

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

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

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

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

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

- Generate maximum estimated economic benefits, based on tools and models not generally employed by economic input-output analyses, including cost-benefit, return-on-investment, or dynamic scoring techniques to determine how the long-term economic growth potential of the disproportionately affected counties may be enhanced by the investment.
- Increase household income in the disproportionately affected counties above national average household income.
- Leverage or further enhance key regional assets, including educational institutions, research facilities, and military bases.
- Partner with local governments to provide funds, infrastructure, land, or other assistance for the project.
- Benefit the environment, in addition to the economy.
- Provide outcome measures.
- Partner with K-20 educational institutions or school districts located within the disproportionately affected counties as of January 1, 2017.
- Are recommended by the board of county commissioners of the county in which the project or program will be located.
- Partner with convention and visitor bureaus, tourist development councils, or chambers of commerce located within the disproportionately affected counties.

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

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

- Create a unique asset in the region that can be leveraged for regional growth of targeted industries.
- Demonstrate long-term financial sustainability following Triumph Gulf Coast, Inc. funding.
- Leverage funding from other government and private entity sources.
- Provide local investment and spending.
- Are supported by more than one governmental entity and/or private sector companies, in particular proposed projects or programs supported by more than one county in the region.
- Provide clear performance metrics over duration of project or program.
- Include deliverables-based payment system dependent upon achievement of interim performance metrics.
- Provide capacity building support for regional economic growth.
- Are environmentally conscious and business focused.
- Include Applicant and selected partners/vendors located in Northwest Florida.

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

## **Applicant Information**

**Name of Entity/Organization:** Tallahassee State College

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

Tallahassee State College (TSC) is a public state College in Tallahassee, Florida. For over half a century, TSC has provided high-quality postsecondary education for the citizens of Gadsden, Leon, and Wakulla counties and students worldwide. TSC is part of the Florida College System and offers a wide range of academic and workforce programs designed to meet the needs of its diverse student population. TSC provides high-quality postsecondary education through more than 100 degree and certificate programs designed to prepare students for high-demand careers, seamless transfers to four-year universities, including Florida State University (FSU) and Florida Agriculture and Mechanical University (FAMU), and career-focused bachelor's degrees in Business, Education, and Nursing.

The College serves a broad student base, including recent high school graduates, working adults seeking career advancement, and individuals looking to gain new skills for the job market. With a commitment to accessibility and affordability, TSC empowers students to achieve their educational and professional goals through supportive resources and a vibrant campus life.

With dedicated faculty, small class sizes, and state-of-the-art facilities, TSC provides a supportive and engaging learning environment. Additionally, the College emphasizes accessibility by offering flexible scheduling options, including online and hybrid courses. TSC's strong connections with local businesses and industries provide valuable internship and job placement opportunities, making TSC a top choice for students seeking quality education and career advancement.

TSC is accredited by the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC).

**Federal Employer Identification Number:** **F591141270039**

### **Contact Information:**

Primary Contact Information: **Brendie Hawkins**

Title: **Director of Grants and Special Projects**

Mailing Address: **444 Appleyard Drive, Tallahassee, Florida 32304**

Phone: **850-201-6203**

Email: **brendie.hawkins@tsc.fl.edu**

Website: **www.tsc.fl.edu**

**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.**

TSC's project showcases its longstanding collaborative partnership with local health care providers, which support clinical placements and contribute to TSC's Healthcare Advisory Boards, the Wakulla County School Board (WCSB), the Wakulla County Chamber of Commerce, the Wakulla County Economic Development Council, and CareerSource Capital Region. Additionally, these partnerships fulfill the academic program's curricular requirements and aid program leadership in ongoing improvement efforts, ensuring that TSC's programs stay relevant and responsive to the region's industry needs.

**Total amount of funding requested from Triumph Gulf Coast: \$10,008,325.79**

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

☐ Yes

☒ No

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

TSC is a financially viable institution with a strong balance sheet and sound operations. TSC has a total unallocated fund balance of more than \$10 million and greater than \$24 million in Foundation assets according to the Statement of Financial Position for the Foundation Fiscal Year ending March 31, 2024. TSC manages an annual operating budget of \$77 million.

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

The Statement of Net Position from the Annual Financial Report for Fiscal Year 2023-24 is provided in Appendix G.

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

☐ Yes

☒ No

### **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

**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.**

Tallahassee State College (TSC) requests grant funding for the expansion of the Wakulla Environmental Institute (WEI) campus with the establishment of the Wakulla Workforce Development (WWD) facility. The state-of-the-art WWD facility will offer comprehensive, innovative, and accessible workforce educational programming for healthcare and teacher preparation. This new facility will serve a dual-purpose of providing educational opportunities for high-wage, in-demand occupations and serving as a hurricane-rated Category 3 storm shelter for the Florida Gulf Coast. By providing a safe haven for residents during natural disasters, this dual-purpose design will enhance community resilience.

We understand the considerations surrounding facility construction funding, this request is structured to align with Triumph's investment priorities. TSC is seeking support for no more than 20% of the total construction cost, with Triumph's contribution specifically allocated to the second-floor classrooms and simulation spaces which directly support Triumph-funded programs.

The WWD facility will be primarily funded through the anticipated EDA Disaster Supplemental Grant and serve as a critical hub for workforce training while also functioning as a hurricane-rated Category 3 storm shelter for the US Route 98 corridor. The facility will encompass 50,000 square feet, with approximately 25,000 square feet dedicated exclusively to healthcare and teacher preparation programming.

Currently, TSC operates two campus locations in Wakulla County: the TSC Wakulla Center and the Wakulla Environmental Institute. Although the College owns the WEI campus, the TSC Wakulla Center, located at 2932 Crawfordville Highway, Crawfordville, Florida 32327, is a leased campus space, with the lease set to expire in January 2027. WEI provides students with educational opportunities in agriculture education, drones, oyster aquaculture and urban small-plot farming. The TSC Wakulla Center provides students with courses in healthcare, including Clinical Medical Assistant, Medical Administrative Specialist, Patient Care Technician, and Phlebotomy, along with programs in Electrical Pre- Apprenticeship, Landscape and Turf Management, Marine Services Technology, and Veterinary Assisting.

TSC plans to combine the two separate campuses into a single campus location to serve the Wakulla County community better. Since the College owns the 158-acre campus on which WEI operates, it is the advantageous permanent campus location for continued growth and expansion.

Anticipated impacts from this project are significant, and the benefits will extend beyond Wakulla County by providing opportunities for individuals in neighboring Franklin and Gulf counties to have increased access to educational programming within closer proximity.

The facility will provide classrooms, a state-of-the-art simulation center, skills labs equipped with the latest technology for interactive learning, conference center space, and serve as a community storm shelter. The healthcare simulation center will provide students with cutting-edge medical technologies, simulation manikins, and virtual reality simulators, providing realistic environments where students can practice clinical skills in a controlled and safe environment. TSC will partner with Northwest Florida State College (NWFSC) to utilize the Virtual Reality (VR) software developed for their nursing program as part of a Triumph Gulf Coast Grant. NWFSC will have their VR solution available for licensing in the Spring of 2026.

Over the next 10 years, TSC seeks to serve 311 students in education-related programming, earning an anticipated 566 certifications, and 860 students in healthcare-related training, earning an anticipated 1,795 certifications. This project is anticipated to serve a minimum of 1,161 students and results in 2,361 industry-related certifications/credentials. The student enrollment and certification numbers presented in the application reflect projections from the affected Triumph Gulf Coast Counties, primarily Wakulla and Franklin. Although students from other counties may

participate in the programs, including those from Leon, Taylor, and Gadsden Counties, their numbers have not been included in the grant projections.

Project priorities include equipment purchases, administrative support, and instructional staff salaries. Furthermore, TSC will collaborate with an industry leader in developing virtual and augmented reality tools to further advance healthcare and teacher training by creating highly immersive and interactive learning environments with augmented reality (AR) and VR. Development of AR and VR solutions will be new technology simulations not currently available for licensing. Currently, there are no solutions for teacher preparation based on classroom management scenarios. Any AR or VR technology developed as part of this project will be made available to Triumph impacted counties at a reduced licensing fee.

The new facility will expand the current healthcare offerings provided at the TSC Wakulla Center to include Practical Nursing (LPN) and Practical Nursing Bridge (RN), along with specialized training in IV therapy and medical esthetician occupations. Additionally, educational programs will be offered through a teacher apprenticeship program, the Bachelor of Science in Elementary Education and Bachelor of Science in Exceptional Education aimed at recruiting and training teachers for Wakulla and surrounding counties.

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

TSC's WWD facility in rural Wakulla County is transformational as it addresses critical workforce shortages for educational and healthcare industries and fosters regional economic and social development. Wakulla County has faced a significant shortage of qualified educators and healthcare professionals, which has impacted its residents' well-being and future development opportunities. Expanding access to these essential services will enhance the county's appeal to prospective residents and businesses looking for a more substantial community infrastructure. The new facility will help bridge these gaps by cultivating a local talent pool, reducing reliance on external labor, and positioning Wakulla County as an attractive place to live, work, and invest.

The facility will address Wakulla County's teacher shortage by equipping future educators with the skills and credentials needed to fill critical roles, especially in elementary, secondary, and special education. Strengthening the local teacher pipeline will enhance the quality of education, create more balanced student-teacher ratios, and support better academic achievement. Furthermore, by providing a clear pathway for local graduates to enter the teaching profession, the program will contribute to long-term stability and growth within the county's school system.

The expanded program offerings in the healthcare sector will increase the availability of trained medical assistants, nurses, and other healthcare professionals, improving patient care and public health outcomes. Educational programming and clinical experiences will be designed to align with specialties and areas of greatest need identified by employer partners in the region. This focus ensures that graduates are equipped with the skills most in demand, enhancing their employability and addressing workforce shortages. This is especially vital in a rural county, where healthcare access can be limited, often requiring residents to travel long distances for medical services. The



facility will help retain talent within the county by providing local training opportunities, ensuring a stable and reliable healthcare workforce.

Beyond workforce development, the facility will have far-reaching economic and social benefits. Over the next decade, it will generate new jobs, attract investment, and expand career pathways for residents with limited postsecondary education opportunities. By equipping the local workforce with in-demand skills, the training facility will help break the cycles of economic disadvantages and create a more sustainable future. Ultimately, TSC's facility will be pivotal in strengthening Wakulla County and its neighboring communities, fostering long-term resilience and self-sufficiency in education and healthcare.

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

### **Health Sector Data:**

Wakulla County, Florida, faces significant challenges in meeting the demand for healthcare professionals. The county has a notably low concentration of nurses, with only 58.09 nurses per 10,000 residents, compared to higher ratios in neighboring counties ([jsr.org](http://jsr.org)). This shortage is compounded by the fact that approximately 79.1% of Wakulla County's workforce is employed outside the county, ranking it 6<sup>th</sup> out of 67 counties in Florida for workforce outflow ([lmsresources.labormarketinfo.com](http://lmsresources.labormarketinfo.com)). These factors highlight a pressing need for healthcare-trained professionals within the county to ensure adequate medical care for residents.

### **Education Meets Opportunity Platform Data**

#### **Labor Market: Job Postings (9/6/2023 – 9/5/2024)**

*Labor Market Insights data is provided by Lightcast (formerly EMSI Burning Glass), PAIRIN, and Bureau of Labor Statistics (BLS). Most data is updated daily on a rolling historical 12-month schedule. Staffing agency job postings have been excluded from the dashboard.*

<b>Occupation</b>	<b>Wakulla County Job Postings</b>	<b>Franklin County Job Postings</b>	<b>Tallahassee MSA</b>	<b>Workforce Region</b>
Registered Nurses	64	32	2,853	2,811
Licensed Practical and Licensed Vocational Nurses	38	8	409	399
Medical Assistants	17	0	323	323
Phlebotomists	1	0	78	77

### **Supply & Demand: Program Completions Workforce Region 5 (Wakulla, Leon & Gadsden Counties)**

*Data is sourced from the Integrated Postsecondary Education Data Systems (IPEDS)*

<b>Occupation</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
Registered Nurses	60	79	74	87	122
Licensed Practical and Licensed Vocational Nurses	31	58	19	26	48

Medical Assistants	6	7	10	0	19
Phlebotomists	6	0	0	0	16

### Florida Statewide Demand Occupation List (2024-2025)

SOC Code*	Occupation Title*	Regional				Statewide			
		Annual	Annual	2022 Hourly Wage		Annual	Annual	2022 Hourly Wage	
		% Growth	Openings	Mean	Entry	% Growth	Openings	Mean	Entry
292061	Licensed Practical and Licensed Vocational Nurses	0.96	84	23.53	19.86	0.97	3,657	25.85	20.69
319092	Medical Assistants	2.70	208	16.79	14.11	2.55	11,110	18.21	15.29
319097	Phlebotomists	2.14	27	16.27	13.88	1.91	1,498	18.07	15.29
291141	Registered Nurses	1.13	260	34.56	26.96	0.85	13,934	38.42	28.87

### U.S. Bureau of Labor Statistics (BLS) Data

According to the BLS, overall employment in healthcare occupations is projected to grow much faster than the average for all occupations from 2023 to 2033. About 1.9 million openings are projected each year, on average, in these occupations due to employment growth and the need to replace workers who leave the occupations permanently.

### BLS Job Outlook by Occupation Title

**Licensed Practical and Licensed Vocational Nurses:** Employment of licensed practical and licensed vocational nurses is projected nationally to grow 3 percent from 2023 to 2033, about as fast as the average for all occupations. Approximately 54,000 openings for licensed practical and licensed vocational nurses are projected nationally each year, on average, over the decade.

**Medical Assistants:** Employment of medical assistants is projected nationally to grow 15 percent from 2023 to 2033, much faster than the average for all occupations. Approximately 119,800 national openings for medical assistants are projected each year, on average, over the decade.

**Phlebotomists:** Employment of phlebotomists is projected nationally to grow 8 percent from 2023 to 2033, faster than the average for all occupations. Approximately 19,600 national openings for phlebotomists are projected each year, on average, over the decade.

**Registered Nurses:** Employment of registered nurses is projected nationally to grow 6 percent from 2023 to 2033, faster than the average for all occupations. Approximately 194,500 national openings for registered nurses are projected each year, on average, over the decade.

**BLS Employment Projections:** Details about the 8-year BLS employment projections including growth, exits and transfers as determined by the Florida Labor Market Estimating Conference (LMED) and the BLS for the Workforce Development Area.

Occupation	Employment 2023	Employment 2031	BLS Percent Growth	Growth	Exits	Transfers	Total
Registered Nurses	3,655	3,987	9.1%	332	980	759	2,071
Licensed Practical and Licensed Vocational Nurses	880	947	7.6%	67	292	298	657
Medical Assistants	1,149	1,397	21.6%	248	470	942	1,660
Phlebotomists	158	185	17.1%	27	67	127	221

**BLS Employment Projections:** Employment projections for employment years 2023-2031 for Workforce Development Area Recent 5.

Occupation	Employment Projection
Registered Nurses	3,987
Licensed Practical and Licensed Vocational Nurses	1,397
Medical Assistants	947
Phlebotomists	161
Health Technologist and Technicians, All Others	161

### BLS Tallahassee Area, Mean Wage, By Area May 2023

Occupation Title	Mean Wage		Percentile Wages				
	Annual	Hourly	10 <sup>th</sup>	25 <sup>th</sup>	50 <sup>th</sup>	75 <sup>th</sup>	90 <sup>th</sup>
Licensed Practical and Licensed Vocational Nurses	\$51,340	\$24.68	\$42,390	\$46,590	\$49,530	\$56,630	\$60,850
Medical Assistants	\$36,870	\$17.73	\$31,080	\$33,440	\$35,570	\$39,020	\$43,270
Phlebotomists	\$35,520	\$17.08	\$29,440	\$31,840	\$33,480	\$37,630	\$44,110
Registered Nurses	\$74,850	\$35.99	\$57,650	\$64,860	\$73,880	\$83,690	\$96,470

### BLS North Florida Non-Metropolitan Area, Mean Wage, By Area May 2023

Occupation Title	Mean Wage		Percentile Wages				
	Annual	Hourly	10 <sup>th</sup>	25 <sup>th</sup>	50 <sup>th</sup>	75 <sup>th</sup>	90 <sup>th</sup>
Licensed Practical & Licensed Vocational Nurses	\$54,030	\$25.98	\$40,260	\$47,750	\$51,320	\$60,590	\$63,140
Medical Assistants	\$37,110	\$17.84	\$29,290	\$32,730	\$37,000	\$39,510	\$45,800
Phlebotomists	\$38,890	\$18.70	\$31,660	\$35,240	\$37,900	\$42,930	\$46,950
Registered Nurses	\$79,230	\$38.09	\$52,000	\$65,010	\$77,390	\$89,650	\$103,230

### Current TSC Capacity

TSC currently offers degree programs for nursing at both the associate and bachelor level. In addition, the College has offered a bridge program which allows current Licensed Practical Nurses to enter the associate degree in nursing program. Due to capacity restraints, the College is unable to accept all students or offer the bridge program each semester. Even though the College has committed to expanding our nursing programs, there continues to be a need to serve the number of students wishing to enter the field as well as providing a bridge program for LPN's to become RN's.

	BSN			AND (ASN DEGREE)			LPN TO AND BRIDGE		
	Applicants	Admits	% Accepted	Applicants	Admits	% Accepted	Applicants	Admits	% Accepted
Fall 2018	169	26	15%	190	56	29%	X	X	X
Spring 2019	33	20	61%	121	56	46%	X	X	X
Summer 2019	6	4	67%	X	X	X	X	X	X
Fall 2019	36	36	100%	190	56	29%	X	X	X
Spring 2020	19	17	89%	169	56	33%	X	X	X
Summer 2020	16	12	75%	77	24	31%	X	X	X
Fall 2020	23	15	65%	319	76	24%	X	X	X
Spring 2021	19	18	95%	169	76	45%	X	X	X
Summer 2021	X	X	X	X	X	X	40	24	60%
Fall 2021	48	35	73%	259	76	29%	X	X	X
Spring 2022	25	21	84%	176	76	43%	X	X	X
Summer 2022	X	X	X	X	X	X	X	X	X
Fall 2022	39	32	82%	211	130	62%	X	X	X
Spring 2023	42	39	93%	272	107	39%	93	24	26%
Summer 2023	X	X	X	X	X	X	X	X	X
Fall 2023	116	60	52%	377	125	33%	X	X	X
Spring 2024	70	36	51%	263	121	46%	X	X	X
Summer 2024	X	X	X	X	X	X	X	X	X
Fall 2024	66	50	76%	416	130	31%	X	X	X

### Education Sector Data:

Wakulla County, Florida, is experiencing a significant shortage of qualified educators in elementary, secondary, and special education. In 2022, the Florida Department of Education identified critical teacher shortages in subjects such as English, science, reading, and math, which directly impact both elementary and secondary education. This shortage has led to concerns about [classroom overcrowding](#) and the employment of uncertified teachers, potentially affecting the quality of education. Additionally, the district has struggled with recruiting and retaining teachers, and efforts to implement initiatives such as the [Teacher Exchange Program](#) have not materialized. These challenges highlight the urgent demand for qualified teaching professionals in the county.

