

**Building Central Florida's Semiconductor Cluster for Broad-Based Prosperity**  
**BBBRC Phase 2 Application for EDA Award #ED22HDQ3070027**  
**Overarching Narrative**

EDA has a chance, with this application, to make the United States' first major investment in our nation's semiconductor renaissance. An infusion of EDA BBBRC funds will accelerate advanced packaging semiconductor manufacturing in the US and Central Florida. President Biden, in his State of the Union Address on March 1, 2022, emphasized the critical need of the US to on-shore domestic semiconductor manufacturing – this application will do that.

**Our Vision:** Osceola County, the Orlando Economic Partnership (OEP), the University of Central Florida (UCF), and Bridging the Innovation Development Gap (BRIDG) comprise the Coalition whose vision is to advance and accelerate existing investments in semiconductor research, development, and manufacturing at Osceola County's NeoCity, in Central Florida, to contribute to the nation's semiconductor on-shoring, reversing socio-economic inequities in the region, and establish Central Florida as a regional semiconductor hub.

**Description of Regional Growth Cluster:** Osceola County's local economy is primarily reliant on tourism and agriculture and was evidenced by the County's unemployment rate during the initial months of the COVID-19 pandemic, which went up to 31%, the third highest unemployment rate in the entire country during the month of May 2020. Six years earlier, following the impacts of the Great Recession, Osceola County decided to make a long-term investment to create a 500-acre technology district, known as NeoCity to diversify its economy. Since then, Osceola County, the State of Florida, and their regional partners have invested over \$273 million to make NeoCity the hub to Central Florida's burgeoning semiconductor industry. NeoCity's anchor building, the Center for NeoVation, (total of 109,000 sq. ft) consisting of a 36,000 square ft. clean room, is one of the most technologically advanced manufacturing research centers in the western hemisphere, home to SkyWater Technology, imec USA, BRIDG, and SUSS MicroTech.

The site specializes in a form of semiconductor manufacturing called advanced packaging, which greatly reduces a microchips size, weight, and energy consumption, while increasing its durability. Think of a green circuit board, with all the chips attached to it. Advanced packaging essentially removes the green circuit board and attaches each component chip onto each other, like how individual Lego pieces can be stacked on top of each other to form a Lego set. This next generation process fully integrates all the component chips into a single, advanced packaged, chip. Currently, 97% of these advanced packaged, integrated processes, are done in Asia, where foreign entities can insert malicious processes into these integrated chips in a way that is not easily identifiable.

The advanced packaging processes being stood up in NeoCity is unique because the focus is on manufacturing low volume, highly customized chips which have little or no broad-based demand by the average consumer, but are highly sought after by the aerospace, defense, and medical industries because those industries operate in extreme environments that often require microchips with specific functions in very low volumes. Large scale, commercial fabs do not make these types of chips because they either do not meet aerospace, defense, and extreme environment requirements or the way they are produced does not meet the system developer's security needs.

**No other site in the US is working to stand up these types of customized processes, in a turn-key model. So, if not here, then where?**

**The small volume, highly customizable advanced packaging capabilities being stood up at the Center for NeoVation is our first “unfair advantage” in this competition.** These types of advanced packaged microchips have immediate use in extreme environments and spaceflight, resulting in synergies with NASA, defense, and aerospace industries, who are all primarily located in the East Central Florida region, within a 60-mile radius of NeoCity. These industries present direct and immediate opportunity for expansion, creating a growing competitive advantage for our region. Currently, the Center for NeoVation has some of the equipment to stand up these processes, but they are incomplete. Referring to the Lego analogy, the facility can put half of the bricks together, but cannot complete the whole set. **Projects 1 and 3 are critical to providing advanced packaged chips and “but for” this competition, these processes will not be funded, and stood up, for the foreseeable future.** An EDA investment in our Coalition will drive both the near-term and long-term durable change to the semiconductor industry, NeoCity, and the region.

#### **Coalition Members that Comprise the Regional Growth Cluster**

**Osceola County**– Local unit of government, lead Coalition member, and owner of NeoCity and the Center for NeoVation.

**Orlando Economic Partnership (OEP)** – Regional non-profit Coalition member, a convener linking the collaborative engagement of the private (business), public, and non-profit sectors.

