expenditures is expected to be \$145 million, and to that staff would add the impact of teacher training and wages for students on top of those expenditures.

- At least \$225 million in new contract and grant funded expenditures in support of InSPIRE.
- Successful completion of 5,000 industry-recognized, externally validated certificates across 1000 or more STEM teachers from the region.
- 200 additional accredited science & engineering bachelor's degrees, 40 additional accredited science & engineering Master's Degrees, and 15 additional accredited science & engineering PhD Degrees, all awarded through the FSUPC campus.
- Engage at least 40 companies in the region each year to assess their education and technology development needs to inform the InSPIRE partner network and strategic resource investments.
- The addition of nearly 100 new technical and highly skilled new positions in the region including 87 core staff at InSPIRE with an average starting salary of \$104K, and ten new faculty lines at FSU-Panama City with an average salary of \$119K.

FSU also commits to fund 31 graduate assistantships to be located at InSPIRE.

Following literature regarding differences in seed and early-stage financing among metro areas with business accelerator programs versus those without, these direct impacts are likely to galvanize additional local activity to roughly triple investment in this business sector within the Triumph region. Taking these metrics together, the total impact on the region measured is expected to be more than \$10 dollars of increased personal income (in constant dollars) per dollar of Triumph expenditure. For these reasons, Triumph staff rates the project as a "B."

Dr. Harper concluded his report and Chair Bear asked if the Board had any questions or comments.

Mr. Trumbull asked what made this score a "B" - what would have brought it to an "A"? Dr. Harper replied that this is a massive project – \$200+ million dollars in grant and contract funded expenditures to be made is large. It is also a very capital-intensive project. For example, the half meter hypersonic wind tunnel that is being proposed as the central equipment purchase here is noted in the application to have a cost installed of approximately \$56,000,000, to the extent that that spending on equipment to furnish these facilities that are proposed would flow outside the region, as opposed to flowing to staff expenditures inside the region, that would represent imports into our region, funded using Triumph dollars, so that tends to hold down the calculated return somewhat, and also to the extent that use of these very expensive facilities, there's several innovations that are posed to the extent that they are mostly capital-intensive as opposed to labor-intensive, tends to reduce that multiplier as well. Those are the things that coupled with the CEFA, estimates of \$145 million which you see is about 1 1/2 times the proposed Triumph expenditure, which is lower. For example, staff looked at the LIFT proposal where the salaries to be created in the region and spent in the region with their subsequent

ripple effects, have a ratio of almost six times in salaries what the Triumph funding amount is. So, it is likely to be a transformational project. It is an expensive project. It is not quite as labor-intensive as some of the projects we fund. All those things hold that ROI score, which we measure as the additional labor dollars, hold it down somewhat.

Ms. Skelton added that the easiest way for her to understand it is that this is a global impact project. It is not only a national project, but an international project, and because those dollars are not focused directly on Bay County or in the eight-county region, it sort of disperses the impact over a larger area and that is the reason for the score.

Mr. Trumbull commented that it is a huge project, but our contributions are only 25%. They have got a whole lot more skin in the game than we will, but it is still a huge project. He then asked if the other funding sources are committed?

Dr. Harper replied that they are not yet committed. These grant and contract funding amounts are aspirational. It represents a big bet by FSU on the ability of these facilities and the faculty and staff that work there to attract new contract dollars and establish a research hub in the region, so it is perhaps a riskier endeavor than some of the contracts Triumph funded that have workforce development and a certain 100, 300 or 500 jobs with them. This really relies on expenditures of contract revenues in our region, so FSU has committed to submit a sufficient number and dollar amount of proposals to get those revenues and associated expenditures to our region. In staff's view, this is certainly going to elevate FSU's profile in these aerospace fields and engineering fields in the national arena, but those dollars are not yet committed, so we are taking a risk that they will come. That is true for both FSU and for Triumph. Ms. Skelton noted that Triumph doesn't take this risk without some experience. This is not totally dissimilar to what we are doing with IHMC. IHMC was a research and development project with aspirational goals, and what we have seen with IHMC and the impact that Triumph has had, and the success of that project, Our staff is willing to take the risk here and recommend that it is OK to take the risk because we have seen this with the IHMC project in Pensacola, which was outside of our box when we first did that, so this is the next step.