## Education Meets Opportunity Platform Data

### Labor Market: Job Postings (9/6/2023 – 9/5/2024)

*Labor Market Insights data is provided by Lightcast (formerly EMSI Burning Glass), PAIRIN, and Bureau of Labor Statistics (BLS). Most data is updated daily on a rolling historical 12-month schedule. Staffing agency job postings have been excluded from the dashboard.*

\*NR: Not reported by county; only reported for MSA & Workforce Area

Occupation	Wakulla County Job Postings	Franklin County Job Postings	MSA	Workforce Region 5
Secondary School Teachers, Except Special and Career/ Technical Educators	53	0	290	280
Special Education Teachers, All Others	1	2	53	52
Special Education Teachers, Kindergarten and Elementary School	17	0	1	1
Elementary School Teachers, Except Special Education	9	6	120	108
Middle School Teachers, Except Special and Career/ Technical Educators	NR	NR	26	26
Kindergarten Teachers, Except Special Education	1	0	14	14
Substitute Teachers, Short-Term	2	5	32	29

## U.S. Bureau of Labor Statistics (BLS) Data

### Projections for teachers: How many are leaving the occupation?

*Elka Torpey, "Projections for teachers: How many are leaving the occupation?" Career Outlook, U.S. Bureau of Labor Statistics, October 2018.*

Separations in selected teaching occupations, projected 2016–26 annual average			
Occupations	Labor force exits, projected 2016–26 annual average	Occupational transfers, projected 2016–26 annual average	Median annual wage, 2016
Elementary school teachers	48,300	54,200	\$57,160
Secondary school teachers	32,400	39,400	59,170
Middle school teachers	21,600	24,200	57,720
Special education teachers	16,600	18,200	58,710
Kindergarten teachers	6,900	8,600	54,230

Note: Data for K–12 teachers exclude special education and career/technical education teachers.  
Source: U.S. Bureau of Labor Statistics, Office of Occupational Statistics and Employment Projections.

- More than 270,000 of teachers are expected to leave their occupation each year, on average, from 2016 to 2026, according to projections from the U.S. Bureau of Labor Statistics (BLS).
- Of the occupations in the chart, elementary school teachers are projected to have the most separations: more than 100,000 each year, on average, over the 2016–26 decade. About 48,300 of those are projected to be from labor force exits; another 54,200 are expected to be from occupational transfers.

## BLS Job Outlook by Occupation Title

**High school teachers:** Employment of high school teachers is projected to decline nationally by one percent from 2023 to 2033. Despite declining employment, about 64,000 national openings for high school teachers are projected each year, on average, over the decade. All those openings are expected to result from the need to replace workers who transfer to other occupations or exit the labor force, such as to retirement.

**Kindergarten and elementary school teachers:** Overall employment of kindergarten and elementary school teachers is projected to decline nationally by one percent from 2023 to 2033. Despite declining employment, about 106,500 national openings for kindergarten and elementary school teachers are projected each year, on average, over the decade. All openings are expected to result from the need to replace workers who transfer to other occupations or exit the labor force, such as to retirement.

**Middle school teachers:** Employment of middle school teachers is projected to decline nationally by one percent from 2023 to 2033. Despite declining employment, about 41,400 national openings for middle school teachers are projected each year, on average, over the decade. All openings are expected to result from the need to replace workers who transfer to other occupations or exit the labor force, such as to retirement.

**Special education teachers:** Overall employment of special education teachers is projected to show little or no change nationally from 2023 to 2033. Despite limited employment growth, about 35,900 national openings for special education teachers are projected each year, on average, over the decade. Most of those openings are expected to result from the need to replace workers who transfer to different occupations or exit the labor force, such as to retirement.

### Average Salaries for Teachers 2023-2024 (Florida Department of Education)

DISTRICT #	DISTRICT NAME	TEACHER		
		AVERAGE SALARY	NUMBER EMPLOYED	EMPLOYMENT LENGTH (in Months)
00	FLORIDA	\$54,875.47	173,316	10
19	FRANKLIN	\$44,077.88	78	10
23	GULF	\$48,821.47	137	10
37	LEON	\$49,270.76	1,955	10
65	WAKULLA	\$47,315.16	321	10

### Median Salaries for Teachers 2023-2024 (Florida Department of Education)

DISTRICT #	DISTRICT NAME	NUMBER OF TEACHERS	MEDIAN SALARY
00	FLORIDA	173,316	\$51,951.50
19	FRANKLIN	78	\$43,721.50
23	GULF	137	\$45,050.00
37	LEON	1,955	\$47,011.21
65	WAKULLA	321	\$45,973.33

### Average Years of Experience 2023-2024 (Florida Department of Education)

DISTRICT #	DISTRICT NAME	NUMBER OF TEACHERS	AVERAGE YEARS' EXPERIENCE
00	FLORIDA	168,418	11.8
19	FRANKLIN	78	10.4
23	GULF	137	6.0
37	LEON	1,935	11.4
65	WAKULLA	321	5.1

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

Key indicators of the project's impact will include attainment of relevant certifications and program completion rates as lead measures. The primary lag measure will be job placement within the county. TSC already monitors and reports industry certifications earned through the master credential list and program completions. Additionally, TSC tracks post-graduation outcomes, including graduates' plans for further education and job placement, ensuring a comprehensive assessment of the program's success.

**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.)**

TSC will sustain the program long-term through tuition and fees revenue for courses, CAPE industry certification funding for students who earn industry credentials from the master credential list, and through the FLDOE Prepping Institutions Programs, Employers and Learners through Incentives of Nursing Education (PIPELINE) funds tied to the NCLEX-LPN and NCLEX-RN passage rates. Over time, TSC also expects to add additional health education training programs due to growing industry demand, workforce shortages, and the evolving healthcare landscape. Through this project, TSC seeks to be the region's premier institution for healthcare and teacher preparation, education, and training.

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

Deliverables for this project will be measured through earned industry certifications, program completion rates, and Bachelor of Arts in Elementary or Exceptional Education degrees. Data will be tracked semester-by-semester, with commencement occurring annually in the fall and spring terms.

### **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.**

The expansion of the WEI campus with the addition of the WWD is poised to bring transformative benefits to Wakulla County and the broader rural Florida Gulf Coast region. This initiative promises to enhance educational opportunities and economic growth and underscores commitment to environmental stewardship and community resilience. While maintaining commitment to WEI's ecological mission, by merging and expanding workforce programs to a singular location in Wakulla County, TSC will signal our commitment to developing a robust workforce.

The new advanced training facility located on the 158-acre WEI campus will allow residents to learn the skills needed for high-demand, high-wage jobs without leaving the county. The economic impact of this project is substantial. By fostering a skilled workforce, the WWD will attract businesses and healthcare providers to the region, creating a ripple effect of job creation and economic development. The presence of additional educational programs housed at the WEI campus, such as Marine Engine Technician and Veterinary Assistant, further diversifies the local economy and meets specific needs of the community.

Through partnerships with both the Wakulla County and Franklin County School Districts TSC will create a teacher apprenticeship pipeline. The need for well-qualified teachers with ties to the local community is substantial, and the anticipated return on investment will be equally significant. Support from the Wakulla County Board of County Commissioners, the Wakulla Economic Development Council, and the Apalachee Regional Planning Council (ARPC) will be crucial in securing funding and resources for the project. These organizations have a vested interest in promoting regional development and a strong workforce and will provide valuable assistance in



navigating the complexities of economic planning and implementation. To offer comprehensive healthcare education, TSC will work with existing partnerships including HCA Florida Healthcare, Tallahassee Memorial Healthcare, and local primary care providers.

WWD will create streamlined pathways for students to enter high-demand, high-wage jobs. TSC will address critical workforce shortages in the education and healthcare sectors by offering specialized training programs and certifications. This targeted approach will benefit individual students and contribute to the region's overall economic vitality. In addition to its educational and financial benefits, the WWD will serve as a hurricane-rated Category 3 storm shelter for the Gulf Coast. This dual-purpose design will enhance community resilience by providing a safe haven during natural disasters. Located just north of Highway 98, the facility's robust construction and strategic location will ensure that it can withstand severe weather events, offering peace of mind to residents and emergency responders alike.

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

The project will significantly shape the future of the Wakulla County region by addressing the growing and urgent demand for highly skilled healthcare and teaching professionals within the local community. Project funds will enhance students' access to innovative technologies by establishing a state-of-the-art educational facility. Healthcare simulation labs and AR VR technology improve learning outcomes by providing immersive, hands-on experiences that closely mimic real-life scenarios. These tools allow students to practice and refine their skills in a safe, controlled environment, leading to improved competence and confidence. AR and VR technologies offer interactive and engaging ways to visualize complex medical procedures and anatomy, making learning more effective and memorable. By integrating these advanced technologies, TSC will better prepare students for the challenges of real-world healthcare settings.

TSC will utilize its existing partnerships within the Wakulla County community to address workforce needs in the education and healthcare sectors. By implementing an innovative, research-backed training model, TSC aims to attract and retain top-quality students from disproportionately affected counties at various points in their education and careers. Historically, partnerships between TSC and local healthcare facilities have resulted in a job placement rate exceeding 95% for graduates seeking employment. TSC expects this high placement rate to continue with the expansion of healthcare training programs designed to match projected demand. Additionally, TSC plans to build a pipeline of highly qualified education graduates to meet the teacher vacancies within the Wakulla County School District and other surrounding counties.

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

Wakulla

5. Was this proposed project or program on a list of proposed projects and programs submitted to Triumph Gulf Coast, Inc., by one (or more) of the eight disproportionately affected Counties as a project and program located within its county?

☒ Yes ☐ No

If yes, list all Counties that apply: Wakulla

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

☒ Yes ☐ No

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

#### **Approvals and Authority**

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

None

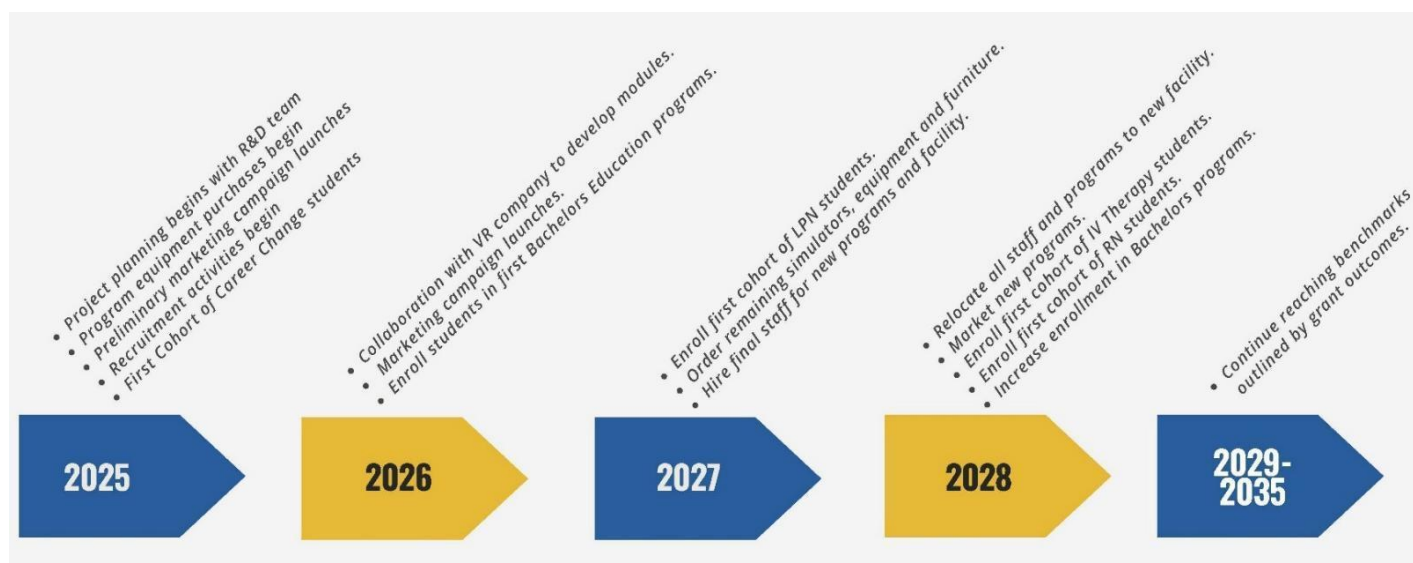
2. If approval of a board, commission, council or other group is needed prior to execution of an agreement between the entity and Triumph Gulf Coast:

A. Provide the schedule of upcoming meetings for the group for a period of at least six months.

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

Not applicable

3. Describe the timeline for the proposed project or program if an award of funding is approved, including milestones that will be achieved following an award through completion of the proposed project or program.



**Fall 2025** – Hire an additional full-time instructor, part-time clinical instructor, and clinical coordinator to support increased healthcare program offerings at the existing Wakulla Center location. Begin acquiring additional simulation and laboratory equipment for the current healthcare program offerings. Enroll the first cohort of 10 career change students to the teacher apprenticeship program. Submit request for approval to SACSCOC, Florida Board of Nursing, and ASEN for Practical Nursing.

**Spring 2026** – Begin collaboration with a third-party virtual reality company to develop virtual reality modules related to phlebotomy and educational instruction. Marketing campaign launches. Recruitment activities begin for Fall 2026.

**Fall 2026** - Enroll the first cohorts of 10 Bachelors in Elementary Education and 8 Bachelors in ESE Education students. Submit request for approval to SACSCOC, Florida Board of Nursing, and ASEN for Practical Nursing. Finalize modules with third-party virtual reality company for training modules.

**Spring 2027** - Begin hiring process for additional full-time instructor and part-time clinical instructor for the LPN program. Market the LPN program for Fall 2027. Implement new virtual reality software for both phlebotomy and educational training.

**Fall 2027** – Enroll the first cohort of 24 students in the Practical Nursing program. Establish the curriculum and schedule for IV therapy continued education course. Market the new IV therapy course to healthcare providers in the area. Order remaining simulators, equipment and technology, and furniture for the new WWD location. Hire new SIM Center coordinator position.

**Spring 2028** – Move all existing programming and staff into the new WWD location. Enroll the first cohort of 16 students to the IV therapy course. Begin hiring process for additional full-time instructor and part-time clinical instructor for the nursing bridge program. Complete remaining

staff training on all new simulation and technology equipment.

**Fall 2028** – Enroll first cohort of 24 students in the nursing bridge program. Increase enrollment in Bachelors in Elementary Education to 15 students and Bachelors in ESE Education to 10 students. Establish a training schedule for upskilling existing healthcare professionals for advanced certifications, including nurse aestheticians to begin in Spring 2029.

**Spring 2029 – Spring 2035** – Continue to meet benchmarks as outlined in grant lifecycle.

- 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. (letters of support in appendix)**

**Contract Authority:**

Florida Statutes section 1001.65 defines powers and duties given to Florida College System presidents stating, "The president is the chief executive officer of the Florida College System institution, shall be corporate secretary of the Florida College System institution board of trustees, and is responsible for the operation and administration of the Florida College System institution." As provided in subsection (5), each Florida College System president shall, "Approve, execute, and administer contracts for and on behalf of the Florida College System institution board of trustees for licenses; the acquisition or provision of commodities, goods, equipment, and services; leases of real and personal property; and planning and construction to be rendered to or by the Florida College System institution, provided such contracts are within law and guidelines of the State Board of Education and in conformance with policies of the Florida College System institution board of trustees, and are for the implementation of approved programs of the Florida College System institution."

**Funding and Budget:**

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

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

The total funding request from Triumph Gulf Coast is **\$10,008,325.79** over a period of ten (10) years.

- 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.)**

The requested award from Triumph Gulf Coast equals 32% of the total project costs.

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

TSC anticipates that the WWD will generate a significant number of employment opportunities within Wakulla County and the surrounding region. The campus will provide comprehensive workforce training in healthcare and education, targeting high-demand fields crucial to the local and regional economy. Over the 10-year grant period, the WWD is projected to train and certify 311 students in education-related training and 860 students in healthcare-related training, which will create a substantial talent pipeline for key industries.

Graduates of the teacher preparation programs will be prepared for K-12 teacher positions in local school districts. Given Florida's ongoing teacher shortage, these graduates will be well-positioned for immediate employment in the region. The 311 students trained in education-related programs over the course of the grant are expected to fill approximately 311 new teacher positions in the local education system. Starting salaries for teachers in Florida generally range from \$40,000 to \$55,000 annually, with additional growth potential based on experience, certifications, and professional development.

In healthcare, the WWD will provide training for positions such as Clinical Medical Assistants, Patient Care Technicians, Phlebotomists, Licensed Practical Nurses (LPNs), and Registered Nurses (RNs). These positions are in high demand and will address critical healthcare workforce shortages in the region. Over the 10-year period, the program will train and certify 860 healthcare professionals, contributing to the workforce across local medical facilities. Healthcare positions offer competitive wages, with Clinical Medical Assistants and Patient Care Technicians typically earning between \$35,000 to \$50,000 annually, and Phlebotomists earning starting salaries ranging from \$35,000 to \$45,000 annually. LPNs can expect to earn between \$45,000 and \$55,000 annually, while RNs generally earn starting salaries ranging from \$55,000 to \$70,000 annually, with the potential for higher wages depending on experience, certifications, and location.

TSC's existing Registered Nursing (RN) program has a strong track record of job placement, with over 90% of RN graduates securing employment at local medical facilities such as Tallahassee Memorial HealthCare (TMH), HCA Florida Capital Hospital, and other regional healthcare providers. The expansion of healthcare training at WWD will further strengthen this pipeline, addressing the growing demand for skilled healthcare professionals, including LPNs and RNs, in the region. By providing high-quality workforce education in healthcare and education, the WWD will significantly contribute to regional employment, supporting both the healthcare and education sectors with skilled professionals and addressing local workforce shortages.

In June 2023, [Tallahassee Memorial Healthcare](#) announced their plan to significantly expand services with the construction of a new Urgent Care Center located on a 2.25 acre site in Crawfordville. TMH's expansion with an Urgent Care is in addition to their Primary Care and Walk-In Clinic and Outpatient Rehabilitation Centers currently operating in Wakulla County. The new Urgent Care is anticipated to hire both LPN's and RN's as well as phlebotomists and other healthcare professionals.