**BRIDG** – Non-profit, semiconductor research, development, and manufacturer Coalition member.

**University of Central Florida (UCF)** – Research 1 University designated by the US Department of Education as a Hispanic Serving Institution and Coalition member.

**Additional Partners:** Includes SkyWater Technology, the Florida High Tech Corridor Council (FHTCC), imec USA, SUSS MicroTech, TEL, Siemens Corporation, Deca Technologies, Draper, Rockley Photonics, Samyoung S&C, Osceola County School District, Valencia College, Osceola Technical College, Kissimmee/Osceola Chamber of Commerce, CareerSource, the Kissimmee Utility Authority, Toho Water Authority, and others.

#### **Component Projects**

**Project No. 1 Center for NeoVation Expansion.** - Osceola County will serve as the lead for the project, with BRIDG as a co-applicant, that will expand the capacity of the Center for NeoVation advanced manufacturing facility by making physical improvements and renovations to the facility to make it fully facilitated and ready to expand production.

**Project No. 2 NeoVation Way Road.** - Construction of a new 0.56-mile-long roadway serving as the southern portal to NeoCity. The project will be designed and implemented by Osceola County as the lead applicant, with co-applications in support of the project from the Toho Water Authority and the Kissimmee Utility Authority.

**Project No. 3 Advanced Packaging Program.** - Led by BRIDG, with Osceola County as a co-applicant, the project will purchase and install microelectronic advanced packaging machinery.

**Project No 4. Microelectronics Design and Production Digital Twin.** – UCF will serve as the lead entity for Project 4, with BRIDG in support of the project as a co-applicant, that will purchase modeling and simulation equipment to develop a real time digital twin of the Center for NeoVation and its semiconductor production line. This will allow for real-time feedback on chip integration, allowing for more efficient semiconductor production lines.

**Project No. 5 Upskill Osceola.** –Led by OEP, the project will expand and scale a skills-based workforce development platform that broadens the talent pipeline, by aligning education and training with the specific skills demanded of the semiconductor industry. Project will leverage unique analytics to help the cluster’s industry partners, and their ancillary industries, recognize those skills in candidates, particularly workers without traditional academic credentials, like a bachelor’s degree, who may otherwise be overlooked.

**Project No. 6 Catalyst Osceola.** – Led by OEP, Catalyst Osceola’s primary purpose is to facilitate engagement between cluster participants and the outside world to address the specific needs of the semiconductor cluster participants and the cluster. In this way, the semiconductor cluster will flourish and have a positive impact on the local and regional community. A Cluster Management Organization (CMO) will be established. The FHTCC will be sub-awarded funds to establish and make external alignments of the CMO, industry, and academia.

**Project No. 7 Coalition Governance.** – Led by Osceola County, Project 7 establishes the internal governance structure for the BBBRC’s Coalition members and partners, to manage, and administer, the seven component grants associated with the BBBRC. Kissimmee/Osceola Chamber of Commerce will be sub-awarded funds to lead the community engagement efforts with community stakeholders, in the form of workshops and community outreach, to ensure the community’s voice is heard in the Coalition’s board and to inform the community of the economic opportunities associated with the projects.

Collectively, our seven component projects are each vital and critical parts which make the whole of our cluster greater than its individual parts. These interconnected projects work to drive competitiveness, potentially transforming our region into a hub for semiconductor manufacturing. The enhancements to the Center for NeoVation will further its capabilities, enabling the ability to advance package microelectronics. The expertise from UCF’s digital twin, BRIDG, and SkyWater will optimize all chip production for efficiency. Assets, including the NeoVation Way Road, will link NeoCity and the Center for NeoVation to the local public rail mass transit system, SunRail, allowing for workers who depend on public transportation an easier commute to the site. Osceola County has committed \$5 million of ARPA SLFRF money to establish an autonomous vehicle service between the SunRail station and NeoCity. The UpSkill workforce training program will equitably provide quality job opportunities, while the CMO will develop strategic business relationships between industry leaders as well as educational entities. All pieces will work together benefiting each other while creating a successful economic development regional cluster in the semiconductor field. These projects, taken collectively, bring NeoCity closer to the national goal of increasing the volume of advanced packaged microchips for defense systems. NeoCity’s current tenants already depend on the interrelated semiconductor ecosystem. The success of the Coalition is similar and will depend on all seven inter-related projects.

