



**Space Florida
Board of Directors Meeting**

May 10, 2016



Naples Beach Hotel & Golf Club
Room: Chokoloskee
851 Gulf Shore Boulevard North
Naples, Florida 34102



SPACE FLORIDA BOARD OF DIRECTORS

Governor Rick Scott,
State of Florida

William T. Dymond, Jr., Chairman
President, CEO and Managing Partner
Lowndes, Drosdick, Doster, Kantor & Reed

Jay Beyrouti
President, Monicarla, Ltd.

Jesse Biter
President/CEO, Biter Enterprises, LLC.

Julius D. Davis
President and CEO, Voltair Engineers

Hayden Dempsey
Chair, Florida Governmental Affairs Practice Greenberg Taurig

Neal Dunn, MD, FACS
Chairman of the Board, Summit Bank, N.A

Mori Hosseini
Chairman & CEO, ICI Homes

Belinda Keiser
Vice Chancellor, Keiser University

Chris Kise
Partner, Foley Lerner

Brian Lamb
President & CEO, Fifth Third Bank – Tampa Bay

Jason Steele
Director of Government Affairs
Smith and Associates

Andrew Weatherford
Partner, Weatherford Partners



SPACE FLORIDA BOARD OF DIRECTORS

AUDIT & ACCOUNTABILITY COMMITTEE

Brian Lamb

President & CEO

Fifth Third Bank – Tampa Bay

Neal Dunn, MD, FACS

Chairman of the Board, Summit Bank, N.A

GOVERNANCE & COMPENSATION COMMITTEE

Jesse Biter

President/CEO

Biter Enterprises, LLC.

Belinda Keiser

Vice Chancellor

Keiser University

Minutes of a Regular Meeting of the Space Florida Board of Directors

A regular meeting of the Space Florida Board of Directors was held January 28, 2016 at the Turnbull Conference Center in Tallahassee.

Board Members Present:

William Dymond
Jay Beyrouiti
Jesse Biter
Julius D. Davis
Hayden Dempsey
Neal Dunn
Danny Gaekwad (via teleconference)
Belinda Keiser
Chris Kise (via teleconference)
Jason Steele
Andrew Weatherford

Space Florida Senior Management Present:

Frank DiBello (via teleconference)
Howard Haug
Jim Kuzma
Denise Swanson

Agenda

- I. Call to Order
- II. Roll Call
- III. Welcome & Introductions
- IV. Public Comments
- V. Audit and Accountability Board Report
- VI. Business Before the Board
 1. Approval of Minutes
 - a. October 21, 2015
 2. Contracts/Business Development/Project Activities
 - a. Blue Origin/Project Panther
 - b. NASA Exploration Park EUL
 - c. CASIS
 - d. Project Ice
 - e. Project Odyssey
 - f. Project Sabal
- VII. President's Report
- VII. Upcoming Events
- VIII. Closing Remarks and Adjournment

A quorum being present, the meeting was called to order at 2:30 p.m. (EST.)

Chairman Bill Dymond called the meeting to order at 2:30 p.m. and welcomed Board members and guests. He noted the recent accomplishments of both Blue Origin and SpaceX, on successfully landing rockets. He also asked for a moment of silence to honor the anniversaries of the Challenger and Columbia Space Shuttle accidents.

There were no Public Comments

Business Before the Board

Approval of Minutes

Jason Steele made a motion to approve the minutes of the October 21, 2015 Board of Directors meeting, which was seconded by Jesse Biter, and approved unanimously.

Audit and Accountability Board Report

Denise Swanson presented the following items for Board approval:

The Board was presented with the Compiled Statement of Revenues and Expenses for the three month period ending Sept. 30, 2015 for FY-end 2016. Space Florida expects to remain within its under plan for the remainder of the year and meet its deliverables.

Jay Beyrouiti made a motion to approve the issuance of Space Florida's quarterly interim financial statements for the period ended Sept. 30, 2015, which was seconded by Neal Dunn, and approved unanimously.