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

☐ X Yes                      No

Yes, the funds requested from Triumph Gulf Coast will supplement, not supplant, existing funding sources. The funding will be used to establish new program activities and instructional technologies that currently do not have a dedicated funding source. These activities and technologies are critical to the expansion of TSC's educational offerings, particularly in healthcare and teacher preparation, and will not replace or overlap with existing funding. Additionally, faculty and non-instructional staff positions that will be created as part of this expansion are distinct from those currently staffed, ensuring that the funding supports the creation of new roles and does not displace existing employees. The funds requested will also be used for essential facility upgrades, including the purchase of furniture, fixtures, and equipment, as well as for faculty and facility development. These improvements will be made possible only through the support from Triumph Gulf Coast, and the funding will play a key role in enhancing TSC's capacity to offer high-quality, innovative training programs.

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

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

The College's fiscal year is July 1 to June 30 and project budgets were built based on the College's fiscal year (e.g. FY25 is the period of July 1, 2024, to June 30, 2025). For the purposes of this application, budgets are presented in Calendar Years (CY).

The WWD project requests Triumph funds to support personnel, both instructional and non-instructional, fixtures, furniture, equipment, technology, and professional development funds necessary to support the expansion of the workforce training programs. All costs associated with funding the construction of the new campus facility will be covered through an EDA grant and TSC matching funds.

The funds requested for fixtures, furniture, equipment, and technology, are necessary to ensure healthcare related programs have the technology and simulation equipment to provide students with a state-of-the-art educational experience.

Personnel costs include instructional, program support, advising, recruitment, and software development personnel. Concurrently with the planned expansion, there will be advancements in simulation activities to include immersion in VR simulations which deliver cutting-edge educational experiences and increase students' access to simulation activities and resources. Increased adoption of new and emerging simulation technologies provides solutions to limitations on clinical placements, a factor which directly corresponds with enrollment capacity.

The program requires resources to support marketing and recruitment to inform incoming students about career opportunities in education and healthcare. The programs proposed with WWD deliver an aggressive response to the critical education and nursing shortages. The sharp increase in access to these training programs locally in Wakulla County must be paired with an equally sharp influx in marketing and recruitment to target a diverse and academically prepared student population to ensure that the selective admissions process remains competitive.

In summary, this project seeks to provide educational and healthcare training programs locally to Wakulla and surrounding county residents to fill critical need vacancies throughout the region. It is equally committed to advancing education and training for existing healthcare providers and educators through upskilling opportunities. The research and development aspects of the project, effectuated through the College's partnership with a VR development partner aims to apply highly impactful VR technologies to healthcare simulations to improve student outcomes and reduce the burden on local clinical sites while increasing program capacities to positively influence the healthcare infrastructure throughout the eight disproportionately affected counties.

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

TSC has identified multiple funding sources to ensure the project's success. Beyond the Triumph funding request, the primary (80%) funding source for the facility construction project will be a grant through the U.S. Economic Development Administration (EDA). Over the course of the project, the College expects tuition revenue to be \$2,980,473.00 based on current tuition of \$2.67 per clock hour and \$103.00 per credit hour. Additionally, the College has committed to a \$4,801,271.21 investment in the project. TSC requests the balance of the project from Triumph Gulf Coast to bring the project to fruition. In total, TSC is seeking \$10,008,325.79 from Triumph Gulf Coast.

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

### **Total Amount Requested: \$10,008,325.79**

Funds will be requested from Triumph in accordance with Triumph Gulf Coast's policies and procedures. Budget management will be the responsibility of the Workforce Development Department in consultation with and supported by the College's Office of Finance and with administrative oversight from Grants Management. Documentation of expenses and match will be provided to Triumph Gulf Coast as appropriate and in accordance with stated grant management expectations.

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

☒ Yes                      No

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

☒ Yes                      No

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

☒ Yes                      No

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

☒ Yes                      No

## **ADDENDUM FOR WORKFORCE TRAINING PROPOSALS**

### **1. Program Requirements**

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

☒ Yes                      No



TSC will work closely with WCSB to expand educational opportunities to the students enrolled at Wakulla High School through dual enrollment opportunities. Wakulla High School, located at 3237 Coastal Highway in Crawfordville, is the district's sole public high school, enrolling around 1,386 students in grades 9-12. The high school's demographic composition mirrors that of the district, with 79% white, 10% African American, 5% Hispanic, and 5% identifying as two or more races. Notably, 37% of Wakulla High's students are economically disadvantaged.

The proposed WWD campus is located approximately 3 miles from the high school. TSC has an established partnership with Wakulla High School allowing students to participate in dual enrollment options both on and off the high school campus. Students will be able to participate in both credit hour courses towards their AA degree in the teacher preparation pathway and career dual enrollment with the phlebotomy, practical nursing and medical assisting programs.

Dual enrollment opportunities help to equip students for future careers by enabling them to take college-level courses while still in high school, giving them an early advantage in their professional journey. Earning college credits ahead of time helps reduce both the cost and duration of obtaining a degree or certification, allowing for a quicker transition into the workforce. Engaging in challenging coursework strengthens essential skills like critical thinking, problem-solving, and time management, which are valuable in any career. TSC's dual enrollment programs with WCSB are aligned directly to career opportunities in the community and surrounding counties.

**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

Triumph Goals	Project Alignment
Increase students' technology skills and knowledge	The project expands students' access to high-fidelity simulation lab activities and instructional technology that targets performance on student learning outcomes and clinical competency. Access to high-quality AR and VR technology simulations can significantly enhance students' technology skills and knowledge by providing immersive, hands-on learning experiences. These simulations allow students to interact with complex concepts in a visually

	engaging and interactive environment, improving their understanding of their program of study. The AR/VR simulation technology fosters creativity, problem-solving, and adaptability by enabling students to experiment in risk-free virtual spaces, preparing them for their future careers.
Encourage industry certifications	Industry certifications are tied to each program.
Provide rigorous, alternative pathways for students to meet high school graduation requirements	The project will allow for dual enrollment partnerships with Wakulla High School. This opportunity challenges students with more advanced coursework, helping them develop critical thinking, time management, and academic skills beyond the standard high school curriculum. Dual enrollment also offers flexibility by enabling students to earn both high school and College credits simultaneously, reducing the time and cost needed to complete their program of study.
Strengthen career readiness initiatives	Health education students engage in simulation labs and clinical experiences that enhance their clinical skills and boost self-confidence as they prepare to enter the healthcare industry. This project provides resources that expand students' access to these hands-on learning opportunities, with activities specifically designed to support healthcare career readiness.
Fund high-demand programs of emphasis at the bachelor's and master's level designated by the Board of Governors.	Project activities include expansion of the Bachelor of Science in Elementary Education and Bachelor of Science in Exceptional Education programs designed to recruit public education teachers.
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)	Project activities include recruitment of dual enrollment and traditional students to healthcare academic programs at Tallahassee State College across sites in two disproportionately affected counties, Wakulla and Franklin counties.

**C. Will this proposal provide participants in the disproportionately affected counties with transferable, sustainable workforce skills but not confined to a single employer? If yes, please provide details.**

☒ Yes                      No

The workforce training programs outlined in this proposal are tailored to meet industry demands in the healthcare and education sectors. They are not created for any specific employer but are designed to enhance workforce readiness competencies alongside the professional skills specified in the State of Florida's curriculum frameworks.

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

Wakulla County has a small but growing workforce influenced by its rural setting and proximity to the greater Tallahassee MSA. With a labor force participation rate of around 55-60%, many residents commute to the state capital for government, education, and healthcare jobs. While the county boasts a high school graduation rate above 90%, fewer residents hold bachelor's degrees compared to state averages.

Wakulla County needs to focus on workforce development in education and healthcare training programs to address both local employment demands and long-term economic sustainability. The county's population is growing, and with it, there is the need for more healthcare professionals, including nurses, medical technicians, and caregivers—to serve residents, particularly an aging demographic. At the same time, education is a critical sector, as quality schools and training programs are essential for workforce retention and attracting new families to the area.

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

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

Investing in workforce training for healthcare and education sectors in Wakulla County, Florida, can significantly bolster economic recovery and diversification. In 2022, the county had 513 employer establishments with a total employment of 4,088, reflecting a 3.18% growth from the previous year ([census.gov](https://census.gov)). Notably, 10.4% of employed residents work in healthcare and social assistance, and 23.2% in public administration, which includes education ([lmsresources.labormarketinfo.com](https://lmsresources.labormarketinfo.com)).

However, Wakulla County faces a shortage of healthcare professionals, with only 58.09 nurses per 10,000 residents, compared to higher ratios in more urbanized areas ([jsr.org](https://jsr.org)). This disparity indicates a critical need for local training programs to increase the number of qualified healthcare workers. Enhancing the local healthcare workforce not only improves access to medical services but also stimulates economic growth through job creation and retention.

Like many rural areas, Wakulla County faces a persistent shortage of qualified teachers. The demand for educators, especially in core subjects like math, science, and special education, is high, and there are not enough local candidates to fill these positions. This results in vacancies that can lead to larger class sizes and a reduced quality of education for students. Wakulla County faces a pressing need to implement training programs aimed at recruiting teachers. In 2023, a proposal to adopt a Teacher Exchange Program, a strategy used by other Florida districts to mitigate teacher shortages, was considered by the WCSB, but ultimately not implemented due to community concerns. Teacher recruitment is an issue statewide with the Florida Education Association (FEA) reporting 4000 vacancies in 2024. Looking ahead, Florida is projected to need 9.7% more teachers by 2031. However, fewer College graduates are choosing education as a career, exacerbating the shortage ([floridataxwatch.org](https://floridataxwatch.org)). Through a strong partnership with TSC to develop qualified teaching

professionals, Wakulla County can ensure that its schools are adequately staffed to meet the needs of a growing and diverse student population, help stabilize teacher retention, and enhance overall educational quality.

Strengthening education through targeted training programs can have a profound economic impact. Investments in education lead to a more skilled workforce, attracting businesses and fostering economic diversification. A study highlighted that more than half of the fastest-growing occupations in Florida require postsecondary education, underscoring the importance of educational attainment for economic advancement ([floridataxwatch.org](http://floridataxwatch.org)).

By focusing on workforce development in these critical sectors, Wakulla County can address existing service gaps, reduce unemployment, and create a more resilient and diversified economy.

## **2. Additional Information**

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

☐ Yes                      No

Currently, TSC offers healthcare workforce training programs for phlebotomy and medical assisting at the Wakulla Center on Crawfordville Highway. This project would relocate the programs to the WWD campus and allow for the addition of programs for practical nursing, nursing bridge and the teacher preparation training programs. The funding being requested is to establish new instructional and support staff positions as a result of the programs. Additionally, funding will be used to create a state of the art simulation training center to be utilized by both the new and existing programs.

- 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.*

Instruction for the healthcare programs at WWD is delivered through a blend of face-to-face lectures, hands-on skills labs, a computer-based curriculum, cutting-edge AR and VR technology, and clinical experiences. Face-to-face instruction provides foundational knowledge and facilitates direct interaction with instructors. Skills labs offer practical, hands-on experience where students practice clinical procedures in a controlled environment. Computer-based curriculum enhances learning with interactive modules and access to digital resources. AR and VR technology create immersive simulations, allowing students to engage in realistic clinical scenarios and complex procedures, bridging the gap between theoretical knowledge and practical application.

Additionally, the healthcare programs offer clinical experiences to students with our healthcare partners in Wakulla County. These experiences allow students to apply what they've learned in the classroom to actual patient care, developing critical skills such as clinical reasoning, patient communication, and technical proficiency. Working in actual healthcare settings under the supervision of experienced professionals helps students build confidence, adapt to the dynamic nature of healthcare environments, and understand the complexities of patient care. This comprehensive approach ensures that students are well-prepared for real-world healthcare settings.

Access to a state-of-the-art simulation lab is critical to instruction in all healthcare professions. WWD simulation lab provides a safe and controlled environment where students can practice and hone their clinical skills without risking patient safety. The simulation lab will use high-fidelity manikins and advanced technology to replicate real-life medical scenarios, allowing students to experience and respond to various clinical situations. This hands-on practice helps build confidence, improve critical thinking, and enhance decision-making skills. Additionally, the simulation lab facilitates experiential learning, enabling students to apply theoretical knowledge in practical settings, receive immediate feedback, and refine their techniques, ultimately leading to better-prepared and more competent nursing professionals.

Instruction for TSC's Bachelor of Science in Elementary Education and Bachelor of Science in Exceptional Education offers a hybrid approach with classroom-based and online learning. The curriculum provides coursework and field experience aligned with Standard 2: Quality of Content Knowledge and Teaching Methods and Standard 3: Quality of Clinical Placement, Feedback, and Candidate Performance, which ensures that students' mastery of the Uniform Core Curricula (UCC) effectively prepares them for all portions of the Florida Teacher Certification Examination (FTCE). TSC's program is designed as a holistic approach to teacher education by integrating professional soft skills with content knowledge and field experience to position graduates to be competitive in the job market effectively.

The education programs' curriculum involves interactive lectures, practical teaching experiences, and technology integration. Interactive lectures engage students with active discussions, collaborative projects, and case studies, fostering a deeper understanding of educational theories and practices. Practical teaching experiences, such as student teaching and classroom observations, allow students to apply their knowledge in real-world settings, gaining valuable hands-on experience. Incorporating technology, such as online learning platforms, educational software, and digital resources, enhances learning by providing diverse and flexible instructional methods. This comprehensive approach ensures that future educators have the skills, knowledge, and confidence to excel in their teaching careers.

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

**Phlebotomy:** TSC's phlebotomy certification program is short-term training program which provides students an opportunity to complete in as little as 8 weeks. A phlebotomy certification provides a solid foundation and numerous opportunities for growth within the healthcare industry. It is also considered a stackable credential. TSC's phlebotomy program in Wakulla had 17 students in 2023-2024 earn the Certified Phlebotomy Technician certification. By moving the existing

program from the Wakulla Center to the new WWD facility over the next 10 years, enrollment numbers are forecast to increase by offering three cohorts annually of 10 students with approximately 300 enrolled. With an estimated 90% passage rate, 270 students would earn the Certified Phlebotomy Technician certification.

**Practical Nursing Program (LPN):** TSC does not offer an LPN program in Wakulla or the main campus. During the third year of the grant, TSC would start an LPN program to enroll 12-15 students per cohort two times annually, with an estimated 192 students enrolled. Anticipating an estimated 90% passage rate, 172 students would earn the Certified Electronic Health Record Specialist and National Licensed Practical Nurse (NCLEX-PN) certification.

**Registered Nursing Bridge Program (LPN-RN):** This program is designed to prepare students who currently hold a valid, unencumbered Licensed Practical Nurse (LPN) license issued by the Florida Board of Nursing for employment as Registered Nurses (RN). During the fourth year of the grant, TSC would start the LPN-RN program to enroll 12-15 students per cohort two times annually, with an estimated 168 students enrolled. With an estimated 90% passage rate, 151 students would earn their Certified Electronic Health Record Specialist and National Licensed Registered Nurse (NCLEX-RN) certification.

**Medical Assisting:** TSC's medical assisting program had seven students enrolled in the program's first year (23-24). By moving the existing program from the Wakulla Center to the new WWD facility over the next 10 years, enrollment numbers are estimated to increase by offering two cohorts annually of 10 students with approximately 200 students enrolled. With an estimated 90% passage rate, 720 certifications would be earned by the students in the areas of Certified Phlebotomy Technician, Certified EKG Technician, Certified Clinical Medical Assistant, and Certified Electronic Health Record Specialist.

**Intravenous Certification for Licensed Practical Nurses (LPN):** In Florida, LPNs can administer intravenous (IV) therapy under specific guidelines by completing a 30-hour state approved IV therapy certification training program. Chapter 64B9-12 of the Florida Administrative Code (FAC) outlined the rules for LPNs regarding IV therapy. TSC would seek to offer IV certification for LPNs in year three of the grant. Over the last seven years of the grant, TSC would enroll 10 students per cohort two times annually, with an estimated 160 students completing their certification.

**Continuation Healthcare Education Conferences and Training:** WWD will initiate partnerships with healthcare partners and organizations to host conferences, seminars, and specialty training. Specialty training may include Certified Behavioral Health Technician and Pediatric Advanced Life Support. Over the next 10 years, the facility will host over 500 healthcare professionals for additional trainings and certifications.

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

The program will occur over a 10-year period with budgeted project activities beginning August of 2025 with the hiring of additional instructional staff and support personnel, along with simulation

and training equipment to support the healthcare programs at the current Wakulla Center location while construction activities on WWD are completed. While the project under the grant will run through June 2034, TSC plans to continue and sustain the programming far beyond the life of the grant.

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

As a member of the Florida College System, TSC receives annual appropriation from the state legislature. This funding supports operational costs, special projects and enhancements. Additional funding for TSC is made available through tuition and fees, and a variety of state and federal grants and through the College's foundation.

TSC's mission prioritizes investments in academic programs that directly respond to industry and regional needs. Long-term demand is anticipated for continued support for healthcare and teacher preparation education programs leading toward employment in the healthcare and education fields. TSC is dedicated to sustaining these essential programs bolstering our region's healthcare and education infrastructure.

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

**Health Education Programs:**

Students in the health education programs will earn a career technical certificate from TSC and the health certification aligned to the program of study.

**Phlebotomy:** Certified Phlebotomy Technician (CPT) Certification

- The Certified Phlebotomy Technician (CPT) certification in Florida is a credential that prepares individuals to work as phlebotomy technicians, responsible for drawing blood for tests, donations, transfusions, and research.

**Practical Nursing Program (LPN):** Certified Electronic Health Records Specialist (CEHRS) and National Council Licensure for Practical Nurses (NCLEX-PN)

- The Certified Electronic Health Records Specialist (CEHRS) certification is a credential offered by the National Healthcareer Association (NHA). It prepares individuals to manage and maintain electronic health records (EHR) systems, which are crucial in today's technology-centered healthcare environment
- The National Council Licensure Examination for Licensed Practical Nurse (NCLEX-PN) is a standardized exam required to become a Licensed Practical Nurse (LPN) in the United States. The Florida Board of Nursing mandates that candidates successfully complete this exam to obtain licensure. Additionally, candidates must graduate from an approved practical nursing program and undergo a background check.

