

# Triumph Gulf Coast, Inc. Application for Funds

## Combat to Career: Navigating the Transition to Civilian Workforce



*From Military Qualified to Civilian Certified*

November 2024

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## **Applicant Information**

**Name of Entity/Organization:** Tom P. Haney Technical College

### **Background of Applicant Individual/Entity/Organization:**

Tom P. Haney Technical College (HTC) is a post-secondary institution of higher learning located in Panama City, Florida. Providing quality academic and workforce training programs since 1966, Tom P. Haney Technical College's mission is to provide high-quality career educational and training opportunities to meet the current and future high-demand needs of our regional and global skilled workforce. Tom P. Haney Technical College is the only adult technical training center of Bay District Schools. In January 2024 the college will offer 20 career technical education programs serving Bay, Jackson, Washington, Franklin, Gulf, and Walton Counties. Students have an overall average program completion rate of 90%, an average licensure rate of 100%, and an average job placement rate of 86%. It holds dual accreditation with the Council on Occupational Education and Cognia. Bay District Schools, governed by an elected five-member board, is responsible for setting school policies which are designed with the goal of delivering the best possible education to each student. Bay District Schools is led by Superintendent Mark McQueen. The district comprises 42 schools: five high schools, six middle schools, two combined grade level schools (K-8, K-12), three special purpose schools, one adult technical college, six charter schools and one virtual school. The entire school system has a total membership of more than 26,000 students from Pre-K to adult.

**Federal Employer Identification Number:** 59-6000511

### **Contact Information:**

**Primary Contact Information:** Angela Reese

**Title:** Director of Tom P. Haney Technical College

**Mailing Address:** 3016 Hwy 77, Panama City, FL 32405

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

Unmanned Safety Institute, Inc. DBA USI

**Total amount of funding requested from Triumph Gulf Coast:**

\$6,500,000

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

No

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

Tom P. Haney Technical College is in good financial status as indicated by the most recent audit from June 2023. The Unmanned Safety Institute is in solid financial status as indicated in the most recent audit from June 7, 2023.

**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 Appendix A: Financial Audits

**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?**

No

**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.

**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 the 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 the duration of project or program.
- Include deliverables-based payment systems 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.**

**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.**

Combat to Career: Navigating the Transition to Civilian Workforce, is a program designed to offer exiting military personnel in Bay, Escambia, Franklin, Gulf, Okaloosa, Santa Rosa, Walton, and Wakulla Counties the opportunity to utilize military experience and qualifications to provide a shortcut to earning civilian industry certifications through intense, focused Boot Camps in at least 19 career technical education programs.

For example, qualified veterans with military aviation mechanic experience could take a three week Boot Camp to learn the civilian material needed to become a Federal Aviation Administration (FAA) licensed Airframe and Powerplant Mechanic. Students participating in this CFR Part 147 Aviation Maintenance Technician Boot Camp will receive intense, targeted instruction that builds upon their military credentials to prepare them for the FAA AMTC exams.

All Haney career clusters including mechanic, manufacturing, construction, medical, IT, and transportation programs will offer the opportunity for demonstration of skill mastery for prior credit which will reduce the overall length of training to achieve the industry certification. This format supports veterans in making the transition from military qualified to civilian certified in the following programs in a short time period while earning nationally and internationally recognized industry certifications:

<b>Program</b>	<b>Industry Certifications</b>
Automotive Collision Technology Technician	ASE: Automotive Service Excellence
Aviation Airframe Mechanic	Federal Aviation Administration General Federal Aviation Administration Airframe Mechanic
Aviation Powerplant Mechanic	Federal Aviation Administration Powerplant Mechanic
Avionics Systems Technician	Avionics Electronics Technician
Central Sterile Processing Technology	Certified Registered Central Service Technician (CRCST)
Computer Systems & Information Technology	CompTIA A+ CompTIA Network+ CompTIA Security+
Electrician	NCCER: LEVEL 4 (Electrical)
Enterprise Network & Server Support Technology	CISCO Certified Network Associate (CCNA)
HVAC/R 1 & 2	NCCER: LEVEL 4 (HVAC)
Marine Service Technologies	Yamaha Marine Maintenance Certification: Inline Yamaha Marine Maintenance Certification: Mid-Range Yamaha Marine Maintenance Certification: Portable Yamaha Marine Maintenance Certification: V-Engine
Master Automotive Service Technology 1 & 2	ASE: Automotive Service Excellence
Medical Administrative Specialist	Certified Electronic Health Records Specialist Certified Medical Administrative Assistant
Patient Care Technician	National Certified Patient Care Technician
Practical Nursing	National Licensed Practical Nurse NCLEX-PN

Remote Pilot of Unmanned Aerial Systems	Advanced Unmanned Safety Level 1 Advanced Unmanned Safety Level 2 Advanced Unmanned System Operations (AUSO) Flight Advanced Unmanned System Operations (AUSO) Ground Professional Remote Operator Remote Pilot Certification Small UAS Safety Certification Level 1 Small UAS Safety Certification Level 2 Visual Line of Sight Systems Operations
Welding Technology Welding Technology - Advanced	AWS Certified Welder: FCAW Plate AWS Certified Welder: GMAW Plate AWS Certified Welder: SMAW AWS Certified Welder: GTAW NCCER Welding Level 3: (Welding)

While many veterans will seek employment in a career field related to their military training and past experience, some veterans may be looking for a completely new career after separating from the armed forces. Transitioning veterans can receive training to earn up to nine industry certifications in remote unmanned aerial systems (UAS) pilots in 7-12 weeks with no prior experience although some veterans may already have a military background in this area. Enrollees become certified and qualified as remote pilots of unmanned aerial systems (UAS) including visual line of sight and beyond visual line of sight in aircraft greater than 20 pounds. Students with previous experience in the operation of unmanned aerial systems will have the opportunity to have this experience evaluated, and where possible, will receive credit for this previous experience.

All Boot Camp programs are structured to provide training in a hybrid format (combination of on-line instruction, face-to-face instruction, and hands-on training). The face-to-face training will be provided at Tom P. Haney Technical College. The Boot Camp is designed to provide students with career pathways consisting of multiple “exit points.” These will enable a student to exit at predetermined points in the training with the skills and certifications needed to become employed in specific occupations. For example, the Remote Pilot of UAS Boot Camp includes certifications for entry level positions (remote pilots) and progresses to pilots of advanced and complex aerial systems. This career pathway provides students the opportunity to participate in precise training and earn multiple certifications or exit based on their specific occupational goal.



**Proposed Timeline: (After funding is awarded)**

<b>Timeline</b>	<b>Activity</b>
1-3 months	Recruit and Enroll Students
3-6 months	Begin classes
6-60 months	Students complete courses, earn industry credentials, gain employment
60-120 months	Program is self-sustaining through Florida CAPE Funding Incentives

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

Project Combat to Career will provide employment opportunities for exiting military who are leaving area military bases and seeking short-term training enabling them to find lucrative employment and to remain in or move to the region. While there are numerous employment opportunities in the region for remote pilots of unmanned systems, A & P mechanics, manufacturing, transportation, medical, IT, mechanics, and construction, there are also employment opportunities that would enable individuals to travel but remain living in the region and support local economies. In addition to preparing exiting military in the region for high-wage, high-skill jobs, the program will also create a workforce pipeline of skilled workers in high-demand occupations residing in the region. This benefit could result in companies relocating to the region, establishing facilities, and creating additional jobs in northwest Florida.

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

It is projected that students who complete the various Boot Camp programs and earn all related industry certifications will have an 85% or higher employment placement rate within one year of completing the program. The overall average student placement rate for employment in the field at Haney Technical College over the last five years is 85% which includes Covid 19 and Hurricane Michael reporting years. Based on this data, veterans entering the program with a specific, short-term goal should be very motivated to seek employment and can easily meet or exceed the overall school's average.

The proposed Combat to Career program will enable exiting military in the region to receive the fast-tracked training and certifications needed to become employed in these growing fields and to earn salaries that are at or above the average median income in the counties in the region. See chart below with statewide Florida data.

## 2023 Florida Department of Commerce Occupational Employment and Wages

**Growth % Reflects 2023-2031 Projection**

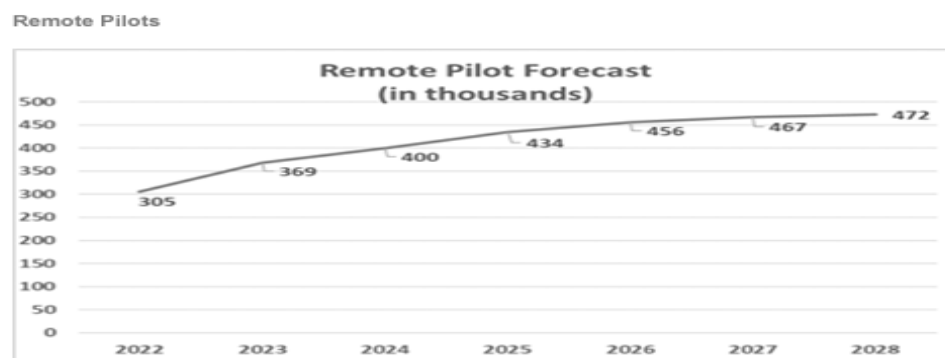
<b>Program</b>	<b>Industry Need and Opportunities</b>
Automotive Collision Technology Technician	6.9% Growth in Occupation \$21.86 2022 Hourly Median Salary
Aviation Airframe Mechanic	5.0% Growth in Occupation \$30.84 2022 Hourly Median Salary
Aviation Powerplant Mechanic	5.0% Growth in Occupation \$30.84 2022 Hourly Median Salary
Avionics Systems Technician	3.2% Growth in Occupation \$32.00 2022 Hourly Median Salary
Central Sterile Processing Technology	8.2% Growth in Occupation \$27.46 Hourly Median Salary (Clinical Laboratory Tech) \$17.99 Hourly Median Salary (Health Technician) \$17.69 2022 Hourly Median Salary (Medical Equipment Preparer) #3 Industry Gaining the Most Jobs (Ambulatory Health Services) #20 Industry Gaining the Most Jobs (Nursing/Residential Care)
Computer Systems & Information Technology	16% Growth in overall Computer Occupations 10.9% Growth in Occupation (Computer Network Support Specialists) 10.9% Growth in Occupation (Computer User Support Specialist) \$24.11 2022 Hourly Median Salary (Computer User Support Specialist) 8.5% Growth in Occupation (Network & Computer Systems Administrators) \$40.69 2022 Hourly Median Salary (Network & Computer Systems Administrators)
Electrician	10.2% Growth in Occupation \$23.38 2022 Hourly Median Salary #3 Industry Gaining the Most Jobs (Specialty Trade Contractors) #18 Industry Gaining the Most Jobs (Construction of Buildings)
Enterprise Network & Server Support Technology	16% Growth in overall Computer Occupations 10.9% Growth in Occupation (Computer Network Support Specialist) 6.6% Growth in Occupation (Computer Network Architect) \$31.27 2022 Hourly Median Salary (Computer Network Support Specialist) \$52.93 2022 Hourly Median Salary (Computer Network Architect)
HVAC/R 1 & 2	10.6% Growth in Occupation \$22.72 2022 Hourly Median Salary #3 Industry Gaining the Most Jobs (Specialty Trade Contractors) #18 Industry Gaining the Most Jobs (Construction of Buildings)
Marine Service Technologies	9.9% Growth in Occupation \$23.27 2022 Hourly Median Salary
Master Automotive Service Technology 1 & 2	6.8% Growth in Occupation \$21.97 2022 Hourly Median Salary
Medical Administrative Specialist	18.6% Growth in Occupation (Medical Registrar) 16.6% Growth in Occupation (Medical Transcriptionist) \$27.33 2022 Hourly Median Salary Medical Registrar \$21.42 2022 Hourly Median Salary (Medical Record Specialist)