At the August Audit and Accountability Committee meeting, management was directed to recommend a threshold for budget line item changes between budget categories that can be approved by management. The committee recommendation that any budget line item change of \$100,000 or more in aggregate over time be brought before the Board for approval.

There was discussion from the Board regarding whether salaries would fall under this threshold approval.

Neal Dunn made a motion to approve that any budget line item change of \$100,000 or more in aggregate over time be brought to before the Board for approval, which was seconded by Jesse Biter, and approved unanimously.

The Board was presented with Space Florida Financial Statements for the Years Ended June 2015 and 2014. In a report from Space Florida's Independent Auditors, Space Florida received a "clean opinion." Additionally, Debbie Goode from Carr Riggs, Space Florida's audit firm, joined the meeting via teleconference. The auditor's management letter, which addresses compliance requirements and states that Space Florida is in compliance, was included.

Debbie Goode communicated with the Board, noting there were no issues or anything to report to the Board. There was praise from the Board on the clean audit.

Hayden Dempsey made a motion to approve the issuance of Space Florida's annual financial statements for the period ended June 30, 2015 and 2014, which was seconded by Belinda Keiser, and approved unanimously.

Contracts/Business Development/Project Activities

Howard Haug presented the following action items for Board approval:

Blue Origin

Space Florida intends to enter agreements with Blue Origin to match real property investment made by Blue Origin in Cape Canaveral Air Force Station launch complex 36 in an amount of up to \$8,000,000. The source of these funds is FDOT's Spaceport Improvement Program, and a dollar for dollar match will be required.

Space Florida also intends to enter an agreement with Blue Origin to match real property investment made by Blue Origin in Exploration Park Phase 2. The source of these funds are also the FDOT Spaceport Improvement Program and require a dollar for dollar match of up to \$8,400,000. Space Florida intends to enter an agreement with Blue Origin to provide up to \$10,000,000 in funding for real property investment at the Cape Canaveral Spaceport. The source of these funds is a Financial Assistance Grant under the Spaceport Improvement Program.

There was discussion from the Board regarding FDOT's criteria for funding as well as not having a dollar for dollar match in Phase 3. Jim Kuzma clarified FDOT's role in funding and dollars allocated. FDOT funds are part of a package to attract companies like Blue Origin to Florida.

It was also noted that return on investment and jobs will be tracked.

Belinda Keiser made a motion to approve Space Florida to complete negotiations and enter necessary agreements to provide Blue Origin with funding, which was seconded by Andrew Weatherford, and approved unanimously.

NASA Exploration Park EUL

Space Florida requests Board ratification of the conveyance of nonmonetary consideration to NASA-KSC pertaining to the title of Exploration Park Infrastructure Improvements in compliance with Space Florida's Enhanced Use Lease (EUL) with NASA-KSC. Space Florida investments to improve the property and infrastructure totaled \$6,887,396. This investment would be conveyed to NASA-KSC as nonmonetary compensation for payment of rent

for the use of property, offsetting rent until 2030. Conveyance of nonmonetary consideration would be effective as of July 2014.

Space Florida noted that the EUL would be amended to reflect the motion.

Julius Davis made a motion to approve the request to ratify the conveyance of Space Florida's \$6,887,395 investment to NASA-KSC as required by EUL as nonmonetary consideration as of July 1, 2014, which was seconded by Hayden Dempsey, and approved unanimously.

CASIS

During fiscal year ended June 30, 2011, Space Florida led an effort to create and initially fund a Florida-based entity to compete for a long-term contract with NASA for experiments on the national lab portion of the International Space Station. The Center for the Advancement of Science in Space (CASIS) won the competition and initial funding was for \$1,300,000. For a number of reasons, CASIS was able to preserve a significant amount of this initial funding. CASIS proposed to Space Florida that the funds be redirected to an investment in applied manufacturing capabilities to be based in Florida that would support and expand options for private experiments headed to the ISS. Specifically, CASIS together with Craig Technologies will form a venture to which each will contribute investment, along with redirected funds from Space Florida.