Chair Bear welcomed Dr. Stacey Patterson, Vice President for Research at Florida State University. Dr. Patterson thanked the Board and staff for inviting FSU to speak today. She noted that she is present today with President Richard McCullough and a whole host of FSU supporters and talented people who are going to make this a great success for the Northwest Florida region. She noted that she had joined Florida State University just over a year ago, and on day five on the job, she had the privilege and the pleasure of accompanying President McCullough, First Lady **Vartikar**, the Provost, Vice President Clay Ingram, and others on a week-long tour of Northwest Florida. It was a great opportunity to learn about the region, meet a lot of people and better understand what FSU needed to do in the region to diversify the economy and bring more opportunity to the people who live here, and as President McCullough has said repeatedly, we are here at FSU and this region is our backyard and this is where we believe we can have impact.

FSU has appreciated the opportunity to partner with Triumph Gulf Coast on this project, and many others over the past several years, and we are grateful for your support and acting as a catalyst to move things forward for the people in this region. As FSU considers how we can now

best serve the citizens of Florida, we are creating a bold vision that leverages our strengths with new investments to create an innovation ecosystem that is aligned with regional needs, opportunities, strategies, and our focus is in support of this Northwest Florida, our backyard.

As many of you know, we have the Florida State University FAMU-FSU College of Engineering, the only joint College of Engineering in the country between an HBCU and an R1 institution with renowned academic research programs. Our programs in aerospace testing, high performance materials, advanced power systems and K-12 education have specific relevance to the needs of the eight-county region that is supported by Triumph Gulf Coast. We want to leverage these strengths and resources and create this new institute, headquartered in Bay County, but that will reach across the entire region. Earlier this year, we submitted a pre-proposal and worked with the Triumph staff to prepare the formal application that was officially submitted last month for the aerospace testing and advanced manufacturing center concept.

Dr. Patterson thanked the Triumph staff for its patience and wisdom. FSU crafted a much better proposal because of the staff's involvement and support.

The Institute FSU envisions is called InSPIRE, the Institute for Strategic Partnerships, Innovation, Research and Education. We envision this new institute being located within or near the Northwest Florida Beaches Airport and the adjacent Venture Crossings Technology Park. Our vision includes strong partnerships with education, industry, and government partners across the region. We want to help to diversify the economy here, and we want to grow this ecosystem collaboratively with you and believe that the proposed InSPIRE center will provide a magnet for the region. We believe this will really help attract the types of companies that will help to keep some of the Florida State University students that we recruit from all over the world, some of the best and brightest, and keep that top talent here in the region. InSPIRE will consist of industry facing laboratories and prototyping facilities, the Department of Defense and other government and commercial project partners and sponsors.

The proposed facilities will include an advanced manufacturing laboratory for research and development and integrated learning as well as high speed wind tunnels that will make us uniquely positioned to support the critical needs of national security. The research conducted in the InSPIRE Institute will be more applied than the fundamental research that we typically see on our Tallahassee campus and will seek to transition the resulting innovations and proactively commercialize their use. The Institute will also be able to handle projects involving sensitive information. This is important for national security and working with the Department of Defense. FSU currently works with major DoD bases within the region and InSPIRE will increase our capacity to serve them while helping to ensure their future success and growth. In short, InSPIRE will allow FSU to directly serve existing and future needs of the Department of Defense and its bases that are located here in the region, facilitate recruitment of new companies to the region, which is important to create this critical mass and have a beacon for them to come in and to participate and collaborate with. We'll create new jobs and the economic returns through its operations, co-location of partners and growth of complementary industries and we will grow the research base at FSU as the proposed facilities and capabilities open the doors for funding coming into this region from outside that otherwise would not be possible. We also intend to grow bachelor's degrees through postdoctoral training programs to support both the work of the Institute and feed the local economy.