	#3 Industry Gaining the Most Jobs (Ambulatory Health Services) #20 Industry Gaining the Most Jobs (Nursing/Residential Care) #24 Fastest Growing Occupation in the State (Medical Registrar)
Patient Care Technician	17.5% Growth in Occupation (Health Care Aides) \$17.99 2022 Hourly Median Salary (Health Technicians) #3 Industry Gaining the Most Jobs (Ambulatory Health Services) #20 Industry Gaining the Most Jobs (Nursing/Residential Care) #28 Fastest Growing Occupation in the State
Practical Nursing	7.7% Growth in Occupation \$24.13 2022 Hourly Median Salary #3 Industry Gaining the Most Jobs (Ambulatory Health Services)
Remote Pilot of Unmanned Aerial Systems	No 2023 Data Published in this Report. See Data below.
Welding Technology Welding Technology - Advanced	6.3% Growth in Occupation \$22.13 2022 Hourly Median Salary #3 Industry Gaining the Most Jobs (Specialty Trade Contractors) #18 Industry Gaining the Most Jobs (Construction of Buildings)

**Remote Pilot for Unmanned Aerial Systems or Drones Employment Data is listed below as it is not included in the study cited above:**

- “Given the actual numbers of Remote Pilots (RPs) at the end of 2023, RPs are set to experience tremendous growth following the growth trends of the commercial small UAS sector. Starting from the base-case scenario of 368,883 RPs in 2023, commercial activities may require over 472,269 RPs in five years, a 1.3-fold increase that may provide tremendous opportunities for growth in employment—over 103,386 new RP opportunities—associated with commercial and public use activities of small UAS. Potential for RPs may enhance even more if larger UAS are used in commercial activities.” “FAA Aerospace Forecast Fiscal Years 2024-2044 Emerging Aviation Entrants: Unmanned Aircraft System and Advanced Air Mobility” at FAA.GOV
- Florida and Alabama are two of the top five hiring locations for UAS in the United States with over 16% of jobs. Terwilliger, Brent A., et al. “Examining UAS Employment Expectations and Requirements.” *Embry-Riddle Aeronautical University*, Embry-Riddle Aeronautical University Scholarly Commons, 2 Mar. 2020.

### FAA Aerospace Forecast for Remote Pilots FAA.GOV



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

The impacts will be measured with the number of industry certifications earned.

**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.)**

After the initial investment, the programs could become self-sustaining through tuition, Postsecondary CAPE Industry Certification funding, and Incentive Funding. The industry certifications below associated with these programs are on the Florida Postsecondary CAPE Industry Certification List and the Incentive Funding List.

<b>Code</b>	<b>Industry Certification</b>	<b>CAPE Funding</b>	<b>Incentive Funding</b>
USINS003	Advanced Unmanned Safety Level 2	Yes	Yes
USINS004	Advanced Unmanned System Operations (AUSO) Flight	Yes	Yes
USINS004	Advanced Unmanned System Operations (AUSO) Ground	Yes	Yes
FEDAA002	FAA General	Yes	Yes
FEDAA004	FAA Airframe Mechanic	Yes	Yes
FEDAA010	FAA Powerplant Mechanic	Yes	Yes
AWELD003	AWS Certified Welder: FCAW Plate	Yes	Yes
AWELD004	AWS Certified Welder: GMAW Plate	Yes	Yes
AWELD012	AWS Certified Welder:SMAW	Yes	Yes
AWELD008	AWS Certified Welder:GTAW	Yes	Yes
NIASE017	ASE Collision Repair and Refinishing Technician: Mechanical and Electrical Components (B5)	Yes	Yes
NIASE018	ASE - Non-structural Analysis and Damage Repair (B3)	Yes	Yes
NIASE029	ASE Collision Repair and Refinishing Technician: Painting and Refinishing (B2)	Yes	Yes
NIASE032	ASE - Structural Analysis and Damage Repair (B4)	Yes	Yes
NIASE005	ASE Automobile/Light Truck Technician: Automatic Transmission/Transaxle (A2)	Yes	Yes
NIASE007	ASE Automobile/Light Truck Technician: Brakes (A5)	Yes	Yes

NIASE008	ASE Automobile/Light Truck Technician: Electrical/Electronic Systems (A6)	Yes	Yes
NIASE010	ASE Automobile/Light Truck Technician: Engine Repair (A1)	Yes	Yes
NIASE014	ASE Automobile/Light Truck Technician: Suspension and Steering (A4)	Yes	Yes
AHCSM001	Certified Sterile Processing Technician	Yes	Yes
NCCER222	NCCER: LEVEL 4 (HVAC)	Yes	Yes
NCCER211	NCCER: LEVEL 4 (ELECTRICAL)	Yes	Yes
YAMAH002	Yamaha Marine Maintenance Certification: Mid-Range	Yes	Yes
YAMAH003	Yamaha Marine Maintenance Certification: Portable	Yes	Yes
YAMAH004	Yamaha Marine Maintenance Certification: V-Engine	Yes	Yes
YAMAH001	Yamaha Marine Maintenance Certification: Inline	Yes	Yes
NCCER265	NCCER Welding Level 3: Welding	Yes	Yes
NCFCT008	National Certified Patient Care Technician	Yes	Yes
COMPT001	CompTIA A+	Yes	Yes
COMPT006	CompTIA Network+	Yes	Yes
COMPT008	CompTIA Security+	Yes	Yes
CISCO026	CISCO Certified Network Associate (CCNA)	Yes	Yes
ETAIN006	Avionics Electronics Technician	Yes	No
NCATT001	Avionics Electronics Technician	Yes	Yes
NCSBN002	National Licensed Practical Nurse NCLEX-PN	Yes	Yes

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

The success of the program will be measured by the number of CAPE industry certifications (currently over 200 per year and increasing annually) that earn incentive funding in all Haney programs relevant to supporting services of Tyndall Air Force Base, Naval Support Activity Panama City, U.S. Coast Guard Station Panama City, Eglin Air Force Base, and Hurlburt Field as well as the number of CAPE industry certifications earned by completers in the Boot Camp programs that are received by students enrolled in the program annually (100 or more annually). Combined deliverables will be at least 300 CAPE industry certifications or more annually. Additional deliverables will include the value of the new industry in the region as a result of the qualified workforce pipeline.

### CAPE Incentive Industry Certifications Earned by Program 2021-2024

CODE	CAPE Industry Certification	Program	2021-2022	2022-2023	2023-2024	Total
NIASE017	ASE Collision Repair and Refinishing Technician: Mechanical and Electrical Components (B5)	Automotive Collision Technology Technician			1	1
NIASE018	ASE - Non-structural Analysis and Damage Repair (B3)	Automotive Collision Technology Technician			1	1
NIASE029	ASE Collision Repair and Refinishing Technician: Painting and Refinishing (B2)	Automotive Collision Technology Technician			7	7
NIASE032	ASE - Structural Analysis and Damage Repair (B4)	Automotive Collision Technology Technician			1	1
NIASE005	ASE Automobile/Light Truck Technician: Automatic Transmission/Transaxle (A2)	Automotive Service Technology 1			1	1
NIASE007	ASE Automobile/Light Truck Technician: Brakes (A5)	Automotive Service Technology 1		2	1	3
NIASE008	ASE Automobile/Light Truck Technician: Electrical/Electronic Systems (A6)	Automotive Service Technology 1	1	3	1	5
NIASE010	ASE Automobile/Light Truck Technician: Engine Repair (A1)	Automotive Service Technology 1	2			2
NIASE014	ASE Automobile/Light Truck Technician: Suspension and Steering (A4)	Automotive Service Technology 1	1	2	1	4
FEDAA002	FAA Aviation Maintenance Technician - General	Aviation Airframe Mechanics	3	5	7	15
FEDAA004	FAA Aviation Mechanic Technician - Airframe	Aviation Airframe Mechanics	7	6	3	16
FEDAA010	FAA Aviation Maintenance Technician - Powerplant	Aviation Airframe Mechanics	1	1		2
FEDAA002	FAA Aviation Maintenance Technician - General	Aviation Powerplant Mechanics	4	8	9	21
FEDAA004	FAA Aviation Mechanic Technician - Airframe	Aviation Powerplant Mechanics		1	1	2
FEDAA010	FAA Aviation Maintenance Technician - Powerplant	Aviation Powerplant Mechanics	8	7	2	17
COMPT001	CompTIA A+	Computer Systems & Information Technology	2	28	22	52
COMPT006	CompTIA Network+	Computer Systems & Information Technology	3	14	13	30
COMPT008	CompTIA Security+	Computer Systems & Information Technology	2	12	15	29
NCCER211	NCCER Electrical - Level 4	Electrician			3	3
NCCER222	NCCER HVAC - Level 4	HVAC/R 1	2	4		6
NCCER222	NCCER HVAC - Level 4	HVAC/R 2	7	11	16	34
YAMAH001	Yamaha Marine Maintenance Certification: Inline	Marine Service Technologies		13	22	35
NATHA003	Certified Medical Administrative Assistant (CMAA)	Medical Administrative Specialist	8	15	20	43
NATHA011	Certified Electronic Health Record Specialist (CEHRS)	Medical Administrative Specialist		15	13	28
NCSBN002	National Licensed Practical Nurse (NCLEX-PN)	Practical Nursing	16	26	23	65
AWELD003	AWS Certified Welder - FCAW Plate	Welding Technology	10	6	6	22
AWELD012	AWS Certified Welder - SMAW Plate	Welding Technology			9	9
AWELD003	AWS Certified Welder - FCAW Plate	Welding Technology - Advanced			1	1
AWELD012	AWS Certified Welder - SMAW Plate	Welding Technology - Advanced			1	1
NCCER265	NCCER Welding - Level 3	Welding Technology - Advanced		1	4	5
		<b>Totals</b>	<b>77</b>	<b>180</b>	<b>204</b>	<b>461</b>

## 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 disproportionately affected counties above national average household income.**

See charts below for comparison. All but one program has a median individual income over the U.S. individual median income. These high individual median incomes will increase household income to meet this objective.