There was discussion from the Board regarding the initial investment of \$1.3 million, restrictions and what funds will be used for. Additionally, Howard and Frank noted the importance of working with CASIS.

Jason Steele made a motion to approve Space Florida to complete negotiations with CASIS to redirect the funds, which was seconded by Jay Beyrouti and approved unanimously.

Project ICE

Project Ice involves the sale and leaseback agreement of \$3,500,000 in manufacturing equipment with an aerospace manufacturing company. The company will construct the equipment to be purchased by Space Florida, and Space Florida will lease the equipment back to the company for use in the demonstration and commercial manufacturing. Space Florida intends to lend up to \$1,000,000 toward the project, with the remaining \$2,500,000 to be secured by a third party commercial lender. Space Florida has solicited proposals from top-tier lenders. The \$1 million Space Florida portion would either be used to provide subordinate term debt or future revenue generated by the company, and Space Florida would have no recourse for repayment of the third party debt.

The company already has a presence in Florida.

There was discussion from the Board regarding the track record of the aerospace manufacturing company, as well as protection to the \$2.5 million investment.

Neal Dunn made a motion to approve the request for management to complete negotiations and enter into agreements with the company and third party commercial lending source, which was seconded by Hayden Dempsey, and approved unanimously.

Project Odyssey

Project Odyssey is developing a Lunar Landing Program that will conduct its development and testing in Florida. Space Florida intends to enter an agreement with Odyssey to match real property investment at the Cape Canaveral Air Force Station Launch Complex 17 and 18 in an amount of up to \$1,600,000. The source of the funds is the FDOT Spaceport Improvement Program. There will be a match dollar for dollar from Project Odyssey.

Belinda Keiser made a motion to approve the request for management to complete negotiations and enter agreements with both Odyssey and FDOT, which was seconded by Jesse Biter, and approved unanimously.

Project Sabal

Space Florida is pursuing Project Sabal, the establishment of a major aerospace company in Florida that is expected to generate approximately \$80,000,000 and 250 jobs. A manufacturing facility estimated at \$36,000,000 is also part of the project. Space Florida would build, own and finance the facility, and the facility would be leased to the company under a long-term lease. The project qualifies for match funding from FDOT in the amount of \$17,500,000. The balance of funding would be secured from a third-party lender, and would be secured and serviced through the company's lease payments.

There was discussion from the Board regarding salaries and types of jobs. Space Florida noted that the average salary would be approximately \$86,000.

Jay Beyrouiti asked about a timeframe for the facility. Howard said details were still be worked out. Other questions regarding the lender, return on investment and a timeline for RFQ were also addressed by the Board.

Bill Dymond noted that “a major aerospace presence is an understatement.” Dymond also said that continuing to brief the Board on these projects prior to Board meetings allow for greater understanding.

Julius Davis made a motion to approve the request for management to complete negotiations and enter the Term Sheet with the company, to complete negotiations on the Long-Term Lease and funding agreements with FDOT and the third party commercial lender, and to begin the competitive selection process to procure a contractor for the facility design and construction, which was seconded by Jay Beyrouiti, and approve unanimously.

Presidents Report

Frank DiBello gave the President’s Report informing the Board of aerospace industry updates and Space Florida’s corporate vision and goals; the aerospace industry is a major contributor to the economy; the State of Florida ranks No. 2 in establishments and No. 1 in attractiveness within the aerospace industry; the forecast is for 24-30 launches from the Cape Canaveral Spaceport in 2016; commercial space activity will continue to grow; Space Florida’s vision is to be “Recognized as a Global Leader for Space Commerce;” Space Florida is working to establish 10-year corporate goals.

Additionally, Howard read through the Performance Management Process.