We believe that the InSPIRE Institute is truly a transformational kind of opportunity and will have generational impact. It provides a foundation for Florida State University to better serve the higher education needs required to fuel the innovation economy that we'll build here in this region, and it is a significant step for FSU, but its impact will be felt across the region for decades to come. FSU looks forward to the continued partnership with Triumph Gulf Coast on all our projects including this important InSPIRE institute. Dr. Patterson closed by thanking the Board for its guidance, support, and feedback throughout the process.

Mr. Merrill asked if the MagLab is still alive and well in Tallahassee. Dr. Patterson confirmed that it is still alive and well and that the MagLab is the largest and highest-powered magnet laboratory in the world and is the only facility of its kind in the United States. Mr. Merrill was impressed by the FSU project presented today and commented that it is a great one.

Mrs. Weiss mentioned that she is on the Civil Engineering Advisory Board for FAMU-FSU and renewed her term yesterday. She toured the facilities recently and noted that it is phenomenal to have those spectacular facilities so close to us here in the Panhandle. She has seen the full-scale wind tunnel models on the Air Force Base and the potential to bring it closer in here and the amount of business that is going to bring to this area is exciting. She thinks it is a very transformational project.

Mr. Corr noted that they have a budget for lease expenses and asked how many square feet the facilities would be. Dr. Patterson replied that they are proposing two facilities: one that would be approximately 35,000 sq ft and the other would be approximately 50-55,000 sq ft, so together the two would total approximately 100,000 sq ft. Mr. Corr then asked if she is comfortable disclosing where those facilities would be located. Dr. Patterson responded that they have had one conversation with the airport authority, and that their preference would be that the facilities be located on the airport property so that they can be adjacent to that Venture Crossing Technology Park.

Mr. Corr referenced the LIFT project that was presented earlier in the meeting and since it sounds like they are also working on advanced manufacturing for aerospace type applications, he wondered if there is competition between the two entities or if they felt like they would work together. Dr. Patterson confirmed that it provides an opportunity for them to partner and collaborate and make sure that they are serving this region completely. They are also thinking about a hub and spoke kind of model where they would have nodes of training and other activities that would go across the region, maybe at some of the regional airports and those kinds of places, so the project described in LIFT could be a potential partner.

The Chair thanked Dr. Patterson and recognized that the Honorable Clay Ingram, FSU's Legislative Director, was in attendance as well.

Mr. Merrill made a motion to direct staff to move to term sheet negotiations. The motion was seconded by Mrs. Weiss.

Chair Bear then opened the discussion to include the general public.

Becca Hardin, President/CEO of Bay County Economic Alliance said she wanted to highlight the support from Bay County for this project as it truly fits the definition of transformational. She is glad to see other economic development partners here. They are out there traveling the world working for you and with you to get in front of the people that will be able to utilize this great asset. They have already been showcasing that FSU is committed to creating InSPIRE. It was one of the reasons, along with Triumph's support, that they were able to stay in the Stamper competition for so long as we know now is Joby Aviation. Their support was invaluable in that. Also, we recently announced that Premier Aviation will be coming to our community. The commitment of FSU with this InSPIRE initiative has been very important with that.

They are looking forward to being able to partner with FSU and Pensacola partners, along with Florida's Great Northwest and Jennifer Conoley. Through their marketing efforts around the world, they have contacts with Boeing and Airbus. As a matter of fact, Bay EDA recently took Dr. Patterson and her team to meet with officials at Airbus and they are very interested in partnering with InSPIRE, so we are already out there marketing this concept. Other people that they will bring to the table include Boeing, Raytheon, Embraer, Lockheed Martin, and everything that is going on with the F35 program at Tyndall, GE Aerospace and United Technologies just to name a few. We are out there marketing this region and if we can bring a program like this online, this truly will transform the economy and more.

Chair Bear asked if anyone else from the public would like to speak on this item. No one else came forward to speak. **The motion passed unanimously on roll call vote (6-0.)**

Dr. Harper then introduced a **Recommendation on Proposal #319 – Renaissance Charter schools, part of Charter Schools USA (CSUSA) for Warrington Preparatory Academy – Rocketing to the Future Phase 1 – up to \$7,454,867.** Charter Schools USA (CSUSA) requests a Triumph award of up to \$7,454,867 to deliver industry recognized certifications and make improvements to Escambia School District property for students at the Warrington Preparatory Academy. This proposed school program will offer hands-on activities for middle school students as well as support families as they seek better educational outcomes for their children. CSUSA proposes attainment of 3,479 net new (i.e., above and beyond existing rates of student certificate awards) career and technical industry credentials over four years from the project's inception for those students who participate.