Total Requested Federal Funds for all 7 Component Projects:	\$58,912,750	76%
Total Applicant Match funds for all 7 Component Projects:	\$18,623,799	24%
Total Project Costs	\$77,536,549	100%

**CEDS Statement:** The collection of proposed component projects supports the economic development needs, and objectives, outlined in East Central Florida Regional Planning Council’s (ECFRPC) CEDS. Specifically, these include increasing East Central Florida’s role in global trade, expanding the region’s manufacturing base, and supporting technology commercialization efforts.

(CEDS goals E-3, E-4, and E-5). Each of our seven (7) component projects have a letter from the ECRPC confirming that their individual project complies with the CEDS.

**Complementary Projects:** Beyond the scope of this project, in the form of complementary projects, **Osceola County is providing \$12 million in ARPA SLFRF money to provide all 2022 high school graduates, in Osceola County, a scholarship to cover tuition and fees not otherwise covered by other grants or scholarships to cover an Associate of Arts degree, Associate in Science degree, technical certificate, accelerated skills training, or vocational training.** Additionally, Osceola County is committed to providing graduating students who are currently eligible for free and reduced lunch, or are eligible to receive a Pell grant, a \$500 stipend for each semester enrolled in community college.

Valencia College recently received \$3.7 million in state grant funding to develop an accelerated skills training program in robotics technology with a specialized semiconductor track, specifically to provide pathways for residents to work in NeoCity and the semiconductor industry. Of the \$3.7 million in state grant funding, Valencia is investing \$2.5 million to build out the College's advanced robotics learning factory which will house the specialized semiconductor track to include a simulated wafer processing production line and a mock cleanroom. Launching in 2023, the twenty-week training program, is expected to graduate approximately 60 students per year. Graduates of the accelerated skills training programs have the option of continuing their education and can articulate into Valencia College's Associate in Science degree in Engineering Technology. Additionally, Valencia provides every student a complementary LYNX (regional public transportation provider) bus pass, and they're experimenting with a full wrap around stipend, so instead of having to work, students can focus entirely on their academics.

Osceola County provided \$750,000 from CARES CRF money to CareerSource, the local workforce development board, to connect individuals to career and technical training programs, including semiconductor and advanced manufacturing programs. Osceola County provided another \$282,300 to Osceola Technical College, a vocational public school, using CARES CRF money to advance technical training, including in the semiconductor industry.

The School District of Osceola County, in partnership with Osceola County, BRIDG, and UCF, invested over \$17 million to design, construct, and develop a rigorous program of STEM education in a public magnet high school program, called NeoCity Academy. Located next to the Center for NeoVation, SkyWater Technology, BRIDG, and imec USA provide the students at NeoCity Academy internships in the Center for NeoVation.

**Metrics for Success:** Metrics of success for the proposed projects include anticipated job creation and wage growth, anticipated regional GDP growth, reduced unemployment, workers placed in jobs that provide living wages, and having industry expand into the NeoCity campus.

**Timeline:** Each component narrative will provide details of the timeline for implementation of their respective project. With an anticipated grant award by October 1, 2022, the Coalition commits to completing the implementation of all the Component Projects well before September 30, 2027.

## PROJECT'S LOCATION AND REGION

The Coalition's primary service area is located in the 500-acre County owned and operated NeoCity campus. This location is within the East Central Florida Region. This region houses the following counties including their FIPS code: Osceola 12097, Brevard 12009, Orange 12095, Seminole 12117, Lake 12069, Sumter 12119, and Volusia 12127. The East Central Florida region houses the 3<sup>rd</sup>, 7<sup>th</sup>, 8<sup>th</sup>, 9<sup>th</sup>, 10<sup>th</sup>, 11<sup>th</sup> and 15<sup>th</sup> Congressional Districts. The specific project site at NeoCity is within the 9<sup>th</sup> Congressional District. Major cities located in the six (6) County Region include: Cities of Kissimmee, St. Cloud, Orlando, Apopka, Daytona Beach, and Melbourne.