### 2022 U.S. Census Bureau

\$47,960	U.S. Individual Median Annual Earnings (Aged 15 and older)
\$74,580	U.S. Median Household Income
\$73,311	Florida Median Household Income

**U.S. Bureau of Labor Statistics  
May 2023 State Occupational Wage Estimates**

<b>Program</b>	<b>Florida Annual Mean Wage</b>
Automotive Collision Technology Technician	\$55,170
Aviation Airframe Mechanic	\$70,290
Aviation Powerplant Mechanic	\$70,290
Avionics Systems Technician	\$73,100
Central Sterile Processing Technology	\$42,190
Computer Systems & Information Technology	\$58,280
Electrician	\$52,380
Enterprise Network & Server Support Technology	\$75,190
HVAC/R 1 & 2	\$52,220
Marine Service Technologies	\$54,440
Master Automotive Service Technology 1 & 2	\$49,530
Medical Administrative Specialist	\$50,230
Patient Care Technician	\$47,790
Practical Nursing	\$57,140
Remote Pilot of Unmanned Aerial Systems	No Data Listed
Welding Technology	\$49,250

**Leverage or further enhance key regional assets, including educational institutions, research facilities, and military bases.**

Tom P. Haney Technical College is a post-secondary institution in Bay County, Florida, which falls under the oversight of Bay District Schools. The proposed programs will increase enrollment and educational opportunities at the college. Northwest Florida is home to eight military bases: Tyndall Air Force Base, Naval Support Activity Panama City, Eglin Air Force Base, Hurlburt Field, Naval Air Station Whiting Field, Naval Air Station Corry Field, Naval Hospital Pensacola, and Naval Air Station Pensacola in addition to U.S Coast Guard Station Panama City. The Boot Camp will serve the large number of retiring veterans as they transition from the military to service in the civilian community.



**Northwest Florida Forward: “A Regional Strategy for Economic Transformation”** February 2017 (Appendix D) lists Goal One as Talent Acquisition. “Connect the talent assets of Northwest Florida to key industry clusters and ensure a dynamic and diverse workforce for new and growing businesses.” Below are their specific steps to achieve this goal which perfectly aligns with Combat to Career as it discusses ways to capitalize on veterans separating from the military and incorporate.

### **Strategies & Actions: Talent Acquisition**

**1.2** Better leverage separated and retired military personnel as a key talent pool for target industry clusters. (High Priority, Short Term) Florida is one of the most military-friendly states in the nation. It is home to 20 major military installations and over 1.5 million veterans. Indeed, one of Northwest Florida’s greatest economic development assets is the talent pool connected to the region’s military installations. This workforce consists of both the current population of retired military personnel and the potential labor pool of service members regularly separating from the military while stationed in the region. This pool of existing and potential civilian labor is further enhanced by family members, who themselves are often highly skilled and educated.

**1.2.1** Formalize a regional military talent pipeline survey and marketing program.

**1.2.1.1.** Expand the existing surveys to include all installations in the region where meaningful numbers of military personnel are separating from service.

**1.2.1.2.** The region’s CareerSource organizations should jointly develop a common set of questions across all surveys. Questions should address post-military career and residential intentions, educational level, skills, employment desires, and suggestions to improve the region's quality of place. Questions could also address the skills and career desires of military spouses.

**1.2.1.3.** Tabulated and analyzed data should be shared with Florida’s Great Northwest and other local economic development organizations for business development purposes. An annual report summarizing the regional data should be produced and provided on the FGNW website and in prospect packets.

**1.2.1.4.** Survey data should be shared with existing regional employers seeking workforce assistance.

**1.2.1.5.** If needed, execute a regional MOU between the region’s CareerSource organizations, Florida’s Great Northwest, Veterans Florida, and other pertinent entities necessary to structure a regional survey program. The MOU executed between CareerSource Okaloosa Walton and leadership of Eglin Air Force Base and Hurlburt Field could serve as a template.

**Provide Outcome Measures.** The industry certifications earned will provide quantitative measurables for the program.

**Partner with K-20 educational institutions or school districts located within the disproportionately affected counties as of January 1, 2017.** Tom P. Haney Technical College will provide the training needed to advance the careers of Combat to Career graduates who earn associated industry certifications.

**Are recommended by the board of county commissioners of the county in which the project or program will be located.** The Bay County Board of County Commissioners supports this project. See Letter of Support in Appendix B.

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

- This program will be utilized at Tom P. Haney Technical College in Bay County, Florida, and can enroll students in all of the impacted counties.
- The program increases students' technology skills and knowledge with the hands-on training and mastery of skills required in every program. (i.e. Practical Nursing - medical equipment and simulators, Remote Pilot - drones, Electrician - green and smart home technology, etc.)
- Every listed program prepares students to sit for industry credentials and licensure exams. See chart in question six for a complete list of the nationally and internationally recognized industry certifications.
- Employees in these career fields are critically needed in all the impacted counties, and all of the job training and industry certifications are portable regionally and nationally with multiple employers. See job projection chart in question four.
- The program will promote jobs in the private sector with an income above the regional average. See Occupational Wage Chart in Priorities Question 2.
- Northwest Florida is home to 56,000+ active service members and 130,000+ veterans with 3,000 military personnel retiring annually providing a sustainable source of students and future skilled workers. (Florida's Great Northwest: Military Assets)
- Clear performance metrics including industry certifications over the duration of the project ensure accountability.
- Tom P. Haney Technical College falls under the umbrella of Bay District Schools and has a close partnership with regional post-secondary institutions.
- This project is supported by the Board of Bay County Commissioners as evidenced by a letter of support in the Appendix.
- Combat to Career is supported by the Bay County Chamber of Commerce as evidenced by a letter of support in the Appendix.
- This project is transformational for Northwest Florida because it provides a skilled workforce in essential occupations including four of the top five targeted regional industries in the Northwest Florida FORWARD Strategic Plan. These occupations provide high-paying wage opportunities for no cost to the student immediately upon certification.
- This project could be consummated quickly and efficiently since it is the expansion of current programs at a school with a proven track record of career technical education program completion and industry certifications. The foundation for success is in place and ready for implementation as soon as the program begins.
- The long-term success of CTE programs at Tom P. Haney Technical College demonstrates sustainability and leverages funding from other government agencies including Bay District Schools and the Florida Department of Education. Thirty five of the industry certifications

associated with these programs are on the Florida Postsecondary Career and Professional Education (CAPE) Industry Certification List and the Incentive Funding List. In order to receive this designation, CAPE industry certifications must: support local and regional economic development; respond to Florida's critical workforce needs; and provide state residents with access to high-wage and high-demand careers.

- Industry partners who are employers in Northwest Florida will be consulted in curriculum, equipment, and training decisions in order to prepare the future regional workforce. Every program has an active occupational advisory committee made up of local and regional experts in the field. They meet at least twice annually to review equipment, curriculum and industry trends, and to determine whether program requirements prepare graduates for employment in the field.
- A deliverables-based payment system based on the number of Florida Department of Education CAPE Industry Certifications earned is a motivating factor for achievement of goals.

**4. In which of the eight disproportionately affected county/counties is the proposed project or program located?**

Bay County

**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?**

No

**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. See Appendix B.

**\*\*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.?**

In order to execute an agreement, Bay District School Board approval is required.

**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.**

**BAY DISTRICT SCHOOL BOARD MEETING DATES/TIMES**

DATE	TIME
9/10/2024	1:00 PM

<b>9/24/2024</b>	<b>11:00 AM Workshop and 5:30 PM Meeting</b>
<b>10/8/2024</b>	<b>1:00 PM</b>
<b>10/22/2024</b>	<b>11:00 AM Workshop and 5:30 PM Meeting</b>
<b>11/12/2024</b>	<b>1:00 PM</b>
<b>11/19/2024</b>	<b>11:00 AM Workshop and 5:30 PM Meeting</b>
<b>12/10/2024</b>	<b>1:00 PM</b>
<b>01/14/2025</b>	<b>1:00 PM</b>

**B. State whether that group can hold special meetings, and if so, upon how many days' notice.**

Yes, special Board meetings can be scheduled with 48-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.**

<b>DATE</b>	<b>ACTION</b>	<b>MILESTONES</b>
1-3 months	Advertise and Recruit Students	Students Enroll
3-6 months	Course Begins	Class Start Date
6 months forward	Students complete courses, earn industry credentials, gain employment	Industry Credential Pass Rates and Career Placement
60 - 120 months	Program is self-sustaining through Florida CAPE Funding Incentives and tuition	Program Reporting to FDOE for CAPE Funding

**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.**

Bay District Schools is governed by an elected five-member board, responsible for setting school policies which are designed with the goal of delivering the best possible education to each child. The policies govern budgetary, facility and personnel resources, as well as the students, faculty and staff at each school. School board policies also ensure that the local schools comply with state and federal laws. Bay District Schools is led by Superintendent Mark McQueen. The Superintendent has the authority to execute this proposal following board approval.

“The District School Board is the Agency Head for the Bay County School System. Members of the Board are elected for four-year terms at the general election held in November of even numbered years, pursuant to Sections 1001.34, 1001.35, 1001.36, Florida Statutes. The general duties and responsibilities of the School Board are as stated in these rules and in Section 1001.42, Florida Statutes.” (See Appendix C BDS Board Book: School Board)

**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.**

\$6,500,000 is requested over a ten year period.

**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.)**

93%

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

The number of anticipated jobs (listed below) from the proposed project annually is 85 or higher after the first year.

**U.S. Bureau of Labor Statistics  
May 2023 State Occupational Wage Estimates**

<b>Program</b>	<b>Florida Annual Mean Wage</b>
Automotive Collision Technology Technician	\$55,170
Aviation Airframe Mechanic	\$70,290
Aviation Powerplant Mechanic	\$70,290
Avionics Systems Technician	\$73,100
Central Sterile Processing Technology	\$42,190
Computer Systems & Information Technology	\$58,280
Electrician	\$52,380
Enterprise Network & Server Support Technology	\$75,190

HVAC/R 1 & 2	\$52,220
Marine Service Technologies	\$54,440
Master Automotive Service Technology 1 & 2	\$49,530
Medical Administrative Specialist	\$50,230
Patient Care Technician	\$47,790
Practical Nursing	\$57,140
Remote Pilot of Unmanned Aerial Systems	No Data Listed
Welding Technology	\$49,250

**4. Does the potential award supplement but not supplant existing funding sources? If yes, describe how the potential award supplements existing funding sources.**

Yes. The potential award from Triumph supplements funds from Tom P. Haney Technical College as well as equity in the form of property, equipment, and the commitment to cover the salaries, utilities, and educational costs created by the program.

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

**Matching Bay District Schools' Funds**

<b>Funds</b>	<b>Category</b>	<b>Description</b>
<b>\$ 7,000,000</b>	Property Value	Value of Tom P. Haney Technical College Site
<b>\$28,000</b>	Marketing	Annual Marketing Cost x 10 years
<b>\$300,000</b>	Salary: Administrative	1/3 Administrator's salary x 10 years for oversight
<b>\$10,560,000</b>	Salary: Instructional	1/3 Annual Salary @\$65,000 x teachers x 10 years
<b>\$132,000</b>	Salary: Custodial	1/3 of one custodian's salary x 10 years
<b>\$1,050,000</b>	Utilities	Electrical, water, and gas bill x 10 years
<b>\$1,220,236</b>	Equipment	Current inventory value for CTE testing lab and equipment, training simulators, tools, technology, and miscellaneous items for existing programs
<b>\$821,998</b>	Supplies	Annual cost for consumables + supplies x 10

<b>\$281,350</b>	Industry Certification Exams	\$ 28,135 per year x 10 years
<b>\$960,000</b>	Curriculum	\$96,000 per year x 10 years
<b>\$11,028,140</b>	Tuition	Tuition & Fees x 10 years
<b>\$33,381,724</b>	Total Matching Funds	Tom P. Haney Technical College

#### **A. Project/Program Costs:**

Example Costs (Note: Not exhaustive list of possible Cost categories.)