CSUSA will use Triumph funding to cover the certificate expenses and improvement of the existing Warrington Prep Academy. The applicant estimates the total cost of the project to be \$10,384,867 which includes retrofitting of the space, necessary equipment and supplies, industry certification curriculum and testing materials, as well as staffing costs for part-time educators. The proposed Triumph grant represents 72 percent of total project cost. At a reimbursement rate of \$2,143 per certification, the discounted total increase in household incomes expected from the program will be \$39.00 per dollar of Triumph cost, which is a good ROI compared to other Triumph awards to date.

Ms. Skelton noted that Warrington Middle School has been on the State Board of Education's "distressed" school list for over a decade. After negotiation with the Escambia County School District, the State Board of Education worked with the school district to bring Charter Schools USA on to try to rehabilitate and turn this school around. The alternative would be to close the

school, and this is a gateway school into the Naval Air Station in Pensacola, so for the community it was very important that this school not fail, and she said Chair Bear has been involved in conversation on this for quite some time.

Chair Bear explained that they are the zoned school for the Navy base, and it was getting to the point where it was really going to start affecting missions at Pensacola NAS and the school district was going to close the school down. Conversations were going on that they would just have to bus those students to other district schools, but they have a shortage of bus drivers. Finally, the school board, after missing deadlines demanded by the State Board of Education, signed the agreement for Charter Schools USA to take over the management of the school. They changed the name to Warrington Prep and are moving forward. They have done a great job of really making the school presentable for the students and making it a much better environment. The learning environment for the students was very rundown there. They didn't have the maintenance at that school to take care of it and it was not a good learning environment for the students or the faculty, and Chair Bear applauds Charter Schools USA's investment in it. As of today, Triumph does not have an agreement from the Escambia County School District for a Triumph grant for any type of program, so for Charter Schools USA to say we are going to do it anyway, we want to do it because we believe in this project and in the school, he applauds them too.

Chair Bear introduced Tracey Saxon, Director of School Support/Florida State Team for Warrington Preparatory Academy/Charter Schools USA, to speak.

Ms. Saxon thanked the Triumph team for putting them in the perfect place on the agenda because our kids can go right to FSU - we can go right back here to Walton County with Mr. Matthews' presentation. We are excited about what we are doing at Warrington Prep. This was a community that was neglected and when you go into a school with 12-year-old kids that are normally disengaged on a good day and there is no hope. They ask why am I here? The building is lousy. What am I going to do with my life? We are "all in" on this school. The kids are thriving. They are in uniforms, they have hope. But what we must do now is connect why we learn to do something down the line for them, and that is where Triumph comes in.

Workforce readiness is the key. Why do I have to learn this math? Well, because someday you're going to need it. We must figure out what your someday is going to look like. We are thrilled to bring these children a piece of their future through these industry certifications.

The skills will take them to FSU to be sure, but if college isn't on their mind, they need to be able to join your workforce. They need to have skills. We are so excited to apply for your help to help our students at Warrington Prep. You can find pictures of it in the news, but we invite you to come to Warrington Prep where our scholars are excited about their future. They are the "Rockets," in case you didn't know, which is why we call it "Rocketing to The Future" because they have to own their future and own their learning, and we need your help, so I'm happy to answer any questions that you might have about our certifications or anything else.

Mr. Corr asked if it is true that Triumph cannot give grants to private schools and asked if there is a distinction between a charter school and a private school. Ms. Skelton explained that a charter school is part of the public school system, and that is the easy answer, but Triumph is

doing workforce training certificates, which are allowed even at private schools. Ms. Henderson followed by saying that they are using a school district owned facility, so any infrastructure improvements would still be owned by the school district.