**NeoCity is unique in that Osceola County owns the land with no debt, and with no carrying costs, resulting in the County being able to leverage economic development incentives to create high tech jobs and growth in the semiconductor industry. This is our Coalition's second "unfair advantage."** Specifically, by providing land at no cost, offering tax rebates for ten years, with the entire site located entirely within a federally designated Opportunity Zone, the County can leverage unique economic development incentives. Only three buildings currently exist in NeoCity, with the remaining campus sitting as pad ready, green fields. The County is intentionally preserving and holding the green fields for semiconductor industries and to take advantage of opportunities like CHIPS for America, NIST Manufacturing USA, and the BBBRC. Additionally, NeoCity is home to a new \$20 million-dollar electric substation capable of providing the high-demand electrical needs necessary for semiconductor manufacturing.

The site is strategically located with proximity to Orlando, major universities, and America's only Spaceport/Seaport/Airport/Rail grouping. NeoCity is a twenty-minute drive to the Orlando International Airport, six-minute drive to the Florida Turnpike, twenty-three-minute drive to Interstate 4, five-minute drive to the SunRail/Amtrack station, an hour drive to Kennedy Space Center or the Port of Canaveral, and just over an hour drive to the various aerospace companies located in Brevard County home to NASA, the Space Force, L3 Harris, Northrop Grumman, Lockheed Martin, Space X, and Blue Origin.

In fact, UCF was specifically created in 1968 to train engineers in the aerospace industries. Within 120-mile radius of NeoCity, there are seven universities, which house over 529,000 university students. Valencia College is across the street from NeoCity. Osceola Technical College is a nine-minute drive from the site. The Osceola County School District's NeoCity Academy, located next to the Center for NeoVation, works with SkyWater, BRIDG, and imec USA to provide internships for the high school students to work in the fab. All of the above educational resources ensure shared prosperity and economic growth in both urban and rural areas of the cluster's region.

## PRIVATE SECTOR ENTITIES PARTICIPATING

The County owns the Center for NeoVation, and issued the debt for it for 30 years, which is unique for a local government to do. Osceola County did it in partnership with UCF, which would have operated it for 30 years. However, UCF was unable to run the facility due to a variety of reasons. Within a relatively short period of time, and through the assistance of Secretary Wilbur Ross, stemming from his tour of the facility in 2020, a connection was made to SkyWater Technology. The initial connection resulted in SkyWater Technology and the County entering into a lease in January 2021.

**SkyWater Technology** – Private coalition partner. SkyWater Technology has participated in coalition discussions since the first discussion call about forming a regional growth coalition. As operator of the Center for NeoVation, they have committed to employing 220 new workers once the facility has been renovated and the new advanced packaging equipment have been brought online, at a salary range above the region’s median salary range. SkyWater Technology has committed to contributing \$9.08 million as the local match for the expansion of the Center for NeoVation and the advanced packaging program. Their Minnesota fab is part of the DOD Trusted Foundry Program, and the Center for NeoVation is expected to receive the same certification in Second Quarter of 2022.

**Deca Technologies** – Private partner that will work on the advanced packaging project.

**imec USA** – Non-profit, Belgian coalition partner since initial August 2021 discussions. Their US headquarters is in NeoCity. They will collaborate with BRIDG, SkyWater, and others on the advanced packaging project and commit to creating 10 jobs should these projects get funded.

**Draper Labs** – Non-profit partner that will work on the advanced packaging project.

**Samyoung S&C Co.** – New foreign partner from South Korea that will bring environmental sensor production and manufacturing to NeoCity. They will establish a North American headquarters in NeoCity and create 300 new quality jobs over the next 10 years.

**Rockley Photonics** – Private partner that will work on the advanced packaging project.

**Siemens USA** – Private coalition partner who’s been involved with previous digital twin projects with BRIDG and UCF. Will collaborate with UCF and BRIDG in the digital twin project.

**SUSS MicroTech** – Private coalition partner that manufactures semiconductor manufacturing equipment and will collaborate with BRIDG on the advanced packaging project.

**Valencia College** – Regional community college, recently received \$3.7 million in state grant funding to develop an accelerated skills training program with a specialized semiconductor track, specifically to provide pathways for residents to work in NeoCity and the semiconductor industry.