\$0	Equipment
\$0	Salaries (without cost-of-living increase factor)
\$6,500,000	Tuition and industry certifications over 10 year period
\$6,500,000	Total Project Costs

#### **B. Other Project Funding Sources**

Example Funding Sources (Not an exhaustive list of possible sources.)

City/County	\$ 0.00
Private Sources	\$ 0.00
Other (e.g., grants, etc.)	\$ 0.00
Total Other Funding	\$ 0.00
Total Amount Requested:	\$ 6,500,000

Note: The total amount requested must equal the difference between the costs in 3A. and the other project funding sources in 3.B.

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

Funds from this grant will be used for cost of tuition and industry certifications for veterans enrolled in identified programs at Tom P. Haney Technical College. The average clock hour length of identified programs is 1050 clock hours at a current cost of \$2.33 per clock hour. The current average cost of industry certification exams is \$175. This grant is funded assuming a total of 100 students are awarded, complete, and successfully pass at least one industry certification exam per year for 10 years. Funds will be fronted by Tom P. Haney Technical College with reimbursement requests submitted to Triumph twice annually, December and June. Enrollment,

completion, and industry certification pass rate documentation will be maintained by Tom P. Haney Technical College for audit purposes.

**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

**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

**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

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

Yes

#### **ADDENDUM FOR INFRASTRUCTURE PROPOSALS:**

Not Applicable

#### **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. The program is located at Tom P. Haney Technical College in Bay County, Florida.

##### **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**

- The program increases students' technology skills and knowledge with the hands-on training and the mastery of skills required in every program to prepare students for employment and industry certifications..
- This proposal strengthens career readiness initiatives because students who complete some or all courses within each program and pass the associated industry certification exams are fully qualified to seek employment in the career field. Each industry certification is associated with a career opportunity, so students are employable after earning only one certification. Many of the related industry certifications are on the Florida Career and Professional Education (CAPE) funding list. In order to receive this designation, CAPE industry certifications must: support local and regional economic development; respond to Florida's critical workforce needs; and provide state residents with access to high-wage and high-demand careers.
- Students will be attending Tom P. Haney Technical College for this program and may choose to use these certifications to attend other post-secondary institutions for further education and training.
- Every program has associated industry certifications.

Program	Industry Certifications
Automotive Collision Technology Technician	ASE: Automotive Service Excellence
Aviation Airframe Mechanic	Federal Aviation Administration General Federal Aviation Administration Airframe Mechanic
Aviation Powerplant Mechanic	Federal Aviation Administration Powerplant Mechanic
Avionics Systems Technician	Avionics Electronics Technician
Central Sterile Processing Technology	Certified Registered Central Service Technician (CRCST)
Computer Systems & Information Technology	CompTIA A+ CompTIA Network+ CompTIA Security+
Electrician	NCCER: LEVEL 4 (Electrical)

Enterprise Network & Server Support Technology	CISCO Certified Network Associate (CCNA)
HVAC/R 1 & 2	NCCER: LEVEL 4 (HVAC)
Marine Service Technologies	Yamaha Marine Maintenance Certification: Inline Yamaha Marine Maintenance Certification: Mid-Range Yamaha Marine Maintenance Certification: Portable Yamaha Marine Maintenance Certification: V-Engine
Master Automotive Service Technology 1 & 2	ASE: Automotive Service Excellence
Medical Administrative Specialist	Certified Electronic Health Records Specialist Certified Medical Administrative Assistant
Patient Care Technician	National Certified Patient Care Technician
Practical Nursing	National Licensed Practical Nurse NCLEX-PN
Remote Pilot of Unmanned Aerial Systems	Advanced Unmanned Safety Level 1 Advanced Unmanned Safety Level 2 Advanced Unmanned System Operations (AUSO) Flight Advanced Unmanned System Operations (AUSO) Ground Professional Remote Operator Remote Pilot Certification Small UAS Safety Certification Level 1 Small UAS Safety Certification Level 2 Visual Line of Sight Systems Operations
Welding Technology Welding Technology - Advanced	AWS Certified Welder: FCAW Plate AWS Certified Welder: GMAW Plate AWS Certified Welder: SMAW AWS Certified Welder: GTAW NCCER Welding Level 3: (Welding)

**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**

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

The proposed program will operate in Bay County, Florida, but will serve students from all of the affected counties.

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

## ■ **Economic recovery**

The Triumph Board believes in supporting development of the aerospace industry based on the recent approval of the \$98.4 million Florida State University InSPIRE project. Haney's Combat to Career program will further support efforts to enhance economic recovery of the region with high-wage salaries and the appeal for additional industry to expand or move to this area.

"This is incredibly important for this area with all the Air Force bases and Naval Research Center and all the things going on in aviation and advanced manufacturing," McCullough said. "This area is primed to completely explode and grow, but one of the things that's really missing is workforce development, and the people to feed all these industries so that we can attract even bigger companies in aerospace and advanced manufacturing to this area." One of the projects on the horizon would build aerospace and advanced manufacturing facilities in Panama City and include operations within or near the Northwest Florida Beaches Airport. Florida State University News "FSU Partners with Five Northwest Florida State Colleges to Provide Educational Support for Aerospace, Advanced Manufacturing, and Healthcare Industries." 25 March 2024

The untold story is that Northwest Florida's military installations offer much more than the direct economic impact they bring. They also form a hidden talent supply of exiting military members with aviation experience with skill sets in areas such as avionics, aircraft maintenance and engineering who are ready for a new civilian career within Northwest Florida and have the soft skills of commitment, punctuality and determination that can't easily be taught. On average, more than 3,000 active duty military personnel separate from these six installations each year and 130,000 veterans call Northwest Florida home. Better yet, Veterans Florida offers major incentive dollars in training for every veteran hired." Business Facilities: The Source for Site Selectors. "Aerospace And Defense Soar In Florida's Great Northwest." 17 February 2023.

## ■ **Economic Diversification (Source: Florida's Great Northwest: Industries)**

<https://www.floridasgreatnorthwest.com/>

### **Aerospace & Defense:**

Northwest Florida is becoming a serious center of aerospace activity and needs the skilled workforce to support these industry partners.

- Proximity to six major aerospace OEMs
- Six major aviation military installations
- Large aerospace workforce in place
- Exiting military grows the workforce every year
- Available sites with runway access
- Robust aviation training programs

The Northwest Florida laborshed includes the following Regional Aerospace and Defense-related companies:

- 16 Aircraft Manufacturing
- 13 Aircraft Parts and Auxiliary Equipment Manufacturing
- 11 Search, Detection, Navigation, Guidance, Aeronautical, and Nautical System and Instrument Manufacturing
- 9 Guided Missile and Space Vehicle Manufacturing
- 8 Aircraft Engine and Engine Parts Manufacturing”

### **Cybersecurity and IT:**

“With 3,000 military personnel separating each year, your company will have access to this talent pool with invaluable cybersecurity/IT skills. Moreover, the military played a key role in developing a Cybersecurity Strategic Plan, along with the government, educational institutions and cybersecurity/IT companies in the region. The Armed Forces Communications and Electronics Association is actively involved in cybersecurity programs and career academies for middle and high school students. Your firm can be a part of this strategic group working together to build a thriving cybersecurity workforce in the region.”: Florida Great Northwest

### **Heavy Industry:**

The laborshed has seen significant growth in heavy industrial related jobs over the last five years:

- 37 Ship Building and Repair
- 6 Plastics Material and Resin Manufacturing
- 5 Artificial and Synthetic Fibers and Filaments Manufacturing
- 4 Polystyrene Foam Product Manufacturing
- 190% growth in All Other Miscellaneous Electrical Equipment and Component Manufacturing jobs
- 174% growth in Air-Conditioning and Warm Air Heating Equipment and Commercial and Industrial Refrigeration Equipment Manufacturing jobs
- 154% growth in Polystyrene Foam Product Manufacturing jobs

### **Distribution & ECommerce**

- Nearly 812 distribution/warehousing companies in the region, and a distribution workforce of 1,867 within a one-hour drive time
- 3 deep-water ports, two of which are Foreign Trade Zones, and access to 4 additional ports/FTZs
- Florida Gulf & Atlantic Railroad has access to Class I Rail CSX & Norfolk Southern, and short lines
- I-10 running from Jacksonville to Los Angeles, also connecting to I-65, I-75 and I-95
- Available properties on wide swaths of land with access to multimodal transportation networks
- Distribution and logistics related companies in our laborshed include:
- 288 General Freight Trucking, Long-Distance, Truckload

- 175 General Freight Trucking (Local)
- 174 Specialized Freight (except Used Goods) Trucking (Local)
- 107 Process, Physical Distribution, and Logistics Consulting Services
- The laborshed has seen significant growth in distribution and logistics related jobs over the last five years:
  - 39% growth in General Freight Trucking, Local
  - 38% growth in Specialized Freight (except Used Goods) Trucking, Local
  - 23% growth in in Process, Physical Distribution, and Logistics Consulting Services

- **Enhancement of the disproportionately affected counties**

See **U.S. Bureau of Labor Statistics May 2023 State Occupational Wage Estimates Chart** in Priorities Question 2. All listed programs earn above the average wage in Franklin County. Only one program's salary falls below the average wage in Gulf, Wakulla, and Santa Rosa Counties.

**Florida Annual Average Wage by County (2022)**

**Source: Bureau of Labor Statistics 7/24/2023**

County	Average Wage	State Rank
Bay	\$50,490	29
Escambia	\$54,903	19
Franklin	\$39,871	63
Gulf	\$47,094	42
Okaloosa	\$58,132	46
Santa Rosa	\$48,349	37
Walton	\$52,681	23
Wakulla	\$46,309	44

- **Enhancement of a Targeted Industry**

Combat to Career provides training for four of the five targeted industries, Source: **Northwest Florida Forward: A Regional Strategy for Economic Transformation, February 2017:**

- **Aerospace and Defense** is the region's deepest and most diverse cluster. While Aerospace employment has declined in the region in recent years, Northwest Florida's proximity to five major Aerospace OEM Assembly facilities as well as new commercial aerospace developments in the four-state region present opportunities for renewed growth.
- **Water Transportation** is poised for healthy growth in the region largely due to the success of Eastern Shipbuilding in winning the significant U.S. Coast Guard Cutter

shipbuilding contract. Targeting the shipbuilding supply chain presents opportunities for additional cluster growth in the region beyond Bay County.