Near Term/Upcoming Events

Upcoming events included the 2016 Florida Space Day held Feb. 3 in Tallahassee; and the next Space Florida Board Meeting on May 10 in Naples.

Closing Remarks & Adjournment

Bill Dymond thanked the Board for their discussion and involvement, and the Space Florida staff should be commended and congratulated. He noted that, “we’re touching all aspects of what we should be doing.”

Dymond adjourned the meeting at 4:30 p.m. p.m. (EST).

William Dymond, Jr., Chair

BOARD OF DIRECTORS MEETING

January 28, 2016

I, Frank DiBello, the undersigned President of Space Florida, do certify and declare that the attached is an accurate copy of the Minutes as approved by the Board of Directors of Space Florida in accordance with the Bylaws, and recorded in the minutes of the meeting of the Board of Directors held on January 28, 2016, and not subsequently amended or modified.

Frank A. DiBello, President

Minutes of a Regular Meeting of the Space Florida Board of Directors

A regular meeting of the Space Florida Board of Directors was held March 4, 2016 via teleconference.

Board Members Present via Phone:

William Dymond
Jay Beyrouti
Jesse Biter
Julius D. Davis
Hayden Dempsey
Neal Dunn
Danny Gaekwad
Belinda Keiser
Chris Kise
Brian Lamb
Jason Steele
Andrew Weatherford

Space Florida Senior Management Present:

Frank DiBello
Howard Haug
Jim Kuzma
Denise Swanson

Agenda

- I. Call to Order
- II. Roll Call
- III. Welcome & Introductions
- IV. Public Comments
- V. Business Before the Board
 1. Contracts/Business Development/Project Activities
 - a. Blue Origin/Project Panther
- VI. Closing Remarks and Adjournment

A quorum being present, the meeting was called to order at 1:00 p.m. (EST.)

Chairman Bill Dymond called the meeting to order at 1:00 p.m. and welcomed Board members and guests. He congratulated Frank DiBello for being this year's recipient of the Dr. Kurt H. Debus Award from the National Space Club Florida Committee. Dymond asked board members on the phone to state their name before speaking.

There were no Public Comments

Business Before the Board

Contracts/Business Development/Project Activities

Howard Haug presented the following action items for Board approval:

Project Panther/Blue Origin

Space Florida requested Board approval to complete negotiations and enter two additional lease agreements with Blue Origin regarding the next stage of the project. Phase 1 includes a 25,000-square foot facility to be built on approximately three acres. Blue Origin will fund and construct the facility and upon completion will quitclaim its interest to Space Florida in exchange for the use and lease of the facility from Space Florida on an absolute net basis for an initial term of 20 years with renewal options of 10 years each until an expiration date of 2065.

In Phase 2, Blue Origin plans to construct a 375,000-square foot manufacturing facility, which is expected to cost approximately \$40,000,000. Blue Origin will also fund and construct this facility and upon completion will quitclaim its interest to Space Florida in exchange for the use and lease of the facility from Space Florida on an

absolute net basis for an initial term of 15 years with renewal option of 10 years each until an expiration date of 2074.

There was discussion from the Board regarding anticipated completion dates and economic penalties. Jesse Biter praised Space Florida for the work in bringing Blue Origin and others to the Space Coast.

Jason Steele made a motion to approve Space Florida to complete negotiations and enter necessary agreements to allow Blue Origin to begin funding and construction of the facilities in phase 1 and 2, and to enter the long-term use/lease agreements, which was seconded by Jay Beyrouti, and approved unanimously.

Closing Remarks & Adjournment

Bill Dymond thanked the Board for their discussion and involvement. He reminded the Board about the Debus Award Dinner to be held April 30 at the Kennedy Space Center Visitor Complex

Dymond adjourned the meeting at 1:20 p.m. p.m. (EST).

William Dymond, Jr., Chair

BOARD OF DIRECTORS MEETING

March 4, 2016

I, Frank DiBello, the undersigned President of Space Florida, do certify and declare that the attached is an accurate copy of the Minutes as approved by the Board of Directors of Space Florida in accordance with the Bylaws, and recorded in the minutes of the meeting of the Board of Directors held on March 4, 2016, and not subsequently amended or modified.