Total Jobs Committed by Coalition Members (BRIDG & SkyWater)	280 jobs
Total Jobs Committed by Coalition Partners (imec & SamYoung, S&C)	<u>310 jobs</u>
<b>TOTAL NUMBER OF PRIVATE SECTOR JOBS COMMITTED</b>	<b>590 jobs</b>

### **SUSTAINABILITY AFTER PERIOD OF GRANT FUNDING**

The US is far too dependent on offshore semiconductor manufacturing, especially from China and Taiwan. The US needs to immediately strengthen its position in fab capacity and advanced packaging. Our expanded and enhanced facility will be an attractive addition to the market.

The Center for NeoVation is already self-sustaining with the arrival of SkyWater Technology. The BBBRC funding will be the high-profile investment that will attract additional companies towards NeoCity, helping to make the entire cluster fully sustainable. The expansion of the Center for NeoVation will allow the site to be fully optimized and expand production capacity, which will result in additional use of the site. The purchase of the advanced packaging equipment will allow for a new line of production to be stood up at the site. According to Kevin Engel of Amkor, “advanced packaging has become integral to embedding increased functionality into a variety of electronics, such as cellular phones and self-driving vehicles, by supporting high-density in a small footprint.” Between domestic advanced packaging capabilities, the County’s ownership of the green fields of NeoCity, and their ability to offer unique economic development incentives, the cluster will be able to attract additional industry and be self-sustaining.

## **PLAN FOR COMMUNITY BASED ORGANIZATIONS AND LABOR PARTICIPATION**

Osceola County is committed, through the County's administrative code, to encourage a living wage incentive program that encourages the improvement to the quality of life of its citizens through the payment of an adequate wage that promotes stability and quality in the workforce, and does not perpetuate underemployment, while at the same time not creating unemployment. County staff is directed to develop programs to support living wage incentives wherever possible.

Osceola County commits to updating the County's administrative code to require all future construction projects in NeoCity to provide a living wage to their employees and provide opportunities to apprenticeships for all contractors or sub-contractors.

Osceola County is committed, through the County's administrative code, to encourage minority/women businesses and service-disabled veteran businesses to apply for county procurement projects. Osceola County's Administrative Code also encourages contracting and procurement opportunities for small business enterprises headquartered in Osceola County.

Osceola County is committed to ensuring that its contracting opportunities reflect the rich and growing diversity of the County's business community. The contributions of firms owned by minorities, women, and veterans strengthen our local economy and enhance our quality of life. County staff regularly coordinates and participates in outreach and educational efforts to promote the County's supplier diversity initiative with the goal of increasing the participation of suppliers from diverse backgrounds in the County's supply chain.

Osceola County already works with, and will continue its partnership with Prospera, an economic development, nonprofit organization specialized in providing bilingual assistance to Hispanic entrepreneurs trying to establish or expand their business. Through Prospera's "Providers' Academy", the County conducts training webinars on "How to Do Business with Osceola County." Last fiscal year, through the County's partnership with Prospera, twenty-eight (28) Hispanic American owned businesses were provided with one-on-one technical assistance and were identified as eligible to become certified through reciprocity. In addition, last fiscal year, the County's outreach and educational efforts resulted in the certification of thirty-seven (37) new Minority/Women Business Enterprises (MWBE), Service-Disabled Veteran-Owned Business Enterprises (SDVBE), and Local Small Business Enterprises (LSBE) ready, willing, and able to do business with the County. For FY21, the County spent \$1,947,028.26 on commodities and services provided by MWBE's and Local Business Enterprises. Additionally, the County awarded over \$2,291,998.00 to Disadvantage Business Enterprises (DBE) for projects contracted with, and funded through, the Florida Department of Transportation.

## **PLAN FOR EQUITABLY SHARE ACROSS ALL EFFECTED COMMUNITIES**

NeoCity Academy is a public, STEM magnet high school that the Osceola County School District runs and provides bus service for students throughout the County, both in urban and rural areas of the County that could be as far as an hour long drive each way. Many of these students have internships within the Center of NeoVation. The US needs to develop an ecosystem to support large-scale advanced packaging, such as materials and substrates, as well as a skilled, trained labor force. Education is an integral part of the industry's time bound economic opportunity.