- **Cybersecurity** is not considered a traditional cluster, yet presents promising high-wage growth opportunities due to unique assets and new supporting programs in the region.
- **Advanced Manufacturing** is an important target for growth as it impacts many other clusters and offers high-wage employment growth for all areas of the region. Since advanced manufacturing is an activity that cannot easily be grouped by industry codes for analysis purposes, it was not included in the target industry cluster profiles. Strategies and actions for promoting the growth of Advanced Manufacturing in the region are still included in the plan.

These occupations provide high-paying wage opportunities for no cost to the student immediately upon certification. The Bay Economic Development Alliance uses training programs for a skilled workforce such as this one to recruit industry to the area. "We average at least two company visits a week," Hardin said. "When we bring prospects to town, Bay County sells itself, and people feel the energy (and they) see the rebuilding taking place." Wednesday's meeting highlighted seven active projects that have a combined capital investment of about \$580 million and could create more than 1,300 jobs. Industries range from distribution to manufacturing and even aviation." Cobb, Nathan. "A Booming Bay County? Economic Developers Forecast Unprecedented Growth Over Next Few Years." The News Herald. 10 Sept. 2021.

## **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

Tom P. Haney Technical College currently runs all listed programs for full-time students. The Boot Camp will be an intense, accelerated program which provides credit for prior experience so that veterans can focus on learning civilian requirements quickly.

For example, Haney's Aviation Academy offers Aviation Airframe Mechanics and Aviation Powerplant Mechanics. These two FAA certified programs can be completed in approximately two years and prepare students to take and earn the FAA General, FAA Airframe Mechanic and FAA Powerplant Mechanic licenses. The instructors are licensed A&P mechanics.

The Boot Camp for A&P Mechanics is designed to offer exiting military personnel with prior experience as aircraft mechanics in the military the opportunity to participate in an accelerated version of the above programs that will prepare them to take the FAA exams required to work in a civilian career. Because of their prior experience in the military as aircraft mechanics, the program will use their existing knowledge and add the material needed to transition to the civilian sector. This A&P Mechanic Boot Camp will be provided by Haney instructors. This program will supplement what is currently offered to students with no prior experience as it will be

targeted for a very specific, qualified group to jump start their careers quickly. This intense, short format for experienced veterans will be created for each full-time Haney program.

The UAS (Drone) training is not currently a Haney program and will be provided by Unmanned Safety Institute, Inc (USI) on the Haney campus. Enrollees can become certified and qualified as remote pilots of unmanned aerial systems (UAS) including visual line of sight and beyond visual line of sight in aircraft greater than 20 pounds. No prior experience is required for the UAS Boot Camp program although veterans with military experience in this field may finish faster and have a higher earning potential based on the experience level. The Drone program is designed in Boot Camp format to assist exiting military personnel by participating in a fast-paced instructional program in Remote Unmanned Aerial Systems Pilots (9-12 weeks) that will result in employment opportunities.

The purpose for all Boot Camps is to help veterans transition quickly from military to civilian careers and to prepare them for the civilian licensure exams or industry certifications.

**B. Indicate how the training will be delivered (e.g., classroom-based, computer based, other). If in-person, identify the location(s) (e.g., city, campus, etc.) where the training will be available. If computer-based, identify the targeted location(s) (e.g., city, county) where the training will be available.**

The program is structured to provide training in a hybrid format (combination of on-line instruction, face-to-face instruction, and hands-on training). The face-to-face training will be provided at Tom P. Haney Technical College in Panama City, Florida. Recruitment will target any veteran with qualifying skills in the eight impacted counties or beyond.

All Boot Camp training is designed to provide students with career pathways consisting of multiple "exit points." These exit points will enable a student to exit at specified points in the training with the skills and certifications needed to become employed in specific occupations. Students participating in all Haney Boot Camps will be assisted in finding employment at the conclusion of the program and after successfully completing the licensure exams or industry certifications.

For instance, students participating in the CFR Part 147 Aviation Maintenance Technician (AMT) Boot Camp will receive intense, targeted instruction to prepare them for the FAA AMTC exams. These students have already met FAA qualifications for testing through military experience and need preparation for civilian licensing.

For the Drone Boot Camp, the career pathway includes beginning entry level positions (remote pilots) and progresses to pilots of advanced and complex aerial systems. This career pathway provides students the opportunity to participate in all the training and earn multiple certifications or exit based on their specific occupational goal. No prior experience is required. Students with previous experience in the operation of unmanned aerial systems will have the opportunity to

have this experience evaluated, and where possible, will receive credit for this previous experience.

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

It is anticipated that at least 100 students will enroll in the Combat to Career program annually over the next ten years and have the opportunity to earn between one to nine industry certifications each.

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

The program is designed in Boot Camp format to assist exiting military personnel by participating in a fast-paced instructional program. Except for the remote unmanned aerial systems pilots program, veterans will have prior experience that allows them to expedite training in a Boot Camp. The UAS program is 9-12 weeks long and does not require prior knowledge although students with expertise may earn prior credit. Students may choose to complete more than one program. Students who complete each portion of the Boot Camp and earn industry certifications or licensure will have excellent employment opportunities.

Start Date	A&P Mechanic Boot Camp	UAS Boot Camp	Other Programs
January	2-3 weeks	9-12 weeks	3-26 weeks
April	2-3 weeks	9-12 weeks	3-26 weeks
July	2-3 weeks	9-12 weeks	3-26 weeks
October	2-3 weeks	9-12 weeks	3-26 weeks

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

After the initial investment, the programs could become self-sustaining through tuition, Postsecondary CAPE Industry Certification funding and Incentive Funding. Thirty-five of the industry certifications associated with these programs are on the Florida Postsecondary CAPE Industry Certification List and the Incentive Funding List. There is a steady pipeline of qualified veterans in the region who will be recruited. See Question 6 Chart.

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



<b>Program</b>	<b>Industry Certifications</b>
Automotive Collision Technology Technician	ASE: Automotive Service Excellence
Aviation Airframe Mechanic	Federal Aviation Administration General Federal Aviation Administration Airframe Mechanic
Aviation Powerplant Mechanic	Federal Aviation Administration Powerplant Mechanic
Avionics Systems Technician	Avionics Electronics Technician
Central Sterile Processing Technology	Certified Registered Central Service Technician (CRCST)
Computer Systems & Information Technology	CompTIA A+ CompTIA Network+ CompTIA Security+
Electrician	NCCER: LEVEL 4 (Electrical)
Enterprise Network & Server Support Technology	CISCO Certified Network Associate (CCNA)
HVAC/R 1 & 2	NCCER: LEVEL 4 (HVAC)
Marine Service Technologies	Yamaha Marine Maintenance Certification: Inline Yamaha Marine Maintenance Certification: Mid-Range Yamaha Marine Maintenance Certification: Portable Yamaha Marine Maintenance Certification: V-Engine
Master Automotive Service Technology 1 & 2	ASE: Automotive Service Excellence
Medical Administrative Specialist	Certified Electronic Health Records Specialist Certified Medical Administrative Assistant
Patient Care Technician	National Certified Patient Care Technician
Practical Nursing	National Licensed Practical Nurse NCLEX-PN
Remote Pilot of Unmanned Aerial Systems	Advanced Unmanned Safety Level 1 Advanced Unmanned Safety Level 2 Advanced Unmanned System Operations (AUSO) Flight Advanced Unmanned System Operations (AUSO) Ground Professional Remote Operator Remote Pilot Certification Small UAS Safety Certification Level 1 Small UAS Safety Certification Level 2 Visual Line of Sight Systems Operations
Welding Technology Welding Technology - Advanced	AWS Certified Welder: FCAW Plate AWS Certified Welder: GMAW Plate AWS Certified Welder: SMAW AWS Certified Welder: GTAW NCCER Welding Level 3: (Welding)

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

Yes. Matching funds would be provided by Tom P. Haney Technical College. Part of the matching funds are in the form of equity. For example, the existing A&P program is already established and will provide the equipment and curriculum. Additionally, matching funds in the form of annual expenses that include: salary, benefits, utilities, supplies, industry credentials, and curriculum from Tom P. Haney Technical College are a valuable commodity.

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

Not applicable

**ADDENDUM FOR AD VALOREM TAX RATE REDUCTION:** Not Applicable

**ADDENDUM FOR LOCAL MATCH REQUIREMENTS OF SECTION 288.0655, FLORIDA STATUTES** Not Applicable

**ADDENDUM FOR LOCAL ACTION PLAN** Not Applicable

**ADDENDUM FOR ADVERTISING/PROMOTION** Not Applicable

**I, the undersigned, do hereby certify that I have express authority to sign this proposal on my behalf or on behalf of the above-described entity, organization, or governmental entity:**

**Name of Applicant:**

Tom P. Haney Technical College

**Name and Title of Authorized Representative:**

Mark McQueen, Superintendent of Bay District Schools

**Representative Signature:** 

**Signature Date:** 11/12/2024

# Appendix A

## Financial Audits

June 7, 2023

Scott Liston  
Unmanned Safety Institute, Inc.  
10295 Sage Creek Drive  
Galena, Ohio 43021

We have audited the financial statements of Unmanned Safety Institute, Inc. for the year ended March 31, 2023, and we will issue our report thereon dated June 7, 2023. Professional standards require that we provide you with information about our responsibilities under generally accepted auditing standards, as well as certain information related to the planned scope and timing of our audit. We have communicated such information in our engagement letter dated April 12, 2023. Professional standards also require that we communicate to you the following information related to our audit.

Significant Audit Matters

*Qualitative Aspects of Accounting Practices*

You are responsible for the selection and use of appropriate accounting policies. The significant accounting policies used by Unmanned Safety Institute, Inc. are described in Note 1 to the financial statements. No new accounting policies were adopted and the application of existing policies was not changed during 2022. We noted no transactions entered into by the Company during the year for which there is a lack of authoritative guidance or consensus. All significant transactions have been recognized in the financial statements in the proper period.

Accounting estimates are an integral part of the financial statements and are based on your knowledge and experience about past and current events and assumptions about future events. Certain accounting estimates are particularly sensitive because of their significance to the financial statements and because of the possibility that future events affecting them may differ significantly from those expected.

The financial statement disclosures are neutral, consistent, and clear.

*Difficulties Encountered in Performing the Audit*

We encountered no significant difficulties in performing and completing our audit.

*Corrected and Uncorrected Misstatements*

Professional standards require us to accumulate all misstatements identified during the audit, other than those that are clearly trivial, and communicate them to the appropriate level of management. You have corrected all such misstatements.

*Disagreements with Management*

For purposes of this letter, a disagreement with management is a disagreement on a financial accounting, reporting, or auditing matter, whether or not resolved to our satisfaction, that could be significant to the financial statements or the auditor's report. We are pleased to report that no such disagreements arose during the course of our audit.

Other Matters

This information is intended solely for the use of management of Unmanned Safety Institute, Inc. and is not intended to be, and should not be, used by anyone other than these specified parties.

Very truly yours,

*Clark, Schaefer, Hackett & Co.*

Clark, Schaefer, Hackett & Co.