Frank A. DiBello, President

Space Florida
Total Compiled Statement of Revenues and Expenses
The Period Ending March 31, 2016
Unaudited
In 000's

	Total budget	1st Qtr Actual	2nd Qtr Actual	3rd Qtr Actual	Committed	Total Actual and Commitments	Budget Remaining
Operations Revenues							
State Appropriated Revenue, Ops	\$ 10,000	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 10,000	\$ -
Other Revenue	2,732	406	532	734	1,132	2,805	(73)
Total Operations Revenues	\$ 12,732	\$ 2,906	\$ 3,032	\$ 3,234	\$ 3,632	\$ 12,805	\$ (73)
Operations Expenses							
Salaries & Other Related Costs	\$ 4,703	\$ 1,081	\$ 1,180	\$ 1,065	\$ 1,241	\$ 4,569	\$ 134
Contract & Subcontract Services	3,282	725	739	744	991	3,199	83
Operating, General & Administrative	1,418	316	358	310	279	1,262	155
Utilities & Maintenance	1,164	347	161	366	789	1,664	(500)
Business Recruitment/Investment	1,735	217	213	17	486	934	802
Travel & Entertainment	432	35	95	66	150	347	85
Total Operations Expenses, no depreciation	\$ 12,732	\$ 2,723	\$ 2,746	\$ 2,569	\$ 3,937	\$ 11,974	\$ 759
Change in net assets due to Operations	\$ (0)	\$ 184	\$ 286	\$ 666	\$ (304)	\$ 831	

**Space Florida
Fiscal Year 2017 Budget
In 000's**

		<u>Budget</u>
Operations Revenues		
State Appropriated Revenue, Ops	\$	10,000
Other Revenue		3,176
Total Operations Revenues	\$	<u>13,176</u>
 Operations Expenses		
Salaries & Other Related Costs	\$	5,245
Contract & Subcontract Services		3,318
Operating, General & Administrative		1,141
Utilities & Maintenance		1,529
Business Recruitment/Investment		1,535
Travel & Entertainment		408
 Total Operations Expenses, no depreciation	\$	<u>13,176</u>
 Change in net assets due to Operations	\$	<u>-</u>

Space Florida
Fiscal Year 2016 and 2017 Budget Comparison
Unaudited
In 000's

	FY 16 Budget	FY 16 Actual & Commitments	FY 16 Budget to FY 16 Actual & Commitments Variance	FY 17 Budget	FY 16 to FY 17 Budget Variance
Operations Revenues					
State Appropriated Revenue, Ops	\$ 10,000	\$ 10,000	\$ -	\$ 10,000	\$ -
Other Revenue	2,732	2,805	(73)	3,176	(444)
Total Operations Revenues	\$ 12,732	\$ 12,805	\$ (73)	\$ 13,176	\$ (444)
Operations Expenses					
Salaries & Other Related Costs	\$ 4,703	\$ 4,569	\$ 134	\$ 5,245	\$ (542)
Contract & Subcontract Services	3,282	3,199	83	3,318	(36)
Operating, General & Administrative	1,418	1,262	156	1,141	277
Utilities & Maintenance	1,164	1,664	(500)	1,529	(365)
Business Recruitment/Investment	1,735	934	801	1,535	200
Travel & Entertainment	432	347	85	408	24
Total Operations Expenses, no depreciation	\$ 12,732	\$ 11,974	\$ 759	\$ 13,176	\$ (442)
Change in net assets due to Operations	\$ -	\$ 831		\$ -	

**Space Florida
Fiscal Year 2017 Budget Compared
to Fiscal Year 2016 Budget
Budget Narrative**

Revenue:

State Appropriations Budget for Fiscal Year 2017 for Operations will remain at the same level of \$10 million as compared to Fiscal Year 2016 Budget. Other revenue, which is comprised of Space Florida assisted financing projects and lease revenues, is expected to increase for Fiscal Year 2017 by \$444 thousand as compared to Fiscal Year 2016 primarily due to the increased project facility lease and service revenues.