Ms. Skelton also stated that Chair Bear first brought this to staff's attention and Dr. Frank Fuller, Triumph's Education Advisor was on the ground in the beginning in the war zone, meeting with all involved parties including the Navy, Senator Broxson, and the Escambia School District. He really brought this project to fruition, and she recognized the work that he had done to help.

Ms. Saxon replied that the Triumph team is amazing. She said that she has learned more about education from Dr. Frank Fuller than she did from her undergraduate training. She stated that he is brilliant, and he has made her a better educator.

Chair Bear said that the community where the school is located is an area of poverty, and the students had no hope there, and now he thinks with Charter Schools USA and hopefully with this project, there will be some hope and they can start to break the cycle of poverty and really look for opportunities to improve their families and their lives with this project.

Mr. Merrill asked how long Ms. Saxon (Charter Schools USA) has been on the ground here. Ms. Saxon replied that it has been a year and three weeks. She is a transplant from Virginia. She and another partner, a principal, took a four-month assessment to really look at all the school's systems and interview students, so she has been on the ground all summer. It was 58 days from the day they took control of the building to the students walking in. And it was a tall task. It is the hardest work she has ever done, but absolutely the most rewarding. The kids are thriving, and we are betting on Warrington.

Mr. Merrill stated that, as a Pensacolian, he admires Ms. Saxon's enthusiasm, and as Chair Bear said, people have neglected it and they just made excuses for it in the past and his hat is off to them.

Ms. Saxon said that the neglect and excuses fuels the kids – they hear what's said about them, and she encourages everyone to remember anything we are saying about Warrington - good, bad, or ugly, those kids know, and they are really going to prove a lot of people wrong. They have got high aspirations, but this workforce readiness is key to the future.

Mr. Humphreys asked what kind of certifications they are offering. Ms. Saxon stated that the company is called Isograd, an international company. They are O*Net aligned and they are looking at several tracks: Defense, life sciences, professional services. They are looking at Google bundles, Microsoft Office, Python, AutoCAD, Adobe Suites, for kids that want to do more graphic design work. Dr. Frank Fuller is kind of letting them run wild with imagination. They are going to be introducing virtual reality. For example, if a 7th grader thinks he might want to be a surgeon, they can put on a headset and start to tinker with that idea and make really good decisions so that when they go to a school, they know what they want to do because they have had those experiences. There will be industry certifications for drones. Isograd has a program called TOSA and it is designed on a continuum, so it is not studying for an industry, or pass/fail. Instead, it is formative, and it is designed to help kids learn how to process the

material in a way that is conducive to adolescence. They are really excited about that – they just had the trainers here two weeks ago.

Mr. Humphreys asked, in addition to the certifications, do you teach for the standardized test, or do you teach for a general curriculum? Or is there a focus on how you teach the regular curriculum? Ms. Saxon responded that the first order of business is to get these children eligible to be successful - by working on their behavior and providing them a good space in which to learn that shows value to learning in general. They are in the process right now of changing some behaviors and some mindsets of not only our scholars, but their families and the neighborhood. The neighborhood on Navy Blvd and Old Corry Field Road is starting to look different than it did in the past. Everybody is kind of getting in the spruce-up mode. They are measured by the state, and they have our own agenda item on the State Board of Education every month. And I'm not joking, that is serious. We must be successful academically first, but all this ties together. There is a reason to become a better reader. If I'm really interested in learning how to do an industry certification in something that I'm passionate about, now there's relevance between learning English and language arts, not in isolation for somebody else, but because I need to be a better reader - and there you see it transfer. That is what is missing there, and that is what we are trying to bring. It will take time.

Ms. Skelton asked if Ms. Saxon could talk briefly about Parent University. Ms. Saxon explained that Parent University is a program that was started in Savannah by a gentleman named Michael O'Neill. He went into the community as a parent, and he asked other parents - what do you wish you knew more about? Here in Pensacola, people want to know how to use their benefits better, how to buy a home, how to apply for a mortgage or learn more about finance - payday loans or credit cards, or healthcare.