**Registered Nursing Program (LPN-RN):** Certified Electronic Health Records Specialist (CEHRS) and National Council Licensure Examination for Registered Nurses (NCLEX-RN)

- The Certified Electronic Health Records Specialist (CEHRS) certification is a credential offered by the National Healthcareer Association (NHA). It prepares individuals to manage and maintain electronic health records (EHR) systems, which are crucial in today's technology-centered healthcare environment.
- The National Council Licensure Examination for Registered Nurses (NCLEX-RN) is a standardized exam that aspiring Registered Nurses (RNs) must pass to obtain licensure in the United States. The Florida Board of Nursing mandates that candidates successfully complete this exam to obtain licensure. Additionally, candidates must graduate from an approved nursing program and undergo a background check.

**Medical Assisting:** Certified Phlebotomy Technician (CPT), Certified EKG Technician (CET), Certified Clinical Medical Assistant (CCMA), and Certified Electronic Health Records Specialist (CEHRS) certification

- The Certified Phlebotomy Technician (CPT) certification in Florida is a credential which prepares individuals to work as phlebotomy technicians, responsible for drawing blood for tests, donations, transfusions, and research.
- The Certified EKG Technician (CET) certification is a credential offered by the National Healthcareer Association (NHA) which prepares individuals to work as EKG technicians.
- The Certified Clinical Medical Assistant (CCMA) certification is a credential offered by the National Healthcareer Association (NHA) which prepares individuals to work as clinical medical assistants.
- The Certified Electronic Health Records Specialist (CEHRS) certification is a credential offered by the National Healthcareer Association (NHA). It prepares individuals to manage and maintain electronic health records (EHR) systems, which are crucial in today's technology-centered healthcare environment

### **Teacher Preparation Programs:**

Students who participate in the Bachelor of Arts (B.A.) in Elementary Education will earn their B.A. Degree and sit for subject area certification in Elementary Education (K-6) with endorsements in Reading (K-12) and English for Speakers of Other Languages (ESOL, K-12) and the Florida Teacher Certification Examination Professional Education Test.

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

☐ Yes      ☐ No

TSC anticipates that construction costs will be covered through a \$16,000,000 U.S. Economic Development Administration (EDA) grant. Over the course of the project, the College expects tuition revenue to be \$2,980,473.00 based on current tuition of \$2.67 per clock hour and \$103.00



per credit hour, which will be used as a match for this project. To bring the project to fruition, TSC requests the balance of the project from Triumph Gulf Coast. In total, TSC is requesting \$10,008,325.79 from Triumph Gulf Coast.

**Total match for this projects is: \$20,801,271.21**

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

**Appendix H**

**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:** Tallahassee State College District Board of Trustees

**Name and Title of Authorized Representative:** Jim Murdaugh, PhD., President

**Representative Signature:** 

**Signature Date:** 6/3/05

## **Appendix A**

Program/Project Costs:

Program/Project Costs											
Expenses	CY 2025	CY 2026	CY 2027	CY 2028	CY 2029	CY 2030	CY 2031	CY 2032	CY 2033	CY2034	TOTALS
Personnel (Salary & Benefits)	\$ 51,072.00	\$ 355,378.00	\$ 448,997.00	\$ 466,956.00	\$ 485,634.00	\$ 505,060.00	\$ 525,261.00	\$ 546,269.00	\$ 568,122.00	\$ 590,848.00	\$ 4,543,597.00
Simulation Equipment	\$ 250,000.00	\$ 3,150,000.00	\$ 100,000.00	\$ -	\$ -	\$ 100,000.00	\$ -	\$ -	\$ -	\$ -	\$ 3,600,000.00
Technology, Virtual Reality and Simulation Software Development	\$ 250,000.00	\$ 850,000.00	\$ 30,000.00	\$ -	\$ 30,000.00	\$ -	\$ 30,000.00	\$ -	\$ 30,000.00	\$ -	\$ 1,220,000.00
Technology Licensing	\$ 15,000.00	\$ 30,000.00	\$ 35,000.00	\$ 40,000.00	\$ 40,000.00	\$ 40,000.00	\$ 40,000.00	\$ 40,000.00	\$ 40,000.00	\$ 40,000.00	\$ 360,000.00
Furniture/Fixtures	\$ 50,000.00	\$ 550,000.00	\$ 100,000.00	\$ 20,000.00	\$ -	\$ -	\$ -	\$ 50,000.00	\$ -	\$ -	\$ 770,000.00
Marketing & Recruitment	\$ 10,000.00	\$ 25,000.00	\$ 25,000.00	\$ 20,000.00	\$ 20,000.00	\$ 20,000.00	\$ 20,000.00	\$ 20,000.00	\$ 20,000.00	\$ 20,000.00	\$ 200,000.00
Professional Development	\$ -	\$ 10,000.00	\$ 10,000.00	\$ 12,000.00	\$ 12,000.00	\$ 12,000.00	\$ 15,000.00	\$ 15,000.00	\$ 15,000.00	\$ 15,000.00	\$ 116,000.00
Construction	\$ 1,000,000.00	\$ 15,000,000.00	\$ 4,000,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 20,000,000.00
Total Expenses	\$ 1,626,072.00	\$ 19,970,378.00	\$ 4,748,997.00	\$ 558,956.00	\$ 587,634.00	\$ 677,060.00	\$ 630,261.00	\$ 671,269.00	\$ 673,122.00	\$ 665,848.00	\$ 30,809,597.00

## **Appendix B**

# Other Project Funding:

Other Project Funding Sources											
Expenses	CY 2025	CY 2026	CY 2027	CY 2028	CY 2029	CY 2030	CY 2031	CY 2032	CY 2033	CY2034	TOTALS
TSC Salaries	\$ -	\$ -	\$ 43,264.00	\$ 44,994.56	\$ 123,907.84	\$ 128,864.00	\$ 134,017.28	\$ 139,376.64	\$ 144,952.32	\$ 161,421.57	\$ 920,798.21
TSC Tuition Revenue	\$ 58,072.50	\$ 169,312.50	\$ 255,820.50	\$ 356,752.50	\$ 356,752.50	\$ 356,752.50	\$ 356,752.50	\$ 356,752.50	\$ 356,752.50	\$ 356,752.50	\$ 2,980,473.00
EDA Grant	\$ -	\$ 16,000,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 16,000,000.00
TSC General Fund	\$ -	\$ 50,000.00	\$ 50,000.00	\$ 50,000.00	\$ 50,000.00	\$ 50,000.00	\$ 50,000.00	\$ 50,000.00	\$ 50,000.00	\$ 50,000.00	\$ 450,000.00
TSC Foundation		\$ 50,000.00	\$ 50,000.00	\$ 50,000.00	\$ 50,000.00	\$ 50,000.00	\$ 50,000.00	\$ 50,000.00	\$ 50,000.00	\$ 50,000.00	\$ 450,000.00
Total Expenses	\$ 58,072.50	\$ 16,269,312.50	\$ 399,084.50	\$ 501,747.06	\$ 580,660.34	\$ 585,616.50	\$ 590,769.78	\$ 596,129.14	\$ 601,704.82	\$ 618,174.07	\$ 20,801,271.21

## **Appendix C**

# Schedule of Payments

Schedule of Payments from Triumph Gulf Coast Grant by Calendar Year											
Expenses	CY 2025	CY 2026	CY 2027	CY 2028	CY 2029	CY 2030	CY 2031	CY 2032	CY 2033	CY 2034	TOTALS
Triumph	\$1,567,999.50	\$3,701,065.50	\$4,349,912.50	\$57,208.94	\$6,973.66	\$91,443.50	\$39,491.22	\$75,139.86	\$71,417.18	\$47,673.93	\$ 10,008,325.79

## **Appendix D**



## Enrollment Projections

Health Education Programs	Enrollment Projections										
Program	CY 2025	CY 2026	CY 2027	CY 2028	CY 2029	CY 2030	CY 2031	CY 2032	CY 2033	CY 2034	Totals
Phlebotomy	30	30	30	30	30	30	30	30	30	30	300
Practical Nursing (LPN)			24	24	24	24	24	24	24	24	192
Nursing Bridge Program (RN)				24	24	24	24	24	24	24	168
Medical Assisting	20	20	20	20	20	20	20	20	20	20	200
TOTALS	50	50	74	98	98	98	98	98	98	98	860

[illegible]

## **Appendix E**

## Certification Projections

Health Education Programs	Certification Projections (based on 90% passage rate)										
Program & Certification(s)	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Totals
Phlebotomy <i>*Certified Phlebotomy Technician</i>	27	27	27	27	27	27	27	27	27	27	270
Practical Nursing <i>*National Licensed Practical Nurse (NCLEX-PN)</i> <i>*Electronic Health Record Specialist</i>			43	43	43	43	43	43	43	43	344
Nursing Bridge <i>*National Licensed Registered Nurse (NCLEX-RN)</i> <i>*Electronic Health Record Specialist</i>				43	43	43	43	43	43	43	301
Medical Assisting <i>*Certified Clinical Medical Assistant</i> <i>*Certified Phlebotomy Technician</i> <i>*Certified EKG Technician</i> <i>*Electronic Health Record Specialist</i>	72	72	72	72	72	72	72	72	72	72	720
<i>*Intravenous Certification for Licensed Practical Nurses (LPN)</i>			20	20	20	20	20	20	20	20	160
TOTALS	99	99	162	205	205	205	205	205	205	205	1795

[illegible]

## **Appendix F**

WAKULLA COUNTY CURRENT HEALTHCARE PROVIDERS:

Big Bend Hospice Inc  
14 Medallion Ln, Crawfordville, FL 32327  
850/878-5310

Eden Springs Nursing & Rehab  
4679 Crawfordville Highway, Crawfordville, FL 32315  
850/926-7181

Forward Wellness  
1616 Crawfordville Hwy d, Crawfordville, FL 32327  
850/343-5800

HCA Florida Capital Primary Care – Crawfordville  
2382 Crawfordville Hwy Suite C, Crawfordville, FL 32327  
850/926-6363

HCA Florida Capital Surgical Specialists - Crawfordville  
2382 Crawfordville Hwy Suite C-3, Crawfordville, FL 32327  
850/219-2306

NHC HomeCare, Crawfordville  
3295 Crawfordville Hwy Unit B, Crawfordville, FL 32327  
850/926-7044

Patients First - Crawfordville  
2351 Crawfordville Hwy, Crawfordville, FL 32327  
850/888-0084

Skip the Line Clinic  
3295 Crawfordville Hwy Suite 11, Crawfordville, FL 32327  
448/220-6053

TMH Physician Partners - Primary Care and Walk-in Clinic in Wakulla  
15 Council Moore Rd, Crawfordville, FL 32327  
850/926-7105

TMH Outpatient Rehabilitation Center  
3042 Crawfordville Hwy, Crawfordville, FL 32327  
850/431-8703

Tallahassee Orthopedic & Sports Physical Therapy  
2887 Crawfordville Hwy, Suite 3, Crawfordville, FL 32327  
850/926-8555

Wakulla County Health Department  
48 Oak St, Crawfordville, FL 32327  
850/926-0400

Wakulla Urgent Care  
41 Feli Way, Crawfordville, FL 32327  
850/926-3140

FRANKLIN COUNTY CURRENT HEALTHCARE PROVIDERS:

Ascension Medical Group Sacred Heart Primary Care-  
Apalachicola 55 Avenue E, Apalachicola, FL 32320  
850/370-1000

Cardiology and Internal Medicine Group of North Florida  
155 Avenue E, Apalachicola, FL 32320  
850/653-8600

Franklin County Health Department  
139 12th St, Apalachicola, FL 32320  
850/653-2111

George E. Weems Memorial Hospital  
135 Ave G, Apalachicola, FL 32320  
850/653-8853

New Horizon Primary Care  
2475 Garrison Ave Suite B, Port St Joe, FL 32456  
850/227-9220

North Florida Medical - Eastpoint  
158 US-98, Eastpoint, FL 32328  
850/670-8585

Phoenix Family Health Care Center  
1581 US-98, Carrabelle, FL 32322  
850/697-3420

TMH Physician Partners - Primary Care in Apalachicola  
137 12th St, Apalachicola, FL 32320  
850/697-1118

Weems Medical Center East 110  
5th St E, Carrabelle, FL 32322  
850-697-2345

## **Appendix G**

BASIC FINANCIAL STATEMENT

TALLAHASSEE STATE COLLEGE  
A COMPONENT UNIT OF THE STATE OF FLORIDA  
STATEMENT OF NET POSITION  
FOR THE FISCAL YEAR ENDED JUNE 30, 2024

	College (from AGL)	Adjustments	College
<b>ASSETS</b>			
<i>Current Assets:</i>			
Cash and Cash Equivalents	6,541,868.20	-	6,541,868
Restricted Cash and Cash Equivalents	7,684,917.50	-	7,684,918
Investments	611,158.84	-	611,159
Restricted Investments	-	-	-
Accounts Receivable, Net	12,268,436.91	-	12,268,437
Notes Receivable, Net	-	-	-
Lease Receivable, Net	-	-	-
Due from Other Governmental Agencies	21,139,764.76	-	21,139,765
Due from Component Unit/College	2,746.00	-	2,746
Inventories	132,144.70	-	132,145
Prepaid Expenses	-	-	-
Deposits	8,195.02	-	8,195
Other Assets	-	-	-
<b>Total Current Assets</b>	<b>\$ 48,389,231.93</b>	<b>\$ -</b>	<b>\$ 48,389,232</b>
<i>Noncurrent Assets:</i>			
Restricted Cash and Cash Equivalents	334,295.83	-	334,296
Investments	-	-	-
Restricted Investments	33,933.86	-	33,934
Lease Receivable, Net	-	-	-
Prepaid Expenses	-	-	-
Loans and Notes Receivable, Net	-	-	-
Depreciable Capital Assets, Net	107,994,784.96	-	107,994,785
Nondepreciable Capital Assets	24,488,064.30	-	24,488,064
Other Assets	-	-	-
<b>Total Noncurrent Assets</b>	<b>\$ 132,851,078.95</b>	<b>\$ -</b>	<b>\$ 132,851,079.00</b>
<b>TOTAL ASSETS</b>	<b>\$ 181,240,310.88</b>	<b>\$ -</b>	<b>\$ 181,240,311</b>
<b>DEFERRED OUTFLOWS OF RESOURCES</b>			
Deferred Outflow Related to Service Concession Arrangement	-	-	-
Deferred Outflows of Resources - Pension FRS	11,709,732.00	-	11,709,732
Deferred Outflows of Resources - Pension HIS	1,668,943.00	-	1,668,943
Deferred Outflows of Resources - Other Postemployment Benefits	2,750,092.00	-	2,750,092
Deferred Outflows of Resources - Asset Retirement Obligations	-	-	-
Deferred Outflows of Resources - Lease Receivable	-	-	-
Deferred Outflows - Accumulated Decrease in Fair Value of Securities	-	-	-
<b>TOTAL DEFERRED OUTFLOWS OF RESOURCES</b>	<b>\$ 16,128,767.00</b>	<b>\$ -</b>	<b>\$ 16,128,767</b>
<b>TOTAL ASSETS AND DEFERRED OUTFLOWS OF RESOURCES</b>	<b>\$ 197,369,077.88</b>	<b>\$ -</b>	<b>\$ 197,369,078</b>
<b>LIABILITIES</b>			
<i>Current Liabilities:</i>			
Accounts Payable	4,037,890.50	-	4,037,891
Accrued Interest Payable	(0.48)	-	(0)
Salary and Payroll Taxes Payable	1,870,058.67	-	1,870,059
Retainage Payable	192,115.20	-	192,115
Due to Other Governmental Agencies	-	-	-
Due to Component Unit/College	-	-	-
Unearned Revenue	2,913,331.85	-	2,913,332
Estimated Insurance Claims Payable	-	-	-
Deposits Held for Others	1,750,370.23	-	1,750,370
Long-Term Liabilities - Current Portion:	-	-	-
Bonds Payable	996,000.00	-	996,000
Notes and Loans Payable	-	-	-
Installment Purchases Payable	451,437.96	-	451,438
Capital Leases Payable	1,211,082.45	-	1,211,082
Subscription Based IT Arrangement	-	-	-



Asset Retirement Obligations - Current	-	-	-
Special Termination Benefits Payable	130,415.16	-	130,415
Compensated Absences Payable	1,227,181.49	-	1,227,181
FRS Net Pension Liability	-	-	-
HIS Net Pension Liability	-	-	-
Other Postemployment Benefits Payable	70,274.00	-	70,274
Other Long-Term Liabilities	-	-	-
<b>Total Current Liabilities</b>	<b>\$ 14,850,157.03</b>	<b>\$ -</b>	<b>\$ 14,850,157</b>

TALLAHASSEE STATE COLLEGE  
A COMPONENT UNIT OF THE STATE OF FLORIDA  
STATEMENT OF NET POSITION (Continued)  
For the Fiscal Year Ended June 30, 2022

	College (from AGL)	Adjustments	College
<i>Noncurrent Liabilities:</i>			
Bonds Payable	2,787,000.00	-	2,787,000.00
Notes and Loans Payable	-	-	-
Installment Purchases Payable	4,146,428.27	-	4,146,428
Capital Leases Payable	182,310.52	-	182,311
<b>SBITA Payable</b>	-	-	-
Asset Retirement Obligations - Non Current	-	-	-
Special Termination Benefits Payable	185,928.45	-	185,928
Compensated Absences Payable	4,511,344.29	-	4,511,344
FRS Net Pension Liability	32,591,474.00	-	32,591,474
HIS Net Pension Liability	16,175,597.00	-	16,175,597
Other Postemployment Benefits Payable	4,144,129.00	-	4,144,129
Other Long-Term Liabilities	-	-	-
<b>Total Noncurrent Liabilities</b>	<b>64,724,212</b>		<b>64,724,211</b>
<b>TOTAL LIABILITIES</b>	<b>\$ 79,574,368.56</b>	<b>\$ -</b>	<b>\$ 79,574,368</b>
<b>DEFERRED INFLOWS OF RESOURCES</b>			
Deferred Inflow Related to Service Concession Arrangement	-	-	-
Deferred Inflows of Resources - Pension FRS	950,926.00	-	950,926
Deferred Inflows of Resources - Pension HIS	2,047,126.00	-	2,047,126
Deferred Inflows of Resources - Other Postemployment Benefits	6,285,019.00	-	6,285,019
Deferred Inflows - Irrevocable Split-Interest Agreements	-	-	-
Deferred Inflows - Leases Receivable	-	-	-
Deferred Inflows - Accumulated Increase in Fair Value of Securities	-	-	-
<b>TOTAL DEFERRED INFLOWS OF RESOURCES</b>	<b>\$ 9,283,071.00</b>	<b>\$ -</b>	<b>\$ 9,283,071</b>
<b>TOTAL LIABILITIES AND DEFERRED INFLOWS OF RESOURCES</b>	<b>\$ 88,857,439.56</b>	<b>\$ -</b>	<b>\$ 88,857,439</b>
<b>NET POSITION</b>			
Net Investment in Capital Assets	122,546,849.89		122,546,850
Restricted:	-	-	-
<i>Nonexpendable:</i>	-	-	-
Endowment	-	-	-
<i>Expendable:</i>	-	-	-
Endowment	-	-	-
Grants and Loans	5,523,741.06	-	5,523,741
Scholarships	1,971,353.86	-	1,971,354
Capital Projects	19,077,054.39	-	19,077,054
Debt Service	(939,894.97)	-	(939,895)
Other	-	-	-
Unrestricted	(39,667,465.91)		(39,667,466)
<b>Total Net Position</b>	<b>\$ 108,511,638.32</b>	<b>\$ -</b>	<b>\$ 108,511,638</b>
<b>TOTAL LIABILITIES, DEFERRED INFLOWS OF RESOURCES AND NET POSITION</b>	<b>\$ 197,369,077.88</b>	<b>\$ -</b>	<b>\$ 197,369,077</b>

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

0.000.001.00

Unlocked Work Area:



Version: 2024.v01

Component Unit	Totals
132,699	6,674,567
-	7,684,918
1,353,012	1,964,171
-	-
268,031	12,536,468
-	-
-	-
-	21,139,765
-	2,746
-	132,145
-	-
-	8,195
-	-
\$ 1,753,742	\$ 50,142,975

592,922	927,218
-	-
21,035,376	21,069,310
-	-
-	-
-	-
4,473,047	112,467,832
-	24,488,064
897,370	897,370
\$ 26,998,715.00	\$ 159,849,794.00
\$ 28,752,457	\$ 209,992,769

-	-
-	11,709,732
-	1,668,943
-	2,750,092
-	-
-	-
-	-
\$	\$ 16,128,767
\$ 28,752,457	\$ 226,121,536

317,264	4,355,155
-	-
-	1,870,059
-	192,115
-	-
-	-
-	2,913,332
-	-
-	1,750,370
-	-
-	996,000
724,034	724,034
-	451,438
-	1,211,082
-	-



September 16, 2024

**M E M O R A N D U M**

**TO:** Jim Murdaugh, Ph.D.  
President

**FROM:** Barbara Wills, Ph.D.  
Vice President for Administrative Services and Chief Business Officer

**SUBJECT:** Direct Support Organization Audit Reports

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**Item Description**

This item presents the most recent financial audit reports of the direct support organizations (DSO) affiliated with the College for the Board's review.