Expenses:

Salary and Other related Costs for Fiscal Year 2017 will increase by \$542 thousand as compared to Fiscal Year 2016 Budget. The increase is primary due to the accrual of a contingent bonus pool and increase in employee health care premiums.

Contract and Subcontract Services will stay fairly constant for Fiscal Year 2017 as compared to Fiscal Year 2016 Budget. Contract and Subcontract services consist of legal, business development services & project support, facility services to including operations & maintenance, and general operating services.

Operating General and Administrative for Fiscal Year 2017 will decrease by \$277 thousand as compared to Fiscal Year 2016 Budget. This decrease is primarily due to certain insurance premiums being charged to specific projects as opposed to a general expense. Remaining expenses included in this category are rentals & leases, insurance, other general operating expenses and capital improvements.

Utilities and Maintenance is expected to increase by approximately \$365 thousand for Fiscal Year 2017 as compared to Fiscal Year 2016 Budget. The increase is primarily due to the addition of the Reusable Launch Vehicle Hangar at the landing strip and Exploration Park Improvements maintenance and utility and use costs.

Business Recruitment/Investments decreased by \$200 thousand for Fiscal Year 2017 as compared to Fiscal Year 2016 Budget. The decrease is primarily attributed to the Capital Accelerator program being allocated to project funding. Additional efforts related to this category are promotion and project expense, Microgravity Research Center, advertising and project expenses.

Travel and Entertainment is expected to remain flat for Fiscal Year 2017 as compared to Fiscal Year 2016. The nature of the business deals being targeted for FY 17 for Business Development travel, both domestically and internationally is anticipated to remain consistent with the prior year.

Space Florida
Fiscal Year 2017 Budget Detail
July 1, 2016 to June 30, 2017
in 000's

Operating Revenues	FY 16 Budget	FY 16 Actual & Commitments	FY 16 Budget to FY 16 Actual & Commitments Variance	FY 17 Budget	FY 16 to FY 17 Budget Variance
State Appropriated Revenue	\$ 10,000	\$ 10,000	\$ -	\$ 10,000	\$ -
Facility Revenue					
SAB	\$ 66	\$ 67	\$ (1)	\$ -	\$ 66
SLSL	820	602	218	1,014	(194)
SRMU	575	680	(105)	575	-
RLV Hangar	100	-	100	250	(150)
So Campus	13	24	(11)	25	(12)
SLF	-	9	(9)	125	(125)
Equipment	-	68	(68)	-	-
Total	<u>\$ 1,574</u>	<u>\$ 1,449</u>	<u>\$ 125</u>	<u>\$ 1,989</u>	<u>\$ (415)</u>
Financing Revenue					
Orion Admin Fee	\$ 295	\$ 295	\$ -	\$ 295	\$ -
Loan Administration Fee	158	158	0	127	32
Interest Income	125	166	(41)	60	65
OPF3 Admin Fee	580	580	-	580	-
Total	<u>\$ 1,158</u>	<u>\$ 1,199</u>	<u>\$ (41)</u>	<u>\$ 1,062</u>	<u>\$ 97</u>
Fees & Charges for Services					
SLF Landing Fees	\$ -	\$ 109	\$ (109)	\$ 125	\$ (125)
Misc. Revenue	-	47	(47)	-	-
Total	<u>\$ -</u>	<u>\$ 156</u>	<u>\$ (156)</u>	<u>\$ 125</u>	<u>\$ (125)</u>
Total Operating Revenues	<u>\$ 12,732</u>	<u>\$ 12,805</u>	<u>\$ (73)</u>	<u>\$ 13,176</u>	<u>\$ (443)</u>