# STATE OF FLORIDA AUDITOR GENERAL

Financial and Federal Single Audit

Report No. 2024-189  
March 2024

## BAY COUNTY DISTRICT SCHOOL BOARD

For the Fiscal Year Ended  
June 30, 2023



Sherrill F. Norman, CPA  
Auditor General

### **Board Members and Superintendent**

During the 2022-23 fiscal year, William V. Husfelt III served as Superintendent of the Bay County Schools and the following individuals served as School Board Members:

	<u>District No.</u>
Jerry Register, Vice Chair	1
Ann Leonard from 11-22-22	2
Brenda Ruthven through 11-21-22	2
Christopher Moore from 11-22-22	3
Pamm Chapman through 11-21-22, Chair	3
Winston Chester	4
Steve T. Moss, Chair from 11-22-22	5

The Auditor General conducts audits of governmental entities to provide the Legislature, Florida's citizens, public entity management, and other stakeholders unbiased, timely, and relevant information for use in promoting government accountability and stewardship and improving government operations.

The team leader was Suracha Mahawongsanun, CPA, and the audit was supervised by Shelly G. Curti, CPA.

Please address inquiries regarding this report to Edward A. Waller, CPA, Audit Manager, by e-mail at [tedwaller@aud.state.fl.us](mailto:tedwaller@aud.state.fl.us) or by telephone at (850) 412-2887.

This report and other reports prepared by the Auditor General are available at:

[FLAuditor.gov](http://FLAuditor.gov)

Printed copies of our reports may be requested by contacting us at:

**State of Florida Auditor General**

**Claude Pepper Building, Suite G74 · 111 West Madison Street · Tallahassee, FL 32399-1450 · (850) 412-2722**

**BAY COUNTY DISTRICT SCHOOL BOARD**  
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# SUMMARY

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## SUMMARY OF REPORT ON FINANCIAL STATEMENTS

Our audit disclosed that the basic financial statements of the Bay County District School Board (District) were presented fairly, in all material respects, in accordance with prescribed financial reporting standards.

## SUMMARY OF REPORT ON INTERNAL CONTROL AND COMPLIANCE

Our audit did not identify any deficiencies in internal control over financial reporting that we consider to be material weaknesses.

The results of our tests disclosed no instances of noncompliance or other matters that are required to be reported under *Government Auditing Standards* issued by the Comptroller General of the United States; however, we noted a certain additional matter as summarized below.

### Additional Matter

**Finding AM 2023-001:** District procedures did not always limit expenditures to budgeted amounts, contrary to State law, State Board of Education rules, and Board policies.

## SUMMARY OF REPORT ON FEDERAL AWARDS

We audited the District's compliance with applicable Federal awards requirements. The Child Nutrition Cluster and Education Stabilization Fund were audited as major Federal programs. The results of our audit indicated that the District materially complied with the requirements that could have a direct and material effect on each of its major Federal programs.

## AUDIT OBJECTIVES AND SCOPE

Our audit objectives were to obtain reasonable assurance about whether the financial statements as a whole were free from material misstatements, whether due to fraud or error, and to issue an auditor's report that included our opinions. Our audit objectives were also to obtain reasonable assurance about whether material noncompliance with applicable Federal awards requirements occurred, whether due to fraud or error, and to express an opinion on the District's compliance based on our audit. In doing so, we:

- Exercised professional judgment and maintained professional skepticism throughout the audit.
- Identified and assessed the risks of material misstatement of the financial statements and material noncompliance with Federal awards requirements, whether due to fraud or error, and designed and performed audit procedures responsive to those risks.
- Obtained an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the District's internal control.
- Evaluated the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluated the overall presentation of the financial statements and accompanying Schedule of Expenditures of Federal Awards.

- Concluded whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about the District's ability to continue as a going concern for a reasonable period of time.
- Examined various transactions to determine whether they were executed, in both manner and substance, in accordance with governing provisions of laws, rules, regulations, contracts, and grant agreements.
- Determined whether corrective actions were taken for findings included in the prior audit report.

#### AUDIT METHODOLOGY

We conducted our audit in accordance with auditing standards generally accepted in the United States of America; applicable standards contained in *Government Auditing Standards*, issued by the Comptroller General of the United States; and Title 2 U.S. *Code of Federal Regulations* Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards*.

# Appendix B

## Letters of Support



October 4, 2024

Dear Triumph Gulf Coast Board,

The Bay County Chamber of Commerce continuously works to promote the industrial and economic growth of the region, while partnering with, and supporting local military installations. To remain competitive in the job market and to meet the needs of our industry partners and community, we must prepare the essential employees required to fill local high-skill, high-demand jobs. Specifically, hands-on career technical education training is a necessity to develop future employees for the skilled workforce. As Bay County continues to recover from Hurricane Michael, support the Tyndall Air Force Base rebuild, and pursue new business opportunities, this proposed project will aid in the area's economic development and growth.

Tom P. Haney Technical College and Bay District School's efforts to seek funding for the proposed Combat to Career program to provide opportunities for military veterans who are seeking high-paying second careers as civilians are fully supported by the Bay County Chamber of Commerce. Bay County is fortunate to have such a vast pool of talent exiting the military and residing in our area. The development of this fast-tracked career program will help meet employers' critical workforce shortage needs and provide program graduates with strong employment above the mean salary range. Partners such as Premier Aviation USA, Southern Sky Aviation, Eastern Shipbuilding, Central Moloney and many others will require the skilled workforce developed by this training program.

This organization offers our full support for the Combat to Career project which will be a great asset to the region. On a personal level, I have had tremendous success in these types of programs in my other chamber roles. Please let us know if we can take any further action in helping our educational partners reach this goal.

Sincerely yours,

Patrick W. Chapin  
President / CEO  
Bay County Chamber of Commerce



October 15, 2024

To Whom It May Concern,

The Bay County Board of Commissioners work to promote the industrial and economic growth of the region. Our organization believes that education is a vital tool in retaining and recruiting businesses. In order for Bay County to be competitive in the job market and to prepare employees to fill needs in core industries, it is imperative that our area offer career training in emerging fields with critical needs.

Our organization works closely with Bay District Schools and with regional industry partners seeking essential employees in our area. There is a dire need for skilled, licensed employees and ongoing shortages impact our area's ability to grow and to serve the community. The proposed Combat To Career program will be a significant resource as our community seeks to meet the current and future demands of current local industry and attract new industry to this area.

We wholeheartedly support the request for funding to help expand the area's career technical education opportunities for military veterans who are seeking high paying second careers as civilians. This transformative opportunity will provide the training, equipment, and hands-on experiences needed to earn industry certifications required to work in this field. With the fast-tracked training that builds upon prior military experience and successful completion of needed industry certifications, veterans can go directly into the workforce with high-paying careers. We are excited about the positive impact this project will have on our community.

Sincerely,

Tommy Hamm

Chairman

# Appendix C

Bay District Schools  
Board Book

Excerpt: School Board



BAY DISTRICT SCHOOLS  
SCHOOL BOARD POLICY MANUAL

**William V. Husfelt, III**

**Superintendent**

**Board Members**

**Jerry Register, District 1**  
**Brenda Ruthven, District 2**  
**Pamm Chapman, District 3**  
**Winston Chester, District 4**  
**Steve Moss, District 5**

---



## CHAPTER ONE THE DISTRICT SCHOOL BOARD

### SCHOOL BOARD MEETINGS AND WORKSHOPS

1.102

All official meetings of the Board shall be open to the public and all informal meetings or workshops involving members of the Board shall be conducted as public meetings unless specifically exempted by law. No official action may be taken by the Board at any time other than an official meeting.

**Regular Meetings.** Regular meetings of the School Board will be held at least once during each calendar month. The time of such meetings will be established at the organizational meeting in November each year. The date of a regular meeting may be changed by action of the Board at any previous meeting provided that every member is notified either by letter or by the distribution of the minutes carrying a record of the change.

**Special Meetings.** Special meetings may be called at any time by the Superintendent, either upon his own initiative or upon the request of the Chairman or a majority of the membership of the Board. If the Superintendent should refuse to call such a meeting upon request of the Chairman or a majority of the Board, the Chairman or the majority may, by giving written notice to the Superintendent and all members of the Board in the manner prescribed by law, call a special meeting.

**Emergency Meetings.** The Superintendent may call an emergency meeting of the Board at any time for the purpose of acting upon emergency matters affecting the public health, safety or welfare.

#### Notice of Meetings.

**Regular Meetings.** The Superintendent shall give at least seven (7) days public notice of any regular meeting of the School Board. Such notice of meeting shall be in the following format:

#### "NOTICE OF PUBLIC MEETING

The Bay County School Board announces a public meeting to which all persons are invited.

Date and Time: \_\_\_\_\_  
Place: \_\_\_\_\_  
Purpose: \_\_\_\_\_

If a person intends to appeal the Board's decision with respect to any matter, or has any thought that an appeal may be taken, the person has the responsibility to insure that a verbatim (word for word) record of the proceeding is made, and that the verbatim record includes all testimony and evidence upon which the appeal is to be based.

A copy of the agenda may be obtained by contacting the Superintendent of Schools at P.O. Drawer 820, Panama City, Florida 32402."

The notice of meeting shall be made:

- a. By posting at the Superintendent's office and by publication in a newspaper of general circulation in the County; and
- b. By mail to all persons who have made requests of the Board for advance notice of its meetings.

## CHAPTER ONE THE DISTRICT SCHOOL BOARD

**Special Meetings.** The Superintendent shall give at least 48 hours public notice prior to any special meeting of the School Board. Notice of such meetings shall be in the format prescribed herein for regular meetings of the Board. The notice shall be given in the following manner:

- a. By posting at the at the office of the Superintendent of Schools; and
- b. By mail to all persons who have made requests of the Board for advance notice of its meetings.

**Emergency Meetings.** The Superintendent shall notify at least one (1) newspaper of general circulation in the District of the time, date, place and purpose of an emergency meeting.

### Agenda for Meetings.

**Regular Meetings.** The Superintendent shall prepare and distribute an agenda for each regular meeting so that a copy may be received at least seven (7) days before the event by any person who has requested a copy and pays the reasonable cost per copy.

**Special Meetings.** The Superintendent shall prepare and distribute an agenda for each special meeting so that a copy may be received at least 48 hours before the meeting by any person who has requested a copy and pays the reasonable cost per copy.

**Emergency Meetings.** No advance distribution of an agenda will be required for emergency meetings of the School Board. However, following an emergency meeting the Superintendent shall publish in a newspaper of general circulation in the County the following information:

1. Time, date and place of the emergency meeting;
2. Reasons why an emergency meeting was necessary; and
3. A statement setting forth the action taken at the meeting.