Additionally, as previously mentioned, Osceola County is committed to community equity and inclusion, as evidenced by providing approximately \$12 million in ARPA money to provide all graduating 2022 high school students in the county a free community college scholarship and stipend for each semester enrolled if they're on free and reduced lunch or eligible for a Pell grant.

According to the Semiconductor Industry Association, one in five jobs in the semiconductor industry does not require a bachelor's degree. Should the Congress fully fund the CHIPS for America semiconductor incentive program, there could be up to 1.1 million new semiconductor industry jobs created in the US over the next five years. That means there will be 220,000 jobs in the industry that do not require a college degree. That's where UpSkill Osceola comes into play. It's a program that will identify those who do not have a traditional education background and match them to industry. Additionally, **the Coalition will work with our local community college, Valencia College, to ensure that current technical training and upskill programs are available, with wrap around services being provided for those who want to advance their career in the semiconductor industry.** Thereby preparing those persons seeking the 20% of the available jobs which require only a technical certification.

Valencia College and Osceola County share a uniquely powerful partnership that has resulted in demonstrated outcomes that have advanced racial equity. For example, Osceola County contributed \$5 million toward the construction of Building 4 at the Osceola Campus. The 150,000 square foot building opened in January 2013 and nearly doubled the footprint of the campus. In addition to adding much needed space to the campus, Building 4 added a regional site for the UCF so that, for the first time, Osceola County residents could complete a bachelor's degree without having to commute outside of the county. Over the next five years, enrollment at Valencia of Osceola County residents grew by more than 22%. In Fall 2021, more than 70% of Osceola County residents enrolled at Valencia self-identified as Hispanic (59.6%) or Black (10.7%).

In 2016, Osceola County donated 19 acres of land to support the establishment of a Poinciana Campus. The Campus was designed to provide access to higher education for students of the Poinciana community which had been historically underserved. In the Campus's first year (2017-18), it served nearly 2,000 students, nearly 75% of whom self-identified as Hispanic (54%) or Black (19%). The addition of the Poinciana Campus was a significant step in significantly improving the college-going rate of high school graduates in Osceola County.

In Fall 2020, college enrollment by Osceola County residents dropped dramatically because of the pandemic. In fact, 20% fewer first-time-in-college Osceola residents enrolled at Valencia in Fall 2020 compared to Fall 2019. Concerned by the long-term impacts of fewer students engaged in postsecondary education, Osceola County approved \$1.3 million to provide scholarships to encourage students to enroll at Valencia. As a result, the number of students from Osceola County increased by more than 7% in Fall 2021 compared to Fall 2020. Moreover, the impact of the scholarships was particularly profound for advancing racial equity, as more than 75% of scholarship recipients were students of color. In fact, the number of Black and Hispanic students from Osceola County enrolled in Fall 2021 was nearly restored to the number from Fall 2019.



All organizations that currently work in NeoCity's semiconductor industry have also signed onto an equity and inclusion pledge to expand diversity and offer opportunities for those who have previously been excluded from these types of jobs.

Osceola County is a majority-minority County and has a long history of promoting diversity and inclusion in all levels of the County's organization. The County advances equitable initiatives, policies, practices, and procedures, including, but not limited to targeted recruitment, diversity selection and retention, Americans with Disabilities Act (ADA) coordination, civil rights Title VI programs, Limited English Proficiency (LEP) plan and supplier diversity. Osceola County's inclusive practices demonstrate the impact in the county's diversity recruitment policies. Currently, minorities represent 46% of Osceola County's workforce. In addition, nearly 11% of the County's employees have self-identified as Veterans. The County continues to make strides with gender equality, with women representing 35% of the County's overall workforce and 52% of the County's leadership team. The County's diversity and inclusion initiatives are supported by robust County ordinance and procedures.

Finally, equity and inclusion are foundational to the overall governance structure of the BBBRC governance board by having the Kissimmee/Osceola Chamber of Commerce engaging in regular workshops with the community to convey opportunities associated with the Coalition and identify the needs of, and provide social service navigation to, the community. Again, Osceola County is a majority-minority community, with over 55% of the community identifying as Hispanic. Having regular communication with the community will ensure that the community has a voice, and a seat, at the table with the Coalition and the semiconductor cluster.