In Parent University, one Saturday a month, for eight months total, parents (not just Warrington Prep parents, but parents in the community - grandparents, aunties, uncles, just individuals) come to the school. There's a speaker and then they sign up for classes to help them learn. Parent University provides licensed childcare for kids. They are served a light breakfast and lunch. There are giveaways. There are vendor tables in the library with transportation folks. Navy Federal is there. They host that every other month because it is not just about changing the kids. We will expand our workforce opportunities not only to our staff and students, but to the community because the parents need this just as much as the kids do if they are going to change their situation.

At Parent University, adults can actually graduate. Some of the parents that take enough courses together – it is the first time they have ever graduated. The education works for me. I do not get to do my job unless I'm educated. But parents that education has not served well need some type of entree to buy into what we are trying to get their kids to do. We cannot pump the kid up at home at school and let them come home and have the parents say I didn't get that. We have got to get everybody lifted, and Parent University is a key to the community of Warrington.

Mr. Merrill confirmed that Parent University was indeed started in Savannah, GA, and in Pensacola, we are only the second one that is ever been established. Mr. Merrill shared that he had lunch with a bunch of them, and he noted that it is an incredible thing. His hat is off to Julian

McQueen, local hotelier, who sends Merrill pictures of the graduation of the parents, and they keep coming back and it is fantastic.

Chair Bear asked if there were questions or comments from the Board or public, and seeing none, **Mr. Humphreys made a motion to direct staff to move to term sheet negotiations. The motion was seconded by Mr. Trumbull and approved 6-0.**

Member Requested Item for Action

Mr. Collier Merrill requested to revisit Item 6 on Reynolds Henderson's Proposed Policies and Priorities - commissioning a new or updated economic study of the eight affected counties to include current strengths and weaknesses of each county, a list of the strategic economic development priorities in the region and any suggestions for ways to strengthen Triumph's impact.

Mr. Merrill made a motion to direct staff to engage with Florida's Great Northwest to determine if cooperating on such a study makes sense and provide the Board with a report and recommendation for moving forward with such study. The motion was seconded by Mr. Humphreys.

Ms. Skelton explained that what Mr. Henderson was envisioning was that six years ago Florida's Great Northwest did a strategic plan for Northwest Florida that they referenced in their Northwest Florida Forward and Dr. Harper has indicated that data probably needs to be revisited and updated, and so they sort of envision a collaborative activity here.

Dr. Harper agreed, stating that the original Northwest Florida FORWARD Report was completed by TIP Strategies out of Austin, TX, who did much of the work of putting an attractive and useful paper forward. The Haas Center at UWF was the recipient of U.S. Economic Development Administration's approximately \$540,000 to fund the work by TIP Strategies and provide that report to Florida's Great Northwest, which was then presented and used in marketing over these past number of years, and the numbers have become somewhat outdated. It is appropriate to update those periodically. They got that award, he believes, in 2016, and submitted the report shortly thereafter, so it would be entirely appropriate to work on getting a comprehensive update of our cluster analysis -what industries are here? What industries could be here? What's the labor market like? What are the assets that benefit supply chains throughout the region? And have that so that Florida's Great Northwest, as well as the Triumph team, could do better and more up-to-date marketing of our area's assets, so that is the reason that staff feel that this would be a very appropriate expenditure.

Chair Bear invited Jennifer Conoley, President and CEO of Florida's Great Northwest to speak.

Ms. Conoley said she appreciates the history of how Northwest Florida FORWARD came together. When they received the USDA grant, Florida's Great Northwest was not actually the owner of the study. In fact, it was a group of the UWF Haas Center, Gulf Power, and our two regional planning councils that came together to really stand up this strategy for regional economic transformation and that strategy was launched in 2017. It was made up of five volunteer councils focused on business vitality, talent, infrastructure, quality of place,

entrepreneurship, and innovation. Those five areas have a ton of strategies and tactics along them, but there was really no ownership of the strategy until a couple of years later when they formed Florida's Great Northwest Foundation. The leadership there at the time decided that is where the strategy would live.