**Format of Agenda.** The Superintendent and School Board Chairman shall prepare the agenda for regular and special meetings. The agenda shall be specific as to items to be considered. All matters involving the exercise of Board discretion and policymaking shall be listed and summarized on the agenda. Additions to agenda items such as "old business", "new business," "other business," or "other matters which may come before the Board" or similar terms shall be for consideration of solely ministerial, or internal-administrative matters which do not affect the interests of the public generally. The agenda shall be prepared in essentially the following format:

### "BAY COUNTY SCHOOL BOARD

Time, Date, and Place of Meeting

This Meeting is Open to the Public

1. Call to Order
2. Public Hearings (if applicable)
3. Input from Public, Board Committees, and School-Related Organizations
4. Review of Agenda and Minutes
5. Superintendent's Report
6. Business Services Report
7. Instructional Services Report
8. Administrative Services Report
9. Reports from Chairman, Board Members and Attorney
10. Reports and Input from Employee Organizations"

# CHAPTER ONE THE DISTRICT SCHOOL BOARD

## PART TWO THE DISTRICT SCHOOL BOARD

### DEFINITIONS

1.201

The following terms, wherever used or referred to in this compilation of Rules shall have the following meaning:

School District. Bay County shall constitute a school district and shall be known as "The School District of Bay County, Florida" and hereinafter referred to as "the District" or "the School District."

School Board. The governing body of the School District of Bay County is constituted a body corporate in the name of "The School Board of Bay County, Florida" and hereinafter referred to as "the Board" or "the School Board."

Superintendent. The responsibility for the administration of the schools and the supervision of instruction in the District is vested in the Superintendent who shall also be secretary and executive officer of the Board.

Principal. The term "principal" unless qualified, shall mean the administrative head of any school, and shall be synonymous with the term "building principal" as defined by Section 1012.01, Florida Statutes.

School. The term "school" shall mean any educational facility operated by the Board to which the Department of Education has assigned an administrative number.

Pupil or student. "Pupil" or "student" shall mean any person enrolled in an educational program operated by the Board.

He, his, or him. The terms "he," "his" or "him" as used herein shall be interpreted to include both the male and the female gender.

*Authority: § 1001.41, Fla. Stat.*

*Law Implemented: § 1001.41, Fla. Stat.*

*History: New, June 12, 1989*

## CHAPTER ONE THE DISTRICT SCHOOL BOARD

### **MEMBERSHIP OF THE BOARD**

1.202

The School Board of Bay County is composed of five (5) members elected by the qualified electors of the District. One (1) member is elected on a District-wide basis from each of the five School Board Member Residence Areas. Each member is elected for a term of four (4) years. Two (2) members are elected at the general election at the time of the presidential election and three (3) members are elected at the general election at the time of the gubernatorial election. The School Board Member Residence Areas are hereby established as follows:

Residence Area No. 1. As filed with the Clerk of the Circuit Court of Bay County. Such description is hereby adopted as a part of this rule by reference.

Residence Area No. 2. As filed with the Clerk of the Circuit Court of Bay County. Such description is hereby adopted as part of this rule by reference.

Residence Area No. 3. As filed with the Clerk of the Circuit Court of Bay County. Such description is hereby adopted as part of this rule by reference.

Residence Area No. 4. As filed with the Clerk of the Circuit Court of Bay County. Such description is hereby adopted as part of this rule by reference.

Residence Area No. 5. As filed with the Clerk of the Circuit Court of Bay County. Such description is hereby adopted as part of this rule by reference.

*Authority: § 1001.41, Fla. Stat.  
Law Implemented: § 1001.36, Fla. Stat.  
History: New, June 12, 1989*

### **AUTHORITY AND RESPONSIBILITY**

1.203

The School Board is responsible for the organization and control of the public schools of the District and is empowered to determine the policies necessary for the effective operation and general improvement of the school system. The School Board will limit its actions to establishing policy and rules and to meeting the requirements prescribed by law and Rules of the State Board of Education. Board members have authority only when the Board is meeting in official session and a quorum is present. The School Board shall not be bound in any way by any action on the part of an individual Board member or an employee except when such action is taken in response to direction of or authorization of the Board.

*Authority: § 1001.41, Fla. Stat.  
Law Implemented: §§ 1001.32, 1001.37(4), Fla. Stat.  
History: New, June 12, 1989*

# Appendix D

Northwest Florida Forward: A  
Regional Strategy for Economic  
Transformation

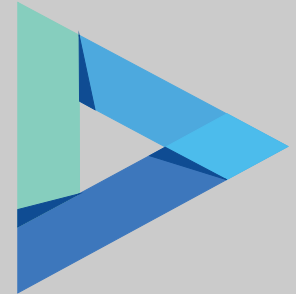
Excerpt of Strategic Plan

Goal One: Talent

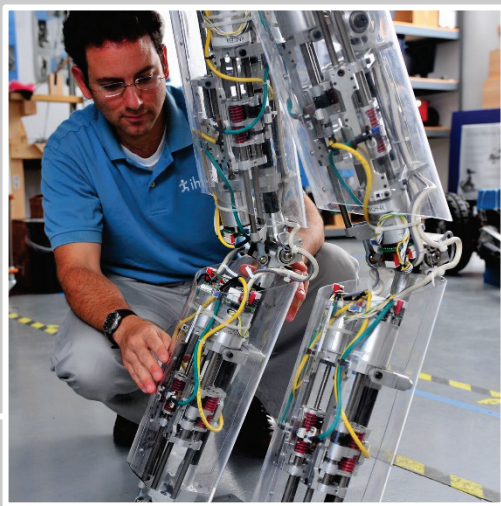


FEBRUARY 2017

# NORTHWEST FLORIDA *FORWARD*



A REGIONAL STRATEGY FOR ECONOMIC TRANSFORMATION



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# STRATEGIC ACTION PLAN

## INTRODUCTION

At the core of every economic development strategy lies the need for a vibrant and dynamic business environment. Northwest Florida is no exception to this need. The region’s traditional reliance on the presence of the U.S. military installations and personnel and on tourism to drive economic growth have obscured the importance of overall business vitality. However, in recent years the BP oil spill and reduced defense spending due to budget sequestration have illuminated the vulnerability of the region’s economy to external shocks and the need to diversify. This strategy – with its emphasis on transformational change – is dedicated to strengthening existing clusters and economic drivers as well as advancing emerging sectors. The need to go beyond the current strengths of the region reflects not just the importance of diversification, but also the need to generate higher paying jobs for all residents of the region, including those in minority communities and in rural areas.

### GOAL 1. TALENT

CONNECT THE TALENT ASSETS OF NORTHWEST FLORIDA TO KEY INDUSTRY CLUSTERS AND ENSURE A DYNAMIC AND DIVERSE WORKFORCE FOR NEW AND GROWING BUSINESSES.

Access to talent continues to be the chief site selection factor for companies planning new facilities, expansion, and/or relocation. Per Area Development Magazine’s 2015 Survey of Corporate Executives, availability of skilled labor was ranked as the most important factor for location decisions, surpassing highway accessibility by almost five percentage points. Access to talent was also cited as an important issue among Northwest Florida employers participating in regional interviews and round table discussions.

Talent availability is an even more pressing concern for the region’s rural counties, where loss of workforce due to outmigration and outbound commuting threatens the ability of some counties to supply and train workers. Pockets of generational poverty as well as inadequate workforce education and training opportunities in some areas have also resulted in high unemployment and underemployment, particularly in minority communities. Northwest Florida’s ability to build a first-class workforce development, retention, and attraction system that engages all communities and populations will be critical to enhancing the economic vitality of the region.

While access to talent is a chief concern, Northwest Florida does enjoy assets, organizations, and programs that offer unique talent advantages to the region. The extensive military presence in the region offers a pipeline of talent that can be further leveraged to benefit existing employers as well as marketed to new prospects. The region’s network of high quality post-secondary educational institutions are aggressively expanding education and training offerings, especially in emerging industry niches such as Cybersecurity and Additive Manufacturing. The region also boasts a growing number of K-12 education and training programs, including the Northwest Florida Manufacturing Career Academy Network and Robotics-focused education. Finally, the region’s beauty, natural amenities, and desirable quality of life make it an attractive destination for

### AREA DEVELOPMENT CORPORATE SURVEY 2015\* COMBINED RATINGS

SITE SELECTION FACTORS	2015	2013
RANKING		
1. Availability of skilled labor	92.9	95.1 (1)
2. Highway accessibility	88.0	93.5 (2)
3. Quality of life	87.6	62.1**
4. Occupancy or construction costs	85.4	87.4 (4)
5. Available buildings	83.7	83.3 (6)
6. Labor costs	80.8	90.8 (3)
7. Corporate tax rate	78.8	82.4 (7)
8. Proximity to major markets	76.3	75.6 (15)
9. State and local incentives	75.8	81.9 (8)
10. Energy availability and costs	75.3	80.8 (10)

\*All figures are percentages and are the total of “very important” and “important” ratings of the Area Development Corporate Survey and are rounded to the nearest tenth of a percent.

\*\* (2010 Ranking)

Source: AreaDevelopment, 30th Annual Survey of Corporate Executives, Q1 2016



talented executives, entrepreneurs, and younger workers. Because of these attributes, the region's ability to marshal a large top-quality talent pool is within reach.

## STRATEGIES & ACTIONS

### 1.1. Create a regional workforce training and development initiative designed to meet the needs of large employers relocating or expanding in Northwest Florida. (High Priority, Short Term)

Northwest Florida faces intense regional competition for new investment and jobs. States and regions in the southeast U.S. have committed substantial resources to site development, infrastructure expansion, and financial incentives to gain competitive advantages in business site selection. Customized workforce training has also emerged as a crucial economic development tool for business attraction, retention, and expansion. States such as Alabama, Georgia, Louisiana, South Carolina, North Carolina, and Kentucky have highly regarded and nationally ranked workforce-training initiatives. These initiatives have been successful in helping to attract and retain multinational employers. The adjacent text box provides a brief description of a few such programs.

For Northwest Florida to be able to compete in such a highly competitive environment, especially with declining state resources available for financial incentives, the region should establish its own customized workforce-training program. This initiative should incorporate features of highly regarded state programs such as Alabama Industrial Development Training (AIDT) and Georgia Quick Start, as well as a regional initiative like the Charlotte Regional Collaborative for a Global Economy. The Presidents' Coalition of Northwest Florida, which comprises the region's state college and university presidents, can be a key partner in these efforts. However, the partnership should be expanded to include technical centers, school districts, and regional workforce boards.

#### 1.1.1. Work with educational institutions and workforce boards to create an employer-driven workforce training initiative. Key components of the initiative should include:

- Regional centers that provide classroom and lab facilities and pre-employment selection and training services for regional businesses. Possible locations for these centers are properties adjacent to or on the region's three commercial airports and/or in strategic locations throughout the region based on target industry concentration. These centers could also serve as regional economic development hubs that provide site selection and program information on the region's workforce, transportation infrastructure, certified industrial sites, educational institutions, and entrepreneurship assets.