### **OUTCOMES EXPECTED**

Osceola County suffered the third highest rate of unemployment during the first wave of the pandemic, due to our economy depending heavily on hospitality. According to StatsAmerica, Osceola county's 24-month unemployment rate is 9.59, which is higher than the US Average of 6.56. Additionally, the 2019 per capita personal income was \$35,528, lower than the national average of \$56,490. Even today, Osceola County experiences higher unemployment rates than surrounding communities, some of the highest rates in the state<sup>1</sup>, and lags the State of Florida's median recovery metrics – with Osceola County's local county economic impact index score of 0.9368, below the state's average score of 1.0013<sup>2</sup>. **Our residents need an industry that provides opportunities for workers to be upskilled into careers that are recession resistant and provide above median wages.** These projects, and the NeoCity ecosystem, will do that and help Osceola County achieve greater resiliency from future disruptions while building back better our regional economy.

The most obvious expected outcomes are the successful execution of the component grant projects. Expanding the fab capacity on US soil will result in the immediate on-shoring of semiconductor manufacturing capabilities. Improved road access to an expanding fab facility expands manufacturing capacity. Placement of large semiconductor manufacturing tools in the expanded fab will facilitate the on-shoring of advanced packaging capabilities, which is a national security

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<sup>1</sup> [Local Area Unemployment Statistics - FloridaJobs.org](https://www.floridajobs.org/local-area-unemployment-statistics)

<sup>2</sup> <https://www.anl.gov/national-economic-resilience-data-explorer-nerde>

issue and major goal of the DoD. Building capacity for the digital twin will maximize manufacturing efficiency. UpSkill will ensure equity, inclusion, and participation in fab career opportunities. The establishment of a CMO will provide industry development. Establishment of a governance structure will guarantee time bound economic opportunities for years in the future.

Osceola County and UCF have many years of extensive experience in receiving, implementing, and successfully managing large Federal grants. BRIDG manages federal contracting with the DoD on a regular basis. OEP has many years of receiving, implementing and successfully managing large philanthropic and charitable grants. The Coalition members are uniquely suited to be the recipient of the Phase 2 funding.

### **COALITION WORK BETWEEN PHASE 1 AND PHASE 2 APPLICATIONS**

Between Phase 1 and Phase 2 of the BBBRC there has been extensive collaboration and planning between several entities. The Regional Economic Competitiveness Officer (RECO) has been in constant communication with each of the Coalition's project leads and EDA's state of Florida EDR. The coalition has been meeting at least once a week to discuss appropriate project topics, scope, budget, and address any issues. All meetings have been vital to assessing the feasibility of component projects that could promote the expansion of our Cluster.

### **LIST OF CHANGES FROM PHASE 1 TO PHASE 2 PLAN**

The extensive collaboration meetings discussed above resulted in a new component project and expanded list of partners. Originally, the Coalition proposed six component projects. However, after reflection, the original sixth project, which was a combination of the CMO and community engagement, were broken up into two separate projects. That way the CMO could focus on the collaboration between industry, academia, and working toward advancing the semiconductor industry and cluster. Additionally, after extensive consideration about the issue of coalition governance, it was decided to create a seventh project that would include coalition governance, grant administration for all seven projects, and inclusion of the community outreach and engagement, to ensure that the community's voice is heard by the Coalition.

Our first major addition of a partner came in the form of a financial commitment in early January from the State of Florida. The Florida Department of Economic Opportunity awarded a state grant to Osceola County for \$6 million towards the construction of NeoVation Way Road. They also awarded Valencia College \$3.7 million for their advanced manufacturing training program. These awards show the state of Florida's commitment to NeoCity's semiconductor manufacturing cluster and have committed to assisting our Cluster in attracting additional companies to the region.

Additionally, our coalition's partners have expanded to include Kissimmee Utility Authority and Toho Water Authority as co-applicants for NeoVation Way Road project due to their ownership interest in construction projects. FHTCC came in as a partner due to their unique experience at managing a successful CMO in neighboring Orange County. The Kissimmee/Osceola Chamber of Commerce and their Chamber Foundation also came in as a partner to ensure community stakeholders are involved and that their voices are heard in the Coalition.

The region has come together to build Central Florida's semiconductor cluster for broad-based prosperity. With EDA's assistance, we can implement these projects and build back better.