**Overview and Background**

Per Florida Statutes 1004.70(6), the College's DSOs must be audited annually and the results be submitted to the Board for review. For the fiscal year ending March 31, 2024, audits were completed for both the Tallahassee Community College Foundation, Inc. and the Public Safety Academy Housing, Inc.

**Past Actions by the Board**

The Board last reviewed the audited financial statements for these DSOs at the October 16, 2023 meeting.

**Funding/ Financial Implications**

No funding requirements.

**Recommended Action**

Presented as an information item only.

**TALLAHASSEE COMMUNITY COLLEGE FOUNDATION, INC.**

**FINANCIAL STATEMENTS**

**MARCH 31, 2024 AND 2023**

**TALLAHASSEE COMMUNITY COLLEGE FOUNDATION, INC.**  
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**MARCH 31, 2024 AND 2023**

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## INDEPENDENT AUDITORS' REPORT

To the Board of Directors,  
Tallahassee Community College Foundation, Inc.:

### **Report on the Audit of the Financial Statements**

#### ***Opinion***

We have audited the financial statements of Tallahassee Community College Foundation, Inc. (the Foundation), a component unit of Tallahassee Community College (the College), which comprise the statements of financial position as of March 31, 2024 and 2023, and the related statements of activities, functional expenses, and cash flows for the years then ended, and the related notes to the financial statements.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Foundation as of March 31, 2024 and 2023, and the changes in its net assets and its cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

#### ***Basis for Opinion***

We conducted our audits in accordance with auditing standards generally accepted in the United States of America (GAAS) and the standards applicable to financial audits contained in *Government Auditing Standards* (GAS), issued by the Comptroller General of the United States. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are required to be independent of the Foundation and to meet our other ethical responsibilities, in accordance with the relevant ethical requirements relating to our audits. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

#### ***Responsibilities of Management for the Financial Statements***

Management is responsible for the preparation and fair presentation of the financial statements in accordance with accounting principles generally accepted in the United States of America; and for the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about the Foundation's ability to continue as a going concern for one year after the date that the financial statements are issued.

### ***Auditors' Responsibilities for the Audit of the Financial Statements***

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with GAAS and GAS will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements are considered material if there is a substantial likelihood that, individually, or in the aggregate, they would influence the judgement made by a reasonable user based on the financial statements.

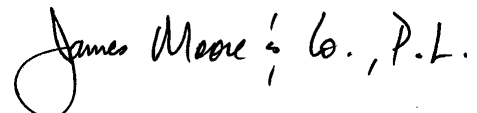
In performing an audit in accordance with GAAS and GAS, we:

- Exercise professional judgement and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the financial statements
- Obtain 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 Foundation's internal control. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the financial statements.
- Conclude whether, in our judgement, there are conditions or events, considered in the aggregate, that raise substantial doubt about the Foundation's ability to continue as a going concern for a reasonable period of time.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings, and certain internal control-related matters that we identified during the audit.

### ***Other Reporting Required by Government Auditing Standards***

In accordance with *Government Auditing Standards*, we have also issued our report dated July 24, 2024 on our consideration of the Foundation's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the Foundation's internal control over financial reporting and compliance.



Tallahassee, Florida  
July 24, 2024



**TALLAHASSEE COMMUNITY COLLEGE FOUNDATION, INC.**  
**STATEMENTS OF FINANCIAL POSITION**  
**MARCH 31, 2024 AND 2023**

	<u><b>ASSETS</b></u>		
		<b>2024</b>	<b>2023</b>
<b>Current assets</b>			
Cash and cash equivalents		\$ 41,701	\$ 150,640
Investments		1,353,012	1,231,445
Current portion contributions receivable, net		268,031	402,814
Total current assets		<u>1,662,744</u>	<u>1,784,899</u>
<b>Noncurrent assets</b>			
Cash and cash equivalents restricted for endowments		592,922	510,140
Investments restricted for endowments		21,035,376	17,465,168
Noncurrent portion contributions receivable, net		487,370	421,614
Land held for sale		410,000	410,000
Total noncurrent assets		<u>22,525,668</u>	<u>18,806,922</u>
<b>Total Assets</b>		<u><u>\$ 24,188,412</u></u>	<u><u>\$ 20,591,821</u></u>
	<b><u>LIABILITIES AND NET ASSETS</u></b>		
<b>Current liabilities</b>			
Accounts payable and accrued expenses		\$ 317,264	\$ 109,405
Total current liabilities		<u>317,264</u>	<u>109,405</u>
<b>Total liabilities</b>		<u>317,264</u>	<u>109,405</u>
<b>Net assets</b>			
Without donor restrictions		2,098,515	1,574,560
With donor restrictions		21,772,633	18,907,856
Total net assets		<u>23,871,148</u>	<u>20,482,416</u>
<b>Total Liabilities and Net Assets</b>		<u><u>\$ 24,188,412</u></u>	<u><u>\$ 20,591,821</u></u>

The accompanying notes to the financial statements  
are an integral part of these statements.

**TALLAHASSEE COMMUNITY COLLEGE FOUNDATION, INC.**  
**STATEMENTS OF ACTIVITIES**  
**FOR THE YEARS ENDED MARCH 31, 2024 AND 2023**

	<b>2024</b>			<b>2023</b>		
	<b>Without Donor Restrictions</b>	<b>With Donor Restrictions</b>	<b>Total</b>	<b>Without Donor Restrictions</b>	<b>With Donor Restrictions</b>	<b>Total</b>
<b>Support and revenues</b>						
Private contributions	\$ 476,750	\$ 888,468	\$ 1,365,218	\$ 266,237	\$ 1,973,312	\$ 2,239,549
In-kind contributions	681,017	-	681,017	603,820	-	603,820
Investment income, net	122,247	3,346,994	3,469,241	(71,858)	(1,358,203)	(1,430,061)
Special events	453,705	-	453,705	1,378,522	-	1,378,522
Miscellaneous	30,588	10,000	40,588	31,662	-	31,662
Net assets released from restrictions:						
Satisfaction of program and time restrictions	1,380,685	(1,380,685)	-	2,637,643	(2,637,643)	-
Total support and revenues	<u>3,144,992</u>	<u>2,864,777</u>	<u>6,009,769</u>	<u>4,846,026</u>	<u>(2,022,534)</u>	<u>2,823,492</u>
<b>Expenses</b>						
Program services - educational activities	1,530,652	-	1,530,652	1,783,132	-	1,783,132
General and administrative	581,122	-	581,122	363,124	-	363,124
Development activities	509,263	-	509,263	2,308,281	-	2,308,281
Total expenses	<u>2,621,037</u>	<u>-</u>	<u>2,621,037</u>	<u>4,454,537</u>	<u>-</u>	<u>4,454,537</u>
<b>Increase (decrease) in net assets</b>	<u>523,955</u>	<u>2,864,777</u>	<u>3,388,732</u>	<u>391,489</u>	<u>(2,022,534)</u>	<u>(1,631,045)</u>
<b>Net assets, beginning of year</b>	1,574,560	18,907,856	20,482,416	1,183,071	20,930,390	22,113,461
<b>Net assets, end of year</b>	<u>\$ 2,098,515</u>	<u>\$ 21,772,633</u>	<u>\$ 23,871,148</u>	<u>\$ 1,574,560</u>	<u>\$ 18,907,856</u>	<u>\$ 20,482,416</u>

The accompanying notes to the financial statements  
are an integral part of these statements.

**TALLAHASSEE COMMUNITY COLLEGE FOUNDATION, INC.**  
**STATEMENT OF FUNCTIONAL EXPENSES**  
**FOR THE YEAR ENDED MARCH 31, 2024**

	<u><b>Educational Activities</b></u>	<u><b>General and Administrative</b></u>	<u><b>Development Activities</b></u>	<u><b>Total</b></u>
Scholarships	\$ 770,280	\$ -	\$ 1,275	\$ 771,555
In-kind personnel services	328,300	86,998	76,772	492,070
Contract services	18,028	79,218	237,093	334,339
Academic and athletic support	206,752	850	23,133	230,735
Bad debt	-	225,426	-	225,426
Hospitality and events	13,930	43,818	55,875	113,623
Materials and supplies	37,988	4,129	35,172	77,289
Rental	-	-	12,512	12,513
Professional fees	-	18,000	-	18,000
Honoraria and awards	37,766	796	13,824	52,386
Travel	799	8,776	3,084	12,659
Advertising	5,217	11,624	6,769	23,610
Printing and postage	306	10,936	10,433	21,675
Bank fees	-	15,381	-	15,381
Meetings	4,593	7,927	1,611	14,131
Licenses	-	13,000	-	13,000
Insurance	-	10,026	-	10,026
Training	2,740	2,184	-	4,924
Dues and subscriptions	144	1,565	40	1,749
In-kind office supplies	60,920	23,749	18,586	103,255
In-kind rent	42,889	16,719	13,084	72,692
<b>Total expenses</b>	<u><u>\$ 1,530,652</u></u>	<u><u>\$ 581,122</u></u>	<u><u>\$ 509,263</u></u>	<u><u>\$ 2,621,038</u></u>

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

**TALLAHASSEE COMMUNITY COLLEGE FOUNDATION, INC.**  
**STATEMENT OF FUNCTIONAL EXPENSES**  
**FOR THE YEAR ENDED MARCH 31, 2023**

	<u><b>Educational Activities</b></u>	<u><b>General and Administrative</b></u>	<u><b>Development Activities</b></u>	<u><b>Total</b></u>
Contract services	\$ 28,190	\$ 78,714	\$ 1,420,359	\$ 1,527,263
Scholarships	811,448	-	-	811,448
Academic and athletic support	604,526	9,520	-	614,046
Rental	7,044	63,811	313,055	383,910
In-kind personnel services	140,844	67,113	218,972	426,929
Hospitality and events	63,715	30,950	60,372	155,037
Materials and supplies	53,761	7,689	81,393	142,843
Advertising	4,397	4,530	57,621	66,548
Professional fees	-	17,750	-	17,750
Travel	1,928	4,234	20,872	27,034
Bad debt	-	26,568	-	26,568
Printing and postage	1,845	7,417	12,435	21,697
Bank fees	-	10,575	12,371	22,946
Insurance	-	7,127	8,314	15,441
Meetings	833	7,063	121	8,017
Honoraria and awards	2,810	1,008	4,167	7,985
Dues and subscriptions	-	3,170	-	3,170
Licenses	-	-	25	25
Training	15	-	-	15
In-kind office supplies	39,442	10,142	63,108	112,692
In-kind rent	22,334	5,743	35,096	63,173
<b>Total expenses</b>	<u><u>\$ 1,783,132</u></u>	<u><u>\$ 363,124</u></u>	<u><u>\$ 2,308,281</u></u>	<u><u>\$ 4,454,537</u></u>

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

**TALLAHASSEE COMMUNITY COLLEGE FOUNDATION, INC.**  
**STATEMENTS OF CASH FLOWS**  
**FOR THE YEARS ENDED MARCH 31, 2024 AND 2023**

	<b>2024</b>	<b>2023</b>
<b>Cash flows from operating activities</b>		
Cash received from contributors and others	\$ 1,088,445	\$ 2,763,760
Cash received from interest and dividends	466,617	388,950
Cash paid for scholarships and suppliers	(1,732,161)	(3,825,933)
Net cash used in operating activities	<u>(177,099)</u>	<u>(673,223)</u>
<b>Cash flows from investing activities</b>		
Purchases of investments	(361,994)	-
Sales of investments	138,780	531,981
Net cash (used in) provided by investing activities	<u>(223,214)</u>	<u>531,981</u>
<b>Cash flows from financing activities</b>		
Contributions restricted for endowments	374,156	296,987
<b>Increase (decrease) in cash and cash equivalents, and restricted cash</b>	<u>(26,157)</u>	<u>155,745</u>
<b>Cash and cash equivalents, and restricted cash beginning of year</b>	660,780	505,035
<b>Cash and cash equivalents, and restricted cash end of year</b>	<u><u>\$ 634,623</u></u>	<u><u>\$ 660,780</u></u>
<b>Reconciliation of increase (decrease) in net assets to net cash used in operating activities</b>		
Increase (decrease) in net assets	<u>\$ 3,388,732</u>	<u>\$ (1,631,045)</u>
Adjustments to reconcile increase (decrease) in net assets to net cash used in operating activities:		
Realized and unrealized (gain) loss on investments	(3,468,561)	1,512,257
(Increase) decrease in:		
Prepaid expenses	-	49,752
Collectibles and other assets	-	5,777
Contributions receivable	69,027	(282,232)
Increase (decrease) in:		
Accounts payable and accrued expenses	207,859	(30,745)
Contributions restricted for endowments	(374,156)	(296,987)
Total adjustments	<u>(3,565,831)</u>	<u>957,822</u>
<b>Net cash used in operating activities</b>	<u><u>\$ (177,099)</u></u>	<u><u>\$ (673,223)</u></u>

The accompanying notes to the financial statements  
are an integral part of these statements.

**TALLAHASSEE COMMUNITY COLLEGE FOUNDATION, INC.**  
**NOTES TO FINANCIAL STATEMENTS**  
**MARCH 31, 2024 AND 2023**

**(1) Summary of Significant Accounting Policies:**

(a) **Nature of organization**—Tallahassee Community College Foundation, Inc. (the Foundation) was incorporated on February 23, 1981, as a Florida non-profit corporation under the provisions of 1004.70 Florida Statutes – Community College Direct Support Organizations. The Foundation was organized to aid the advancement of Tallahassee Community College (the College) and to support attending students by means of academic scholarships and student loans. The Foundation receives revenue primarily from private contributions, donated services from the College, fund raising events, and earnings from its managed investment pools. Subsequent to March 31, 2024, effective July 1, 2024, the Foundation changed its name to Tallahassee State College Foundation in accordance with College's name change to Tallahassee State College.

(b) **Basis of presentation and classification of net assets**—The accompanying financial statements have been prepared on the accrual basis of accounting in accordance with accounting principles generally accepted in the United States of America (U.S. GAAP). Net assets and revenues, expenses, gains and losses are classified based on the existence or absence of donor-imposed restrictions. Accordingly, the Foundation's net assets and changes thereto are classified and reported as follows:

*Net assets without donor restrictions* - consists of amounts that are available for use in carrying out the supporting activities of the Foundation and are not subject to donor-imposed stipulations.

*Net assets with donor restrictions* - consists of amounts that are available for the purposes restricted by donors and grantors, a time restriction, or to be held in perpetuity with earnings restricted for a specific purpose. When a restriction is satisfied, the associated amount is reclassified from net assets with donor restrictions to net assets without donor restrictions and reported in the statement of activities as net assets released from restrictions.

(c) **Land held for sale**—Land held for sale consists of real property donated to the Foundation, recorded and held at its fair value.

(d) **Income taxes**—The Foundation is exempt from income taxes on income from related activities under Section 501(c)(3) of the U.S. Internal Revenue Code and corresponding state tax law. Accordingly, no provision has been made for federal or state income taxes. Additionally, the Foundation has been determined not to be a private foundation under Section 509(a) of the Internal Revenue Code.

Due to its tax-exempt status, the Foundation is not subject to U.S. federal income tax or state income tax. The Foundation's Form 990 has not been subject to examination by the Internal Revenue Service or the state of Florida for the last three (3) years.

(e) **Advertising costs**—The Foundation expenses advertising costs as incurred.

(f) **Fair value measurements**—The Foundation's investments are stated at fair value (see Note 7). Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date.

**TALLAHASSEE COMMUNITY COLLEGE FOUNDATION, INC.**  
**NOTES TO FINANCIAL STATEMENTS**  
**MARCH 31, 2024 AND 2023**

**(1) Summary of Significant Accounting Policies:** (Continued)

(g) **Cash and cash equivalents**—For the purposes of reporting cash flows, the Foundation considers all highly liquid investments with an original maturity of three months or less to be cash, cash equivalents, or restricted cash.