#### AIDT

Alabama Industrial Development Training (AIDT) provides a full range of customized technical training programs that are offered at no cost to employers and to the trainees. Training is conducted by AIDT staff or contracted instructors and delivered through classrooms or 38 Mobile Training Units (MTUs) customized to meet specific company needs. MTUs go directly to the employer site to provide classroom and hands-on training. AIDT also operates regional training centers (Huntsville and Mobile); centers of excellence (e.g., Maritime Training Center, Forest Products Development Center); and project-based training centers (e.g., Honda and Airbus training centers). ([www.aidt.edu](http://www.aidt.edu))

#### GEORGIA QUICK START

Georgia Quick Start is a free workforce training program customized for companies in numerous industries. A Quick Start training regimen is shaped specifically for the skills that a company is looking to develop in its employees. Training is conducted in classrooms, mobile labs, or onsite at the company. Quick Start is provided at no charge by the Technical College System of Georgia. (<http://www.georgia.org/competitive-advantages/training-hiring/quick-start/>)

#### CHARLOTTE REGIONAL COLLABORATIVE FOR A GLOBAL ECONOMY

The Charlotte Regional Collaborative is a consortium of the 15 community colleges serving the greater Charlotte region. Participating member colleges provide higher education, workforce development, and vocational skills training in 29 counties in two states (17 in North Carolina, 12 in South Carolina). The Collaborative's purpose is to prepare, educate, and train workers in the Charlotte region to be and remain competitive. The work will be jobs-driven and will be closely aligned with state, regional, and local economic development efforts. The work undertaken by the Collaborative is funded through a gift from JPMorgan Chase. (<https://www.cpcc.edu/global/collaborative>)

- Mobile units for job-site screening and training
- Satellite locations in rural areas of the region
- Expansion of the advanced technology centers that support existing and emerging industries (e.g., Aerospace and Defense, Water Transportation, Cybersecurity)
- Replication of the Northwest Florida Manufacturing Academy Network for all target industries

**1.2. Better leverage separated and retired military personnel as a key talent pool for target industry clusters. (High Priority, Short Term)**

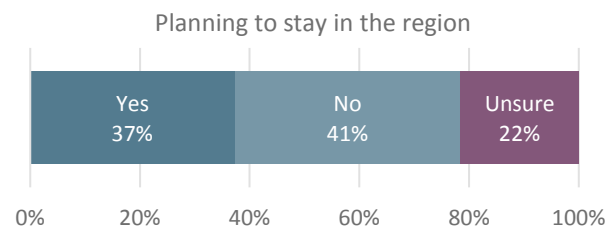
Florida is one of the most military-friendly states in the nation. It is home to 20 major military installations and over 1.5 million veterans. Indeed, one of Northwest Florida's greatest economic development assets is the talent pool connected to the region's military installations. This workforce consists of both the current population of retired military personnel and the potential labor pool of service members regularly separating from the military while stationed in the region. This pool of existing and potential civilian labor is further enhanced by family members, who themselves are often highly skilled and educated.

**1.2.1. Formalize a regional military talent pipeline survey and marketing program.**

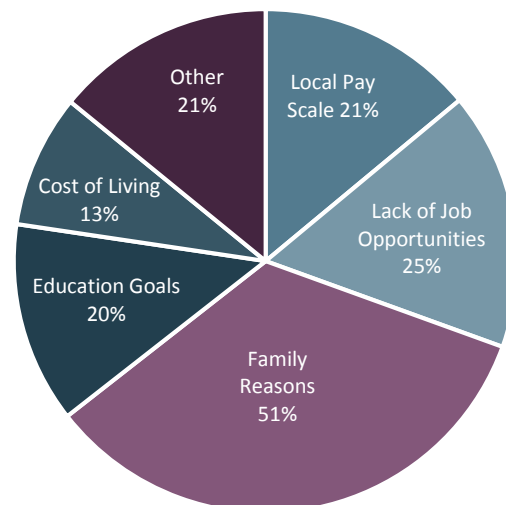
Recognizing the tremendous importance of the military talent pool to the region's economic vitality, local workforce and economic development organizations have initiated survey programs designed to capture and document the skillsets and post-military intentions of service members preparing to separate from service. These voluntary surveys are being offered to service members participating in mandatory transition assistance programs. Currently, CareerSource Okaloosa Walton and CareerSource Gulf Coast are piloting similar survey programs. These survey efforts are intended to increase workforce readiness, awareness of civilian employment opportunities, and regional quality of place awareness among transitioning military personnel. The data can also be used directly by local and regional economic development organizations for business retention, expansion, and attraction efforts. This is an especially important tool for demonstrating to employers the region's ability to provide a quality pipeline of talent with specific skills and credentials.

The charts on this page show examples of survey data generated by CareerSource Okaloosa Walton through its partnership with Eglin Air Force Base and Hurlburt Field. Airmen preparing to separate from service were asked if they intended to remain in the region after their military service ends,

**MILITARY TRANSITION & WORK READINESS WORKING GROUP  
PROJECT SURVEY**



If not staying in the region, why?



Source: CareerSource Okaloosa Walton

Note: Results based on 860 responses from military personnel preparing to separate from service at Eglin Air Force Base and Hurlburt Field (11/15/15-11/20/16)

and if not, why. Of the Airmen responding to the question, about 37 percent indicated they did plan to remain in the region. For those stating they definitely plan to leave the region, “family reasons” was the most cited motive, followed by lack of job opportunities.

To fully leverage the potential economic development impact of these survey tools, a formalized regional survey program should be established that aggregates local efforts into a regional military talent pipeline survey and marketing program. Such a regional initiative would seek to standardize survey questions, data tabulation, analysis, and presentation of the results. Florida’s Great Northwest should utilize the survey data for marketing the entire region to investment prospects or working with existing employers on expansion projects. The Heart of Texas Defense Alliance (Fort Hood) has coordinated such an initiative since 2007. The State of South Carolina is organizing a similar statewide survey program.

- 1.2.1.1. Expand the existing surveys to include all installations in the region where meaningful numbers of military personnel are separating from service.
- 1.2.1.2. The region’s CareerSource organizations should jointly develop a common set of questions across all surveys. Questions should address post-military career and residential intentions, educational level, skills, employment desires, and suggestions to improve the region’s quality of place. Questions could also address the skills and career desires of military spouses.
- 1.2.1.3. Tabulated and analyzed data should be shared with Florida’s Great Northwest and other local economic development organizations for business development purposes. An annual report summarizing the regional data should be produced and provided on the FGNW website and in prospect packets.
- 1.2.1.4. Survey data should be shared with existing regional employers seeking workforce assistance.
- 1.2.1.5. If needed, execute a regional MOU between the region’s CareerSource organizations, Florida’s Great Northwest, Veterans Florida, and other pertinent entities necessary to structure a regional survey program. The MOU executed between CareerSource Okaloosa Walton and leadership of Eglin Air Force Base and Hurlburt Field could serve as a template.
- 1.2.2. Partner with Veterans Florida to build an online portal designed to connect veterans with occupational opportunities in the region and to market Northwest Florida to veterans. Include a link to the Occupational Information Network (O-NET) Military Crosswalk Search website, which translates Military Occupational Classification (MOC) codes to civilian Standard Occupational Classification (SOC) codes. Understanding how military occupations translates to civilian counterparts is a challenge many service members looking for civilian career opportunities face.
- 1.2.3. Explore options for assisting service members and veterans obtain higher education credits and based on their military skills and credentials. The American Council on Education has been working with DoD to develop guidelines and recommendations on this topic. (See text box.)
- 1.2.4. Partner with Veterans Florida and CareerSource Florida organizations to address Northwest Florida veterans and spousal needs.
- 1.2.5. Build awareness among employers regarding the skill sets represented by personnel separating from service at installations in the region.

#### COLLEGE CREDIT FOR MILITARY SERVICE

The American Council on Education collaborates with the U.S. Department of Defense (DoD) to review military training and experiences and recommend appropriate college credit for members of the Armed Forces. ACE’s credit recommendations appear in the Military Guide and on military transcripts.

[www.acenet.edu/higher-education/topics/Pages/College-Credit-for-Military-Service.aspx](http://www.acenet.edu/higher-education/topics/Pages/College-Credit-for-Military-Service.aspx)

**1.2.6.** Encourage employers to participate in job fairs and related events at the region’s installations.

**1.2.7.** Work with the Florida Department of Economic Opportunity, CareerSource Florida organizations, and other relevant organizations to ensure that military training requirements match state licensing requirements.

**1.3. Explore establishing an employer-driven workforce training initiative focused on assisting underemployed and long-term unemployed residents. (High Priority, Medium Term)**

For the region to succeed in building true economic vitality, it must address chronic unemployment and underemployment among its most vulnerable residents. Underemployment refers to the condition in which workers are unable to find full-time or regular work or are working in jobs that do not meet their skill level or economic need. These include minority populations anchored in underperforming neighborhoods, as well as residents of rural areas suffering from population loss. Linking these populations with a demand-driven model for workforce training that matches with existing unmet hiring needs of local businesses is a potential solution. Unfortunately, private-sector engagement is typically the most difficult part of implementing industry-driven workforce strategies. According to a variety of studies, including a 2012 report by the US General Accounting Office, focusing on “urgent, common needs” and being responsive to specific employer requirements can increase the odds of success.

One model that is demonstrating success in matching existing hiring needs with qualified, unemployed, and underemployed jobseekers is Skills for Chicagoland’s Future (SCF). This organization can serve as a potential model for creating a new demand-driven organization in Northwest Florida or transforming part of an existing organization(s). SCF provides a playbook for creating such a model through its replication consultancy. Skills for Rhode Island’s Future is the first replication of Chicago’s demand-driven workforce model. Efforts are currently underway to expand the model nationwide through the launch of Skills for America’s Future.

**1.3.1.** Explore creating/transforming a workforce organization using the demand-driven model developed by Skills for Chicagoland’s Future.

**1.3.1.1.** Review the Demand-Driven Playbook offered by SCF to determine if such a model is feasible in the region.

**1.3.1.2.** If there is interest, reach out to SCF to inquire about obtaining assistance in developing a model in the region.

**1.3.2.** Engage employers and regional workforce partners in evaluating and prioritizing comprehensive, long-term strategies for improving access to economic opportunity for all residents. Programs that facilitate re-entry into the workforce for underrepresented populations should be emphasized.

**SKILLS FOR CHICAGOLAND’S FUTURE**

Skills for Chicagoland’s Future (SCF) is a public-private partnership that provides industry-driven recruitment, placement, and job training services in Cook County at no cost to the employer or the job seeker. It seeks to match businesses that have current unmet hiring needs with qualified, unemployed, or underemployed job seekers. SCF is funded by the City of Chicago, the State of Illinois, the Chicago Cook Workforce Partnership, foundation support, and multiple private sector donations. According to SCF, more than 3,300 unemployed job seekers have been hired through partnerships with over 50 employers since SCF launched in 2012.

([www.skillsforchicagolandfuture.com](http://www.skillsforchicagolandfuture.com))

Examples of other “ladder of opportunity” strategies include: increasing financial literacy; increasing the availability of high quality early childhood education programs; and connecting disadvantaged populations with local workforce training, employment centers, health care, and other vital services through improved transportation access.

**1.4. Develop a regional talent recruitment program. (Medium Priority, Medium Term)**

Not only is Northwest Florida engaged in a fierce competition for new businesses and investment, it is also competing with other regions (in the Southeast and nationally) for high skill, high quality talent. Northwest Florida is well positioned to attract and retain skilled talent. In addition to its natural beauty and beaches, the region enjoys assets that function as talent magnets,