Northwest Florida FORWARD and our foundation was created in 2019 before I came on board, and since then we have had a COVID pandemic and new leadership teams with me joining in 2020 and so I agree with the desire to revamp that. There's a lot of things that have changed and happened and just know it is not on the lack of our want to do it. It is just also finding the partners and the resources to pull that back together because the strategy was so large that it really needs somebody laser focused on it every day and I look forward to working with the Triumph Gulf Coast staff and you all to figure out how we collectively come together to do that.

Mrs. Weiss asked how this would get funded, and Ms. Henderson responded that the statute allows Triumph to fund regional marketing, and this study was originally very large as Jennifer described. Triumph staff would probably recommend narrowing the update down to something very specific more in the economic development/business development component of it, and then that data could be utilized as they market the region, so we would put this under the header of marketing, so whether we amend their existing grant or provide them a different grant, the funds would flow that way.

Chair Bear asked if there were any further questions or comments from the public. No one came forward. **The motion passed on roll call vote (6-0.)**

Public Comment

Chair Bear asked if anyone from the public would like to speak about any items related to Triumph process, policies, and practices, and seeing no questions, he proceeded to closing remarks.

Closing Remarks

Mr. Merrill was pleased with the meeting. He noted that the staff is locked in for another few years with new contracts. He shared his appreciation for the staff's work, especially when challenges arise with grantees and staff continue to work with everyone to resolve any issues so that the projects can move forward. Mr. Merrill commented to Ms. Susan Skelton, Executive Director, that she is really putting her mark on Northwest Florida with all the good work she continues to do, and he appreciates the staff and the board for keeping everything moving.

Mr. Humphreys seconded Mr. Merrill's remarks and thanked the staff and congratulated them on well-deserved increases. He commented that they gave a lot of money away at the meeting today. He doesn't know what the record is for a meeting, but \$110 million is pretty high. So, all great projects, though, transformational - and he really likes to see some of these transformational projects to these neighborhoods that that maybe never were on the map before to get that that funding and that recognition.

Mr. Trumbull agrees. The work is very meaningful. Trumbull said that it is a blessing to be on the board, and it is just amazing to see the fantastic projects that are coming out. The InSPIRE project is transformational and generational. He also recognized the wonderful Triumph team and thanked everyone for doing a great job. He holds it as an honor to serve on the board.

Mrs. Weiss expressed that she was honored to be on the Performance Review Committee and have an opportunity to express appreciation for all the hard work that our staff does. There is probably so much more that goes on behind the scenes, but it is very much appreciated. Mrs. Weiss voiced her disappointment that Mr. Henderson wasn't here to see that we were going to do the study because she knew he would be excited about that. I think that is a study for all of us, and I'm excited about all the projects that we got to see today.

Mr. Corr noted that the Board gets humbled by all the projects going on around here. The Board has the easy part, they approve grants. It is all the people in the audience that must carry forward and actually do the hard work. That represents a whole lot of work for a whole lot of people. He thinks it is great that those fruits will be seen for a long time to come. Fifteen years ago, Mr. Corr's office was in Huntsville, and he thinks it is a possibility that this area could replicate some of the successes that have been seen there. He thanked everyone for being there today.

Ms. Skelton expressed her thanks on behalf of the staff for the Board's recognition. It is appreciated. They do a lot of work and they do it for the right reasons. They do it because they care about the people in Northwest Florida. Secondly, Ms. Skelton thanked Mr. Corr and Mr. Humphreys for voting "no" today, because sometimes we get in a rut, and we just vote yes on everything, and it is nice to know that they all pay attention and are looking and taking the time to go through and review questions. She let everybody know that the next Triumph meeting will be on December 13th in Pensacola in the STEM building that Triumph is funding at Pensacola State College.

Chair Bear echoed what everybody else said about staff - that we have the best of the best. We are very fortunate to have each and every one of you. He thanked the staff for their commitment to Triumph and to the area. He also thanked the board members for the robust conversation discussions at the meeting and all the members of the public who came in support of the meeting and each of the different agenda items. In closing, Chair Bear also thanked Mr. Corr and Mr. Humphreys for their "no" vote, especially for the purpose of the no vote looking out for the grantees' best interest.

Adjourn

There being no further business, the meeting was adjourned at 12:52 p.m. CT.