The following are amounts for cash, cash equivalents, and restricted cash reported within the statement of financial position that sum to the total of the same such amounts shown in the statement of cash flows:

	<b>2024</b>	<b>2023</b>
Cash and cash equivalents	\$ 41,701	\$ 150,640
Cash restricted for endowment purposes	592,922	510,140
	<u>\$ 634,623</u>	<u>\$ 660,780</u>

(h) **Use of estimates**—The preparation of financial statements in conformity with generally accepted accounting principles requires management to make estimates and assumptions that affect certain reported amounts and disclosures. Accordingly, actual results could differ from those estimates.

(i) **Functional allocation of expenses**—The costs of providing various programs and other activities have been summarized on a functional basis in the statements of activities. In-kind salaries and benefits provided by the College are allocated based on management's estimate of time and effort. All other expenses are recorded based on the nature of the expense directly related to the functional category.

(j) **Adoption of new accounting standard**— In June 2016, the FASB issued guidance (FASB ASC 326) which significantly changed how entities will measure credit losses for most financial assets and certain other instruments that are not measured at fair value through net income. The most significant change in this standard is a shift from the incurred loss model to the expected loss model. Under the standard, disclosures are required to provide users of the financial statements with useful information in analyzing a Foundation's exposure to credit risk and the measurement of credit losses. Financial assets held by the Foundation that are subject to the guidance in FASB ASC 326 were contracts and trade receivables. The Foundation adopted the standard effective April 1, 2023. The impact of the adoption was not considered material to the financial statements.

**(2) Related Party Transactions:**

Personnel and certain facility costs are provided to the Foundation by the College. For the years ended March 31, 2024 and 2023, the Foundation has recorded these donated services at \$492,070 and \$426,929 for personnel services, \$62,142 and \$62,142 for facility costs, and \$113,805 and \$114,361 for other office expenses, respectively. The Foundation owed \$284,049 to the College for scholarships paid in advance by the College at March 31, 2024. No amounts were owed to related parties by the Foundation at March 31, 2023.

In addition, during the years ending March 31, 2024 and 2023, the Foundation utilized the services of vendors owned by board members in the amount of \$12,791 and \$23,072, respectively.

**TALLAHASSEE COMMUNITY COLLEGE FOUNDATION, INC.**  
**NOTES TO FINANCIAL STATEMENTS**  
**MARCH 31, 2024 AND 2023**

**(3) Contributions Receivable:**

Contributions receivable consist of unconditional promises to give for the Foundation's Major Gifts Campaign and College Employee Giving Program. The present value of estimated future cash flows have been calculated using a discount rate of 4.21% and 3.60%, after providing for collection losses for the years ended March 31, 2024 and 2023, respectively. A summary of contributions to be collected follows:

	<u>2024</u>	<u>2023</u>
In one year or less	\$ 268,031	\$ 402,813
Between one year and ten years	781,924	553,812
	<u>1,049,955</u>	<u>956,625</u>
Less:		
Allowance for collection losses	(38,488)	(34,608)
Discounts for time-value of money	(256,066)	(97,589)
	<u>\$ 755,401</u>	<u>\$ 824,428</u>

The Foundation is the beneficiary of conditional promises to give. A conditional promise requires a future event to take place before the promise becomes binding on the donor. Typically, the Foundation has no control over the required event. As of March 31, 2024 and 2023, the Foundation was the beneficiary of various promises to give that did not meet recognition criteria of approximately \$3,671,000 and \$3,760,000, respectively. No receivable was recorded for these conditional pledges, nor was future support recognized.

**(4) Land Held for Sale:**

Land held for sale currently consists of one (1) parcel of real property. The proceeds are restricted to use in promotion and funding of higher education efforts of children graduating from Wakulla County Schools. As market conditions change, the parcel's appraised value can suffer impairment losses from the determined fair market value recorded at date of donation. A summary of land held for sale, investment, and development is as follows:

	<u>2024</u>	<u>2023</u>
Approximately forty-eight (48) acres, DR. MLK Jr. Road, Crawfordville, Florida	\$ 605,000	\$ 605,000
Impairment loss	(195,000)	(195,000)
	<u>\$ 410,000</u>	<u>\$ 410,000</u>



**TALLAHASSEE COMMUNITY COLLEGE FOUNDATION, INC.**  
**NOTES TO FINANCIAL STATEMENTS**  
**MARCH 31, 2024 AND 2023**

**(5) Investments:**

Investments are carried at fair value; realized and unrealized gains and losses are reflected in investment income, net, in the Statement of Activities. The following are the major types of investments held by the Foundation at March 31, 2024 and 2023:

	<u>2024</u>	<u>2023</u>
Investment pool	\$ 21,035,376	\$ 17,465,168
Bond mutual and exchange traded funds	1,353,012	1,231,445
	<u>\$ 22,388,388</u>	<u>\$ 18,696,613</u>

March 31, 2024

Investment pool consists of 96.6% in mutual funds, 3.4% in FEG pooled investment funds, and less than 1% in demand deposits as of March 31, 2024.

March 31, 2023

Investment pool consists of 96.1% in mutual funds, 3.9% in FEG pooled investment funds, and less than 1% in demand deposits as of March 31, 2023.

The investment return, which is included in revenue and support as a component of investment income, is composed of the following for the years ended March 31:

	<u>2024</u>	<u>2023</u>
Interest and dividends	\$ 514,727	\$ 283,213
Net realized gain (loss) on investments	17,240	127,587
Net unrealized gain (loss) on investments	2,984,704	(1,797,784)
Investment fees	(47,430)	(43,077)
	<u>\$ 3,469,241</u>	<u>\$ (1,430,061)</u>

**(6) Commitments:**

As of March 31, 2024 and 2023, the Foundation maintained programmatic grant commitments to the College in the amounts of \$99,500 and \$99,500 for promises to give conditional upon the College's satisfaction of compliance with donor/grantor restrictions.

**TALLAHASSEE COMMUNITY COLLEGE FOUNDATION, INC.**  
**NOTES TO FINANCIAL STATEMENTS**  
**MARCH 31, 2024 AND 2023**

**(7) Fair Value Measurements:**

This guidance establishes a fair value hierarchy which requires an entity to maximize the use of observable inputs and minimize the use of unobservable inputs when measuring fair value.

The guidance describes three levels of inputs that may be used to measure fair value:

Level 1: Quoted prices (unadjusted) for identical assets or liabilities in active markets that the Foundation has the ability to access as of the measurement date. The fair values of debt and equity investments that are readily marketable are determined by obtaining quoted prices from nationally recognized securities exchanges.

Level 2: Significant other observable inputs other than Level 1 prices, such as quoted prices for similar assets or liabilities, quoted prices in markets that are not active, or other inputs that are observable or can be corroborated by observable market data. The fair values of the Foundation's Level 2 closely-managed investment funds and land held for sale and investment are based on program management's estimate of the underlying value of the net assets and market appraisals of similar assets, respectively.

Level 3: Significant unobservable inputs that reflect a reporting entity's own assumptions about the assumptions that market participants would use in pricing an asset or liability.

In many cases, a valuation technique used to measure fair value includes inputs from multiple levels of the fair value hierarchy. The lowest level of significant input determines the placement of the entire fair value measurement in the hierarchy.

<b>Fair Value Measurements at March 31, 2024</b>				
<b>Description</b>	<b>(Level 1)</b>	<b>(Level 2)</b>	<b>(Level 3)</b>	<b>Fair Value</b>
Investments restricted for endowment purposes:				
Money market funds	\$ 592,922	\$ -	\$ -	\$ 592,922
Domestic equity securities	11,175,516	-	-	11,175,516
International equity securities	6,514,665	-	-	6,514,665
Domestic bond mutual funds	1,999,353	-	-	1,999,353
International bond mutual funds	853,103	-	-	853,103
FEG pooled investments	-	492,740	-	492,740
Total investments restricted for endowment purposes:	<u>21,135,559</u>	<u>492,740</u>	<u>-</u>	<u>21,628,299</u>
Non-endowed investments:				
Equity mutual funds	338,585	-	-	338,585
Bond mutual and ETF's	1,014,426	-	-	1,014,426
Total non-endowed investments:	<u>1,353,011</u>	<u>-</u>	<u>-</u>	<u>1,353,011</u>
Nonfinancial assets:				
Land	-	410,000	-	410,000
Total assets	<u>\$ 22,488,570</u>	<u>\$ 902,740</u>	<u>\$ -</u>	<u>\$ 23,391,310</u>

**TALLAHASSEE COMMUNITY COLLEGE FOUNDATION, INC.**  
**NOTES TO FINANCIAL STATEMENTS**  
**MARCH 31, 2024 AND 2023**

(7) **Fair Value Measurements:** (Continued)

<b>Fair Value Measurements at March 31, 2023</b>				
<b>Description</b>	<b>(Level 1)</b>	<b>(Level 2)</b>	<b>(Level 3)</b>	<b>Fair Value</b>
Investments restricted for endowment purposes:				
Money market funds	\$ 510,140	\$ -	\$ -	\$ 510,140
Domestic equity securities	8,638,435	-	-	8,638,435
International equity securities	5,765,438	-	-	5,765,438
Domestic bond mutual funds	1,751,369	-	-	1,751,369
International bond mutual funds	745,568	-	-	745,568
FEG pooled investments	-	564,358	-	564,358
Total investments restricted for endowment purposes:	<u>17,410,950</u>	<u>564,358</u>	<u>-</u>	<u>17,975,308</u>
Non-endowed investments:				
Equity mutual funds	315,409	-	-	315,409
Bond mutual and ETF's	916,036	-	-	916,036
Total non-endowed investments:	<u>1,231,445</u>	<u>-</u>	<u>-</u>	<u>1,231,445</u>
Nonfinancial assets:				
Land	-	410,000	-	410,000
Total assets	<u>\$ 18,642,395</u>	<u>\$ 974,358</u>	<u>\$ -</u>	<u>\$ 19,616,753</u>

(8) **Endowments:**

The Foundation's endowments consist of one hundred fifty-one (151) donor restricted funds. As required by generally accepted accounting principles, net assets associated with endowment funds are classified and reported based on the existence or absence of donor-imposed restrictions. Donor-restricted endowments are classified as net assets with donor restrictions.

**Interpretation of Relevant Law**—Florida has adopted the Uniform Prudent Management of Institutional Funds Act (UPMIFA), which became effective on July 1, 2012. Unless a donor imposes a restriction to the contrary, all endowment funds at the Foundation adhere to the spending policy adopted by the Foundation's Board of Directors. Although UPMIFA does not preclude the Foundation from spending below the original gift value of donor-restricted endowments, the Foundation considers a fund to be "underwater" if the fair value of the fund is less than the sum of (a) the original value of initial and subsequent gift amounts donated to the fund and (b) any accumulations to the fund that are required to be maintained in perpetuity in accordance with the direction of the applicable donor gift instrument.

The Foundation has adopted a policy to not spend from "underwater" endowments unless directed otherwise by the donor.

With regard to donor restricted endowments, the Foundation respects and enforces the donor's restriction to preserve the historic gift value of the fund.

**TALLAHASSEE COMMUNITY COLLEGE FOUNDATION, INC.**  
**NOTES TO FINANCIAL STATEMENTS**  
**MARCH 31, 2024 AND 2023**

(8) **Endowments:** (Continued)

**Endowment Spending Policy**—The maximum endowment spending is equal to 4% of a five (5) year moving average of endowment fund balances starting from the most recent calendar year end. If an endowment does not have five (5) years of historical returns, then the calendar year end balance would be averaged to the extent available. The payout is subject to the following provisions:

1. No disbursement will be made if the endowment fund balance is less than corpus, defined as donor restricted contributions to be held in perpetuity, at the time of the spending calculation.
2. The endowment spending payout is limited to the lesser of the maximum endowment spending calculated above, or the amount by which the endowment fund balance exceeds corpus.

**Endowment Investment Policy**—The endowment investment policy adopted by the Foundation's Board of Directors seeks long-term growth of principal to preserve and grow Foundation assets, cover expenses, and maintain the approved spending rate of the funds. The Foundation maximizes the probability that the funds will meet or exceed an annualized target rate of return, adjusted for inflation, by having a target rate of return equal to the Board-adopted spending policy's percentage amount plus inflation and expenses. The Board of Directors considers and seeks to minimize appropriate risks when overseeing the funds managed by its contracted investment advisor and selecting its investment strategies. The strategies for achieving the Foundation's investment objectives include a well-diversified portfolio, target allocations in each investment category, guidelines and restricted investments, benchmarks for performance of each asset class, low fees, performance measurement, regular monitoring, and detailed reports.

Endowment net assets composition by type of fund as of March 31, 2024:

	<b>With Donor Restrictions</b>		
	<b>Original Gift Amount</b>	<b>Accumulated Gains and Other</b>	<b>Total Funds</b>
Donor-restricted endowment funds	\$ 9,432,439	\$ 9,457,633	\$ 18,890,072

	<b>With Donor Restrictions</b>		
	<b>Original Gift Amount</b>	<b>Accumulated Gains and Other</b>	<b>Total Funds</b>
Endowment net assets, beginning of year	\$ 9,064,702	\$ 6,735,091	\$ 15,799,793
Investment return, net	-	3,327,731	3,327,731
Contributions	367,737	-	367,737
Transfers	-	56,486	56,486
Amounts appropriated for expenditure	-	(661,675)	(661,675)
	<u>\$ 9,432,439</u>	<u>\$ 9,457,633</u>	<u>\$ 18,890,072</u>

**TALLAHASSEE COMMUNITY COLLEGE FOUNDATION, INC.**  
**NOTES TO FINANCIAL STATEMENTS**  
**MARCH 31, 2024 AND 2023**

(8) **Endowments:** (Continued)

Endowment net assets composition by type of fund as of March 31, 2023:

	<b>With Donor Restrictions</b>		
	<b>Original Gift Amount</b>	<b>Accumulated Gains and Other</b>	<b>Total Funds</b>
Donor-restricted endowment funds	\$ 9,064,702	\$ 6,735,091	\$ 15,799,793

	<b>With Donor Restrictions</b>		
	<b>Original Gift Amount</b>	<b>Accumulated Gains and Other</b>	<b>Total Funds</b>
Endowment net assets, beginning of year	\$ 9,073,004	\$ 8,811,731	\$ 17,884,735
Investment return, net	-	(1,443,203)	(1,443,203)
Contributions	318,079	-	318,079
Transfers	(326,381)	-	(326,381)
Amounts appropriated for expenditure	-	(633,437)	(633,437)
	<u>\$ 9,064,702</u>	<u>\$ 6,735,091</u>	<u>\$ 15,799,793</u>

(9) **Concentrations of Credit Risk:**

The more significant concentrations of credit risk are as follows:

- (a) **Demand and time deposits**—The Foundation maintains cash and time deposits with several financial institutions and brokerage houses. The Foundation has no policy requiring collateral or other security to support its deposits, although all demand and time deposits with the financial institutions are federally insured up to FDIC limits. At brokerage houses, amounts are insured by the Securities Investor Protection Corporation (SIPC) up to the SIPC limits.
- (b) **Financial instruments**—Financial instruments that potentially subject the Foundation to concentrations of credit risk include investments. The investments are held in high quality institutions and companies with high credit ratings.
- (c) **Contributions receivable**—Financial instruments that potentially subject the Foundation to concentrations of credit risk include contributions receivable. The contributions receivable is made up of pledge receivables from donors.

**TALLAHASSEE COMMUNITY COLLEGE FOUNDATION, INC.**  
**NOTES TO FINANCIAL STATEMENTS**  
**MARCH 31, 2024 AND 2023**

**(10) Net Assets with Donor Restrictions:**

Net assets with donor restrictions as of March 31, 2024 and 2023, are restricted for the following purposes:

	<u>2024</u>	<u>2023</u>
Subject to expenditure for specified purpose:		
Scholarships and grants	\$ 872,199	\$ 836,507
Academic, student programs, and support	790,724	542,649
Facility Support	427,761	576,050
Pledges receivable with purpose restrictions, net	<u>381,927</u>	<u>655,184</u>
	<u>2,472,611</u>	<u>2,610,390</u>
Subject to the passage of time:		
Pledges receivable without restrictions, net	-	106,431
Land	<u>410,000</u>	<u>410,000</u>
	<u>410,000</u>	<u>516,431</u>
Subject to spending policy and appropriation:		
Accumulated gains and term endowments	9,462,679	6,735,091
Pledges receivable to be held in perpetuity, net	52,446	62,813
Endowment funds restricted in perpetuity	<u>9,374,897</u>	<u>8,983,131</u>
	<u>18,890,022</u>	<u>15,781,035</u>
Total net assets with donor restrictions	<u>\$ 21,772,633</u>	<u>\$ 18,907,856</u>

**(11) Liquidity and Availability of Resources:**

Financial assets available for general expenditure, that is, without donor restrictions limiting their use, within one year of the statement of financial position date, comprise the following:

	<u>2024</u>	<u>2023</u>
Non-endowed cash and cash equivalents	\$ 41,701	\$ 150,640
Non-endowed investments	1,353,012	1,231,445
Current portion of contributions receivable	<u>268,031</u>	<u>402,814</u>
	<u>\$ 1,662,744</u>	<u>\$ 1,784,899</u>

It is the Foundation's policy to employ cash at all times in short term cash equivalents to provide safety, liquidity and return. The Foundation regularly monitors liquidity required to meet its operating needs and other contractual commitments, while also striving to maximize the investment return of its available funds. The Foundation has various sources of liquidity at its disposal, including cash, cash equivalents, bond mutual funds and exchange traded funds.

For the purposes of analyzing resources available to meet general expenditures over a twelve (12) month period, the Foundation considers all expenditures related to its ongoing program activities, as well as the conduct of services undertaken to support those activities, to be general expenditures. Endowment spending and endowed assets are not included in this calculation, refer to Note 8 for information on the Endowment spending policy of the Foundation.

**TALLAHASSEE COMMUNITY COLLEGE FOUNDATION, INC.**  
**NOTES TO FINANCIAL STATEMENTS**  
**MARCH 31, 2024 AND 2023**

**(12) Subsequent Events:**

The Foundation has evaluated events and transactions for potential recognition or disclosure in the financial statements through July 24, 2024, the date which the financial statements were available to be issued. No subsequent events have been recognized or disclosed.

**INDEPENDENT AUDITORS' REPORT ON INTERNAL CONTROL OVER FINANCIAL  
REPORTING AND ON COMPLIANCE AND OTHER MATTERS BASED ON AN AUDIT  
OF FINANCIAL STATEMENTS PERFORMED IN ACCORDANCE WITH  
GOVERNMENT AUDITING STANDARDS**

To the Board of Directors,  
Tallahassee Community College Foundation, Inc.

We have audited in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States, the financial statements of Tallahassee Community College Foundation, Inc. (a Florida non-profit organization), which comprise the statements of financial position as of March 31, 2024 and 2023, and the related statements of activities and cash flows for the years then ended, and the related notes to the financial statements and have issued our report thereon dated July 24, 2024.

***Internal Control over Financial Reporting***

In planning and performing our audit of the financial statements, we considered the Foundation's internal control over financial reporting (internal control) as a basis for designing audit the audit procedures that are appropriate in the circumstances for the purpose of expressing our opinion on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of the Foundation's internal control. Accordingly, we do not express an opinion on the effectiveness of the Foundation's internal control.

A deficiency in internal control exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct misstatements on a timely basis. A material weakness is a deficiency, or a combination of deficiencies, in internal control, such that there is a reasonable possibility that a material misstatement of the entity's financial statements will not be prevented, or detected and corrected on a timely basis. A significant deficiency is a deficiency, or a combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance.

Our consideration of internal control was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control that might be material weaknesses or significant deficiencies. Given these limitations, during our audit we did not identify any deficiencies in internal control over financial reporting that we consider to be material weaknesses. However, material weaknesses may exist that have not been identified.

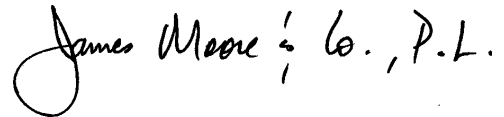


### ***Compliance and Other Matters***

As part of obtaining reasonable assurance about whether the Foundation's financial statements are free from material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements, noncompliance with which could have a direct and material effect on the financial statements. However, providing an opinion on compliance with those provisions was not an objective of our audit and, accordingly, we do not express such an opinion. The results of our tests disclosed no instances of noncompliance or other matters that are required to be reported under *Government Auditing Standards*.

### ***Purpose of this Report***

The purpose of this report is solely to describe the scope of our testing of internal control and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the entity's internal control or on compliance. This report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the entity's internal control and compliance. Accordingly, this communication is not suitable for any other purpose.

A handwritten signature in black ink that reads "James Moore & Co., P.L.". The signature is written in a cursive style with a large, looped initial "J" and a stylized "M".

Tallahassee, Florida  
July 24, 2024

**PUBLIC SAFETY ACADEMY HOUSING, INC.**  
**Havana, Florida**

**FINANCIAL STATEMENTS**

**March 31, 2024 and 2023**

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**MEMBERS**

AMERICAN INSTITUTE OF  
CERTIFIED PUBLIC ACCOUNTANTS

FLORIDA INSTITUTE OF  
CERTIFIED PUBLIC ACCOUNTANTS

# TBL

THOMSON BROCK  
LUGER & COMPANY

*Certified Public Accountants and Business Advisors*

FRED C. LUGER, C.P.A.  
MATTHEW R. HANSARD, C.P.A.  
ANN MARIE BACHMAN, C.P.A.  
GREGORY J. COCHRAN, C.P.A.  
JOHN K. KIRK, C.P.A.

KELLY VAZQUEZ, C.P.A.  
SAWYER SCHMOOKLER, C.P.A.  
REBEKAH E.A. GRIFFIN, C.P.A.  
BRETT GILMAN, C.P.A.  
OF COUNSEL  
HAROLD A. BROCK, JR., C.P.A.  
W. FREDERICK THOMSON, C.P.A.

## INDEPENDENT AUDITORS' REPORT

To the Board of Directors  
Public Safety Academy Housing, Inc.  
Havana, Florida

### Report on the Audit of the Financial Statements

#### *Opinion*

We have audited the accompanying financial statements of Public Safety Academy Housing, Inc. (a nonprofit organization), which comprise the statements of financial position as of March 31, 2024 and 2023 and the related statements of activities and changes in net assets, and cash flows for the years then ended, and the related notes to the financial statements.

In our opinion, the financial statements present fairly, in all material respects, the financial position of Public Safety Academy Housing, Inc. as of March 31, 2024 and 2023, and the changes in its net assets and its cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

#### *Basis for Opinion*

We conducted our audits in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Our responsibilities under those standards are further described in the Auditors' Responsibilities for the Audit of the Financial Statements section of our report. We are required to be independent of Public Safety Academy Housing, Inc. and to meet our other ethical responsibilities, in accordance with the relevant ethical requirements relating to our audit. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinions.

#### *Responsibilities of Management for the Financial Statements*

Management is responsible for the preparation and fair presentation of the financial statements in accordance with accounting principles generally accepted in the United States of America, and for the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about Public Safety Academy Housing, Inc.'s ability to continue as a going concern within one year after the date that the financial statements are available to be issued.

### ***Auditors' Responsibilities for the Audit of the Financial Statements***

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with generally accepted auditing standards and *Government Auditing Standards* will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the financial statements.

In performing an audit in accordance with generally accepted auditing standards and *Government Auditing Standards*, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the financial statements.
- Obtain 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 Public Safety Academy Housing, Inc.'s internal control. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the financial statements.
- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about Public Safety Academy Housing, Inc.'s ability to continue as a going concern for a reasonable period of time.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings, and certain internal control-related matters that we identified during the audit.

### **Other Reporting Required by *Government Auditing Standards***

In accordance with *Government Auditing Standards*, we have also issued our report dated August 29, 2024 on our consideration of Public Safety Academy Housing, Inc.'s internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is solely to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on the effectiveness of Public Safety Academy Housing, Inc.'s internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering Public Safety Housing, Inc.'s internal control over financial reporting and compliance.

Accounting principles generally accepted in the United States of America require that the management's discussion and analysis on page 4 be presented to supplement the basic financial statements. Such information, although not a part of basic financial statements, is required by the Governmental Accounting Standards Board, who considers it to be an essential part of financial reporting for placing the basic financial statements in an appropriate operational, economic, or historical context. We have applied certain limited procedures to the required supplementary information in accordance with auditing standards generally accepted in the United States of America, which consisted of inquiring with management about the methods of preparing the information and comparing the information for consistency with management's responses to our inquiries, the basic financial statements, and other knowledge we obtained during our audit of the basic financial statements. We do not express an opinion or provide any assurance on the information because the limited procedures do not provide us with sufficient evidence to express an opinion or provide any assurance.

A handwritten signature in black ink that reads "Thomson Block Impact Company". The signature is written in a cursive, flowing style.

Tallahassee, Florida  
August 29, 2024

**PUBLIC SAFETY ACADEMY HOUSING, INC.**  
**Management's Discussion and Analysis**

The discussion and analysis of Public Safety Academy Housing, Inc.'s financial statements provides an overview of the financial activities for the year ended March 31, 2024. Management has prepared the financial statements and the related footnote disclosures along with the discussion and analysis. Responsibility for the completeness and fairness of this information rests with the preparers. The discussion and analysis contains activities of the Public Safety Academy Housing, Inc. for fiscal years 2024 and 2023.

Public Safety Academy Housing, Inc. was incorporated on February 26, 2003, as a direct support organization of Tallahassee State College for the purpose of financing and constructing a housing facility at the College's Florida Public Safety Institute. The housing facility was financed by a \$9 million mortgage note and was completed on January 4, 2006. Upon completion, Public Safety Academy Housing, Inc. executed an agreement with the College whereby the College leases the housing facility from Public Safety Academy Housing, Inc. and is responsible for operating and maintaining the facility. During the fiscal year ended March 31, 2015, the Organization refinanced its original mortgage rate and borrowed an additional \$575,000 in a separate mortgage note payable to renovate and refurnish the dormitory. All revenues generated by the facility are retained by the College. In exchange, Public Safety Academy Housing, Inc. receives monthly lease payments totaling \$807,000 for the fiscal year ending March 31, 2024, for its mortgage payments and operating expenses.

By design, Public Safety Academy Housing, Inc. was limited in its establishment to obtaining the financing and constructing the housing facility, with all post completion activities to be the responsibility of the College. Accordingly, 2024 financial activities consist of monthly lease receipts, mortgage payments, and the recognition of certain costs (depreciation) incurred during prior years but recognized as current year expenses. The nature of Public Safety Academy Housing, Inc.'s future activities can be expected to remain consistent with those of the 2024 fiscal year.

See independent auditors' report.

**PUBLIC SAFETY ACADEMY HOUSING, INC.**  
**STATEMENTS OF FINANCIAL POSITION**  
**March 31, 2024 and 2023**

	<u>2024</u>	<u>2023</u>
<b><u>ASSETS</u></b>		
CURRENT ASSETS		
Cash	\$ <u>90,998</u>	\$ <u>1,642</u>
TOTAL CURRENT ASSETS	90,998	1,642
PROPERTY AND EQUIPMENT, Net	<u>4,473,047</u>	<u>4,710,629</u>
	<u>\$ 4,564,045</u>	<u>\$ 4,712,271</u>
<b><u>LIABILITIES AND NET ASSETS</u></b>		
CURRENT LIABILITIES		
Current portion of mortgage notes payable	\$ 719,417	\$ 638,955
Interest payable	<u>4,617</u>	<u>-</u>
TOTAL CURRENT LIABILITIES	724,034	638,955
LONG-TERM LIABILITIES		
Mortgage notes payable	<u>179,209</u>	<u>898,626</u>
TOTAL LIABILITIES	903,243	1,537,581
NET ASSETS		
Invested in capital assets, net of related debt	3,569,804	3,173,048
Unrestricted	<u>90,998</u>	<u>1,642</u>
	<u>3,660,802</u>	<u>3,174,690</u>
	<u>\$ 4,564,045</u>	<u>\$ 4,712,271</u>

See accompanying notes.



**PUBLIC SAFETY ACADEMY HOUSING, INC.**  
**STATEMENTS OF ACTIVITIES AND CHANGES IN NET ASSETS**  
**Years Ended March 31, 2024 and 2023**

	<u>2024</u>	<u>2023</u>
OPERATING REVENUE		
Lease income	\$ 807,000	\$ 763,500
OPERATING EXPENSES		
Depreciation	237,582	240,138
Contractual services	7,276	7,332
Bank service fees	66	79
Licenses	<u>61</u>	<u>-</u>
	<u>244,985</u>	<u>247,549</u>
OPERATING INCOME	562,015	515,951
NONOPERATING EXPENSE		
Interest expense	<u>75,903</u>	<u>83,701</u>
CHANGE IN NET ASSETS	486,112	432,250
BEGINNING NET ASSETS	<u>3,174,690</u>	<u>2,742,440</u>
ENDING NET ASSETS	\$ <u><u>3,660,802</u></u>	\$ <u><u>3,174,690</u></u>

See accompanying notes.

**PUBLIC SAFETY ACADEMY HOUSING, INC.**  
**STATEMENTS OF CASH FLOWS**  
**Years Ended March 31, 2024 and 2023**

	<u>2024</u>	<u>2023</u>
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>		
Rents and fees collected	\$ 807,000	\$ 763,500
Payments to vendors	(7,403)	(7,411)
Payments for interest expense	<u>(71,286)</u>	<u>(89,579)</u>
<b>NET CASH PROVIDED BY OPERATING ACTIVITIES</b>	728,311	666,510
<b>CASH FLOWS FROM CAPITAL AND RELATED FINANCING ACTIVITIES</b>		
Principal payments on long-term debt	<u>(638,955)</u>	<u>(733,441)</u>
<b>NET CASH USED IN CAPITAL AND RELATED FINANCING ACTIVITIES</b>	<u>(638,955)</u>	<u>(733,441)</u>
<b>NET INCREASE (DECREASE) IN CASH</b>	89,356	(66,931)
<b>CASH AT BEGINNING OF YEAR</b>	<u>1,642</u>	<u>68,573</u>
<b>CASH AT END OF YEAR</b>	\$ <u><u>90,998</u></u>	\$ <u><u>1,642</u></u>
<b>RECONCILIATION OF CHANGES IN NET ASSETS TO CASH PROVIDED BY OPERATING ACTIVITIES</b>		
Changes in net assets	\$ 486,112	\$ 432,250
Adjustments to reconcile change in net assets to cash (used in) provided by operating activities:		
Depreciation	237,582	240,138
(Decrease) increase in liabilities:		
Interest payable	<u>4,617</u>	<u>(5,878)</u>
<b>NET CASH PROVIDED BY OPERATING ACTIVITIES</b>	\$ <u><u>728,311</u></u>	\$ <u><u>666,510</u></u>

See accompanying notes.

**PUBLIC SAFETY ACADEMY HOUSING, INC.**  
**NOTES TO FINANCIAL STATEMENTS**  
**March 31, 2024 and 2023**

**NOTE 1 - NATURE OF BUSINESS AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES**

**Formation and Nature of Business** - Public Safety Academy Housing, Inc. (the "Organization") was incorporated on February 26, 2003 as a direct support organization of Tallahassee State College (the "College"), within the meaning of Section 240.331, Florida Statutes, or any successor provision. The Organization was formed, among other purposes, to make available housing to participants in programs affiliated with the Florida Public Safety Institute. At the direction of the Board of Trustees of Tallahassee State College, income derived by the Organization, subject to the assignment of revenue and other amounts derived from the operation of the facility, may be transferred to the Tallahassee State College. The Organization is a component unit of Tallahassee State College and is included in the College's annual report.

A summary of significant accounting policies follows:

**Basis of Accounting** - The Organization follows financial reporting requirements for enterprise funds, which use the accrual basis of accounting. Under this method, revenue is recorded when earned and expenses are recognized when incurred.

**Property and Equipment** - Cost directly associated with the construction of the housing complex, including interest incurred from financing during the construction period is capitalized to the cost of the building, and depreciation is provided over the building's estimated life of thirty-nine (39) years on a straight line basis.

Furniture and equipment with a value of or costing over \$500 is recorded at cost and depreciated over its estimated useful life of five (5) to seven (7) years on a straight line basis.

**Income Taxes** - The Organization is exempt from income taxes on income from related activities under Section 501(c)(3) of the U.S. Internal Revenue Code and corresponding state tax law. Accordingly, no provision has been made for federal or state income taxes. Additionally, the Organization has been determined not to be a private foundation under Section 509(a) of the Internal Revenue Code.

The Organization has reviewed and evaluated the relevant technical merits of each of its tax positions in accordance with accounting principles generally accepted in the United States of America for accounting for uncertainty in income taxes, and determined that there are no uncertain tax positions that would have a material impact on the financial statements of the Organization.

**Cash Equivalents** - For purposes of the statement of cash flows, all highly liquid instruments with a maturity of three (3) months or less are considered to be cash equivalents.

**Use of Estimates** - The preparation of financial statements in conformity with generally accepted accounting principles requires management to make estimates and assumptions that affect certain reported amounts and disclosures. Accordingly, actual results could differ from those estimates.

**PUBLIC SAFETY ACADEMY HOUSING, INC.**  
**NOTES TO FINANCIAL STATEMENTS**  
**March 31, 2024 and 2023**

**NOTE 1 - NATURE OF BUSINESS AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)**

**Election to Apply FASB Accounting Standards Codification** - The Organization has elected to apply all FASB Accounting Standards Codification, except for those that conflict with GASB pronouncements, as permitted by GASB Statement No. 62, "Codification of Accounting and Financial Reporting Guidance Contained in Pre-November 30, 1989 FASB and AICPA pronouncements."

**Subsequent Events** - Management has performed an analysis of the activities and transactions subsequent to March 31, 2024, to determine the need for any adjustments to and/or disclosures within the audited financial statements for the year ended March 31, 2024. Management has performed their analysis through August 29, 2024, the date of this report.

**NOTE 2 - RELATED PARTY TRANSACTIONS**

On May 21, 2004, the College entered into a long-term lease to rent ten (10) acres of land to the Organization in order to build the housing complex. Terms of the lease grants the Organization the use of the land for a ninety-nine (99) year term at less than fair market value rates of \$1 each year, paid in advance.

In November 2005, the Organization executed an agreement with the College to operate the housing complex. Terms of the agreement include monthly lease revenue that varied between \$65,000 and \$67,000 for the fiscal year, with automatic annual lease renewals unless thirty (30) day prior notice of cancellation is given by either party. Total lease income earned amounted to \$807,000 and \$763,500 for the years ended March 31, 2024 and 2023, respectively.

**NOTE 3 - PROPERTY AND EQUIPMENT**

Property and equipment as of March 31, 2024 and 2023, is summarized as follows:

Depreciation expense for the years ended March 31, 2024 and 2023 amounted to \$237,582 and \$240,138, respectively.

	<u>2024</u>	<u>2023</u>
Building	\$ 8,491,790	\$ 8,491,790
Furniture and equipment	<u>592,650</u>	<u>592,650</u>
	9,084,440	9,084,440
Accumulated depreciation	<u>(4,611,393)</u>	<u>(4,373,811)</u>
	<u>\$ 4,473,047</u>	<u>\$ 4,710,629</u>

**PUBLIC SAFETY ACADEMY HOUSING, INC.**  
**NOTES TO FINANCIAL STATEMENTS**  
**March 31, 2024 and 2023**

**NOTE 4 - MORTGAGE NOTES PAYABLE**

Mortgage notes payable as of March 31, 2024 and 2023, were as follows:

	<u>2024</u>	<u>2023</u>
<p>\$6,017,876 refinanced mortgage note payable executed November 10, 2014 with Gadsden County, Florida and assigned to a commercial lender; bearing interest at 2.75% through December 31, 2017, then at 3.34% until August 31, 2019, and thereafter a floating rate equal to 70% of the prime rate of JPMorgan Chase Bank, with a floor in all cases of 2.45%; payable in monthly installments of principal and interest, maturing June 1, 2025. The note is collateralized by a leasehold mortgage in real estate and first priority security interest in all personal property located at the facility. Note is also collateralized by assignment of rents and leases</p>	\$ 805,811	\$ 1,379,525
<p>\$575,000 mortgage note payable executed November 10, 2014, with Gadsden County, Florida and assigned to a commercial lender. The note bears interest at 3.99% until August 31, 2019, and thereafter a floating rate equal to 70% of the prime rate of JPMorgan Chase Bank, with a floor in all cases of 3.25%; payable in monthly installments of principal and interest; maturing June 1, 2025. The note is collateralized by a leasehold mortgage in real estate and first priority security interest in all personal property located at the facility. Note is also collateralized by assignment of rents and leases related to housing facility.</p>	<u>92,815</u> 898,626 <u>(719,417)</u>	<u>158,056</u> 1,537,581 <u>(638,955)</u>
Less: current portion	\$ <u><u>179,209</u></u>	\$ <u><u>898,626</u></u>

**PUBLIC SAFETY ACADEMY HOUSING, INC.**  
**NOTES TO FINANCIAL STATEMENTS**  
**March 31, 2024 and 2023**

**NOTE 4 - MORTGAGE NOTES PAYABLE (Continued)**

As of March 31, 2024, the scheduled maturities of the mortgage notes payable were as follows:

	<u>Principal</u>	<u>Interest</u>
March 31, 2025	\$ 719,417	\$ 34,997
2026	<u>179,209</u>	<u>1,728</u>
	\$ <u><u>898,626</u></u>	\$ <u><u>36,725</u></u>

**NOTE 5 – RECLASSIFICATIONS**

Certain reclassifications have been made to the 2023 current portion of mortgage notes payable and long term mortgage notes payable to conform with 2024 presentation.

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THOMSON BROCK  
LUGER & COMPANY

*Certified Public Accountants and Business Advisors*

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MATTHEW R. HANSARD, C.P.A.  
ANN MARIE BACHMAN, C.P.A.  
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OF COUNSEL  
HAROLD A. BROCK, JR., C.P.A.  
W. FREDERICK THOMSON, C.P.A.

**INDEPENDENT AUDITORS' REPORT ON INTERNAL  
CONTROL OVER FINANCIAL REPORTING AND ON  
COMPLIANCE AND OTHER MATTERS BASED ON AN AUDIT OF  
FINANCIAL STATEMENTS PERFORMED IN ACCORDANCE  
WITH GOVERNMENT AUDITING STANDARDS**

Board of Directors  
Public Safety Academy Housing, Inc.  
Havana, Florida

We have audited, in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States, the financial statements of Public Safety Academy Housing, Inc. (a Florida nonprofit organization), which comprise the statements of financial position as of March 31, 2024 and 2023, and the related statements of activities and changes in net assets, and cash flows for the years then ended, and the related notes to the financial statements and have issued our report thereon dated August 29, 2024.

**Internal Control over Financial Reporting**

In planning and performing our audit, we considered Public Safety Academy Housing, Inc.'s internal control over financial reporting (internal control) as a basis for designing our auditing procedures for the purpose of expressing our opinion on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of Public Safety Academy Housing, Inc.'s internal control. Accordingly, we do not express an opinion on the effectiveness of Public Safety Academy Housing, Inc.'s internal control.

A *deficiency in internal control* exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct misstatements on a timely basis. A *material weakness* is a deficiency, or a combination of deficiencies, in internal control such that there is a reasonable possibility that a material misstatement of the entity's financial statements will not be prevented or detected and corrected on a timely basis. A *significant deficiency* is a deficiency, or a combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance.



Our consideration of the internal control over financial reporting was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control that might be material weaknesses or significant deficiencies. Given these limitations, during our audit we did not identify any deficiencies in internal control over financial reporting that we consider to be material weaknesses. However, material weaknesses may exist that have not been identified.

#### Compliance and Other Matters

As part of obtaining reasonable assurance about whether the financial statements of Public Safety Academy Housing, Inc. are free of material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements, noncompliance with which could have a direct and material effect on the determination of financial statement amounts. However, providing an opinion on compliance with those provisions was not an objective of our audit, and accordingly, we do not express such an opinion. The results of our tests disclosed no instances of noncompliance that are required to be reported under *Government Auditing Standards*.

#### Purpose of This Report

The purpose of this report is solely to describe the scope of our testing of internal control and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the Organization's internal control or on compliance. This report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the Organization's internal control and compliance. Accordingly, this communication is not suitable for any other purpose.

*Thomson Black Impact Company*

Tallahassee, Florida  
August 29, 2024



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OF COUNSEL  
HAROLD A. BROCK, JR. C.P.A.  
W. FREDERICK THOMSON, C.P.A.

August 29, 2024

To the Board of Directors  
Public Safety Academy Housing, Inc.  
Havana, Florida

We have audited the financial statements of Public Safety Academy Housing, Inc. for the years ended March 31, 2024 and 2023, and have issued our report thereon dated August 29, 2024. 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 to you dated January 8, 2024. Professional standards also require that we communicate to you the following information related to our audit.

Significant Audit Findings

*Qualitative Aspects of Accounting Practices*

Management is responsible for the selection and use of appropriate accounting policies. The significant accounting policies used by Public Safety Academy Housing, Inc. are described in Note 1 to the financial statements. No changes were made to the significant accounting policies for the fiscal year. We noted no transactions entered into by the Organization 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 prepared by management and are based on management's knowledge and experience about past and current events and assumptions about future events.

Certain financial statement disclosures are particularly sensitive because of their significance to financial statement users. The financial statement disclosures are neutral, consistent, and clear.

*Difficulties Encountered in Performing the Audit*

We encountered no significant difficulties in dealing with management 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 trivial, and communicate them to the appropriate level of management. Management has corrected all such misstatements; a listing of the adjustments is attached to this letter. Additionally, any misstatements that were considered to be immaterial and were not proposed as adjustments are summarized in a schedule, Audit Difference Evaluation Form, which is attached to this letter.

*Disagreements with Management*

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

*Management Representations*

We have requested certain representations from management that are included in the management representation letter dated August 29, 2024.

*Management Consultations with Other Independent Accountants*

In some cases, management may decide to consult with other accountants about auditing and accounting matters, similar to obtaining a "second opinion" on certain situations. If a consultation involves application of an accounting principle to the Organization's financial statements or a determination of the type of auditors' opinion that may be expressed on those statements, our professional standards require the consulting accountant to check with us to determine that the consultant has all the relevant facts. To our knowledge, there were no such consultations with other accountants.

*Other Audit Findings or Issues*

We have communicated recommendations in a separate letter titled Management Letter for the fiscal year ended March 31, 2024.

We generally discuss a variety of matters, including the application of accounting principles and auditing standards, with management each year prior to retention as the Organization's auditors. However, these discussions occurred in the normal course of our professional relationship and our responses were not a condition to our retention.

Public Safety Academy Housing, Inc.

August 29, 2024

Page 3

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

*Thomson Black & Company*

August 29, 2024

**PUBLIC SAFETY ACADEMY HOUSING, INC.**  
**SUMMARY OF AUDIT DIFFERENCES**  
**March 31, 2024**

**Current Year**

	<b>Over (Under)</b> <b><u>Changes in Net Assets</u></b>
<b>Statement of activities misstatements:</b>	
None	\$ _____ -
<b>Cumulative effect (before effect of prior year differences)</b>	-
<b>Effect of unadjusted audit differences – prior year:</b>	_____ -
<b>Cumulative effect (after effect of prior year differences)</b>	\$ _____ -

	Statement of Net Assets	Statement of Changes in Net Assets
Reclassification adjustments:		
	\$ _____ 0	\$ _____ 0
	_____	_____
	_____	_____

	<b>Over (Under)</b> <b><u>Changes in Net Assets</u></b>
<b>Statement of financial position misstatements:</b>	
Current assets	\$ -
Total assets	-
Current liabilities	-
Total liabilities	-
Net Assets:	
Beginning	-
Ending	\$ -

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**MANAGEMENT LETTER**

Board of Directors  
Public Safety Academy Housing, Inc.  
Tallahassee, Florida

In planning and performing our audit of the financial statements of Public Safety Academy Housing, Inc. (the "Organization") as of and for the years ended March 31, 2024 and 2023, in accordance with auditing standards generally accepted in the United States of America, we considered the Organization's internal control as a basis for designing audit procedures that are appropriate in the circumstances for the purpose of expressing our opinion on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of the Organization's internal control. Accordingly, we do not express an opinion on the effectiveness of the Organization's internal control.

However, during our audits, we have become aware of matters that are an opportunity for strengthening internal control and operating efficiency. This letter does not affect our report dated August 29, 2024, on the financial statements of the Organization.

We will review the status of these comments during our next audit engagement. We have already discussed these matters previously with management and we will be pleased to discuss these comments in further detail at your convenience, to perform any additional study of this matter, or to assist you in implementing any recommendations. Our comments are summarized as follows:

**Prior Year's Recommendations**

**Reconciliation of Loan Principal Payments with Bond Document (Best Practice):**

In a previous year, we identified a discrepancy between the principal payments for the \$575,000 note payable and the bond document's amortization schedule. This discrepancy in the principal payments invoiced by the bank has persisted into the current year. As of March 31, 2024, the difference in the principal balance is \$5,262. Despite this, no misstatement has been found in the financial statements, and the bank has extended the loan payment schedule accordingly. No recommendation is being provided at this time.

**Current Year's Recommendations**

**Insufficient Bank Funds (Deficiency)**

During our review of bank transactions, we observed that the Organization attempted to make payments on the loans before ensuring there were sufficient funds in the bank account. This resulted in a bank fee that the Organization paid. We recommend conducting a review to verify that adequate funds are available before initiating loan payments.

We wish to thank the Executive Director and her staff for their support and timely assistance during our audit.

The report is intended solely for the information and use of the Board of Directors, management, and others within the Organization and is not intended to be and should not be used by anyone other than these specified parties.

*Thomson Black & Company*

August 29, 2024

## **Appendix H**



# APALACHEE REGIONAL PLANNING COUNCIL

Local Partnerships. Regional Impact.

April 22, 2025

Board of Directors  
Triumph Gulf Coast  
P.O. Box 12007  
Tallahassee, Florida 32317

## **RE: Tallahassee State College Proposal #339**

Dear Triumph Gulf Coast Board of Directors:

On behalf of the Apalachee Regional Planning Council (ARPC), I am pleased to express our strong support for Tallahassee State College's proposal for funding through the Triumph Gulf Coast Grant. This initiative aligns directly with ARPC's mission to foster economic development, strengthen workforce capacity, and improve the overall quality of life across the Apalachee Region, particularly in our rural and underserved communities, such as Wakulla County.

Tallahassee State College's proposal thoughtfully addresses two of the most critical workforce challenges facing our region: the shortage of qualified healthcare professionals and the ongoing need for dedicated educators. By strategically investing in both healthcare and teacher preparation programs, this initiative will create sustainable, high-impact workforce pipelines that support regional resilience and economic vitality.

In response to the acute teacher shortage in Wakulla County, this proposal will establish a "Build Our Own" teacher pipeline that creates direct pathways for local students and community members to pursue careers in education. Through accessible, high-quality training and certification programs, the initiative will help recruit, prepare, and retain skilled educators who understand the unique needs of our schools and are deeply invested in the success of their communities. This localized approach is essential to strengthening our education system and supporting long-term academic achievement for students throughout the Region.

Simultaneously, the proposed expansion of healthcare workforce training will address persistent gaps in the availability of nurses, medical assistants, allied health technicians, and other essential healthcare roles. As the demand for healthcare services continues to rise, it is critical that we develop a well-trained, local workforce to meet these needs and support public health. The program's focus on both entry-level and upskilling opportunities ensures that new and incumbent workers alike can access career advancement and long-term employment in a high-wage, high-demand field.

As the designated Regional Planning Council serving our nine-county area, ARPC recognizes and fully supports initiatives like this one that are comprehensively designed, locally responsive, and regionally



impactful. This proposal exemplifies the kind of collaborative, cross-sector investment that we believe is essential to building a stronger, more resilient future for the Apalachee Region.

We are grateful for Tallahassee State College's leadership and commitment to addressing these critical workforce needs. ARPC stands ready to support and partner in this effort to prepare individuals for meaningful careers that directly benefit Wakulla County and the broader Apalachee Region. If there are any questions regarding ARPC's support for the proposed initiative, please contact Caroline Smith, ARPC Economic Development Manager, at (850) 312-3339 or by email at [csmith@arpc.org](mailto:csmith@arpc.org).

Sincerely,

A handwritten signature in black ink that reads "Chris Rietow". The signature is written in a cursive, flowing style.

Chris Rietow  
ARPC Executive Director



## Franklin County District Schools

85 School Road  
Eastpoint, FL 32328

Ph (850) 670-2810

Fax (850) 670-8579

March 4, 2025

Board of Directors  
Triumph Gulf Coast  
P.O. Box 12007  
Tallahassee, Florida 32317

RE: Tallahassee State College Proposal #339

Dear Triumph Gulf Coast Board of Directors:

On behalf of the Franklin County School Board, I am pleased to express our strong support for Tallahassee State College's proposal for funding under the Triumph Gulf Coast Grant. This initiative will provide critical workforce training opportunities in education and healthcare, directly addressing the challenges Franklin County faces in recruiting, training, and retaining skilled professionals.

Franklin County faces unique workforce challenges, particularly in education and healthcare. The difficulty in attracting and keeping qualified teachers and healthcare workers has long been a barrier to economic growth and community well-being. Many of our residents who wish to pursue careers in these high-demand fields are forced to travel long distances for training, making it harder for them to complete their education and return to serve their home community. By expanding workforce training opportunities closer to home, this initiative will provide Franklin County residents with a more accessible and affordable path to meaningful, high-wage careers while strengthening our local workforce.

Beyond meeting immediate workforce needs, this investment in education and training will have long-term economic benefits for Franklin County. A skilled and stable workforce is essential to attracting new businesses, supporting existing employers, and fostering economic development in our region. By equipping local residents with the skills necessary to fill critical positions in education and healthcare, this program will not only improve individual career prospects but also contribute to the overall growth and prosperity of our community.

The Franklin County School Board fully supports this initiative and appreciates Tallahassee State College's leadership in providing life-changing educational opportunities for rural communities like ours. We look forward to seeing the positive impact this program will have on Franklin County and the entire Gulf Coast region.

If there are any questions, I can be reached at 850-670-2810.

Respectfully,

Steve Lanier  
Superintendent, Franklin County Schools



APRIL 30, 2025

Board of Directors  
Triumph Gulf Coast  
P.O. Box 12007  
Tallahassee, Florida 32317

RE: Tallahassee State College Proposal #339

Dear Triumph Gulf Coast Board of Directors:

On behalf of HCA Florida Capital Hospital, I am pleased to express our strong support for Tallahassee State College's proposal for funding under the Triumph Gulf Coast Grant. This initiative is essential in addressing the growing demand for trained healthcare professionals in Wakulla County and the surrounding Florida Gulf region by expanding workforce training opportunities in this critical field.

The healthcare industry is facing an urgent workforce shortage, with hospitals, clinics, and long-term care facilities struggling to fill positions for nurses, medical assistants, technicians, and other essential roles. As the region's population continues to grow and the need for quality healthcare services rises, it is imperative that we invest in developing a well-trained, highly skilled workforce to meet these increasing demands.

Tallahassee State College's proposed initiative will not only help address this workforce gap by preparing new professionals to enter the field, but it will also provide current healthcare workers with opportunities to upskill and obtain additional certifications. These training programs will enable employees to advance their careers, improve patient care, and ensure that our healthcare system remains strong and resilient.

At HCA Florida Capital Hospital, we recognize the value of this investment in our future workforce and fully support Tallahassee State College's efforts to expand healthcare education and training. We look forward to partnering in this initiative to build a pipeline of skilled healthcare professionals who will serve our community for years to come.

If there are any questions, I can be reached at [Micah.Roden@HCAHealthcare.com](mailto:Micah.Roden@HCAHealthcare.com).

Respectfully,

**Micah Roden**

Vice President  
Human Resources

HCA Florida Capital Hospital  
2580 Care Drive - Suite 1, Tallahassee, FL 32308  
P 850-325-4000 | M 850-510-7012



March 11, 2025

Board of Directors  
Triumph Gulf Coast  
P.O. Box 12007  
Tallahassee, Florida 32317

RE: Tallahassee State College Proposal #339

Dear Triumph Gulf Coast Board of Directors:

On behalf of the Wakulla Economic Development Council (WEDC), I am pleased to offer our full support for Tallahassee State College's proposal for funding under the Triumph Gulf Coast Grant. This initiative represents a significant opportunity to expand workforce education and training programs in the fields of education and healthcare, directly benefiting Wakulla County and the surrounding Florida Gulf region.

WEDC is committed to fostering job creation and capital investment through strategic development, sound policy, and effective marketing. By enhancing workforce training opportunities, this initiative will ensure that individuals in our community are equipped with the necessary skills to meet the demands of local employers. Beyond the committed partners—Tallahassee Memorial Hospital, HCA Florida Capital Hospital, and Wakulla County Schools—this investment in education and healthcare training will strengthen the regional labor market and contribute to sustained economic growth.

We commend Tallahassee State College for its leadership in addressing critical workforce needs and creating pathways to high-wage, high-demand careers for residents of Wakulla and surrounding counties. WEDC fully supports this initiative and looks forward to collaborating on this important endeavor.

If there are any questions, I can be reached at (850) 567-3989.

Respectfully,

A handwritten signature in blue ink, appearing to read "John Shuff", is written over a light blue circular background.

John Shuff, President  
Wakulla County Economic Development Council



# WAKULLA COUNTY SCHOOL BOARD

69 ARRAN ROAD  
POST OFFICE BOX 100  
CRAWFORDVILLE, FLORIDA 32326  
TELEPHONE: (850)926-0065  
FAX: (850) 926-0123



Richard Myhre  
Superintendent

Edward Hand  
District I

Angela Nichols  
District II

Cale Langston  
District III

Joshua Brown  
District IV

Laura Lawhon  
District V

April 24, 2025

Board of Directors  
Triumph Gulf Coast  
P.O. Box 12007  
Tallahassee, Florida 32317

RE: Tallahassee State College Proposal #339

Dear Triumph Gulf Coast Board of Directors:

On behalf of Wakulla County Schools, I am pleased to express our strong support for Tallahassee State College's proposal for funding under the Triumph Gulf Coast Grant. This initiative presents a critical opportunity to expand workforce training in education and healthcare, addressing urgent needs within Wakulla County and the surrounding Florida Gulf region.

As Wakulla County faces an ongoing teacher shortage, we are committed to developing sustainable solutions that will ensure a well-prepared and dedicated educator workforce for our schools. Through this initiative, Tallahassee State College will establish a "Build Our Own" teacher pipeline, providing local students and community members with a direct pathway to pursue careers in education. By offering accessible, high-quality training and certification opportunities, this program will help us recruit, train, and retain skilled educators who understand the unique needs of our schools and community.

Beyond education, this initiative will also support workforce development in healthcare, strengthening our local labor market and contributing to long-term economic stability. We are grateful for Tallahassee State College's leadership in addressing these workforce challenges and for its commitment to preparing individuals for high-wage, high-demand careers that directly benefit Wakulla County and beyond.

Wakulla County Schools fully supports this initiative, and we look forward to partnering with Tallahassee State College in this critical effort. Together, we can ensure a brighter future for our students, schools, and community.

If there are any questions, I can be reached at 850-926-0065 or [richard.myhre@wcsb.us](mailto:richard.myhre@wcsb.us).

Sincerely,

Richard Myhre, Superintendent