Space Florida
Fiscal Year 2017 Budget Detail
July 1, 2016 to June 30, 2017
in 000's

	FY 16 Budget	FY 16 Total Actual & Commitments	FY 16 Budget to FY 16 Total Actual & Commitments Variance	FY 17 Budget	FY 16 to FY 17 Budget Variance
Salary & Other Related Costs					
Salary & Wages	\$ 3,487	\$ 3,273	\$ 214	\$ 3,328	\$ 160
Payroll Taxes	50	47	3	67	(16)
Retirement	499	521	(22)	499	(0)
Life & Health Insurance	531	601	(70)	691	(160)
Bonus	-	-	-	512	(512)
Other	135	126	9	149	(9)
Total Salaries & Other Related Costs	\$ 4,703	\$ 4,569	\$ 134	\$ 5,245	\$ (538)
Contract & Subcontract Services					
Legal	\$ 380	\$ 215	\$ 165	\$ 230	\$ 150
Business Development Services & Project Support	352	279	73	268	84
Facility Services					
SLSL	2,174	2,435	(261)	2,300	(126)
LC46	30	25	5	50	(20)
LC36	105	22	83	25	80
S Campus	0	1	(1)	1	(1)
Expl Park	8	-	8	117	(109)
General Operations Services	233	222	10	327	(94)
Total Contract & Subcontract Services	\$ 3,282	\$ 3,199	\$ 83	\$ 3,318	\$ (36)
Operating General & Administrative					
Rental & Leases	\$ 408	\$ 379	\$ 29	\$ 402	\$ 6
Insurance	500	524	(24)	217	283
Other General Operating Expenses	159	141	18	173	(13)
Capital Improvements	350	218	132	350	(0)
Total Operating, General & Administrative	\$ 1,418	\$ 1,262	\$ 155	\$ 1,141	\$ 276
Utilities & Maintenance					
Utilities					
SLSL	\$ 750	\$ 739	\$ 11	\$ 750	\$ -
RLV Hanger	-	14	(14)	15	(15)
Camp Blanding	75	75	-	75	-
Other	94	93	1	94	(0)
Repair & Maintenance					
SLSL	50	177	(127)	150	(100)
LC 36	75	59	16	60	15
RLV Hanger	0	343	(343)	125	(125)
Camp Blanding	60	119	(59)	120	(60)
Other	60	44	16	140	(80)
Total Utilities & Maintenance	\$ 1,164	\$ 1,664	\$ (500)	\$ 1,529	\$ (365)
Business Recruitment/Investment					
Promotional & Project Expenses	\$ 761	\$ 388	\$ 373	\$ 673	\$ 88
Other Grants & Aid	975	545	429	862	113
Total Business Recruitment/Investment	\$ 1,735	\$ 934	\$ 802	\$ 1,535	\$ 201
Travel and Entertainment	\$ 432	\$ 347	\$ 85	\$ 408	\$ 24
Total Budget	\$ 12,732	\$ 11,974	\$ 759	\$ 13,176	\$ (444)

**Space Florida
Travel Profile
Fiscal Year 2017 Budget**

Title	Total Trips	Domestic Travel	International International Travel	Annual Travel Budget
President	42	44,142	14,346	58,488
VP Business Development	27	28,377	28,692	57,069
VP Education & Talent Supply Chain	6	6,306	-	6,306
VP Spaceport Operations	24	25,224	-	25,224
Treasurer/EVP Chief Investment Officer	19	19,549	5,738	25,287
COO	30	31,530	-	31,530
VP Special Projects	36	37,836	-	37,836
Sr Director Project Management	24	25,224	-	25,224
Project Manager				
Project Manager for Research & Development	3	3,153	-	3,153
Director, Spaceport Operations	3	3,153	-	3,153
Senior Director of Business Development	9	9,459	-	9,459
Manager, Facilities and Technology	6	6,306	-	6,306
Director of Research & Project Development	6	6,306	-	6,306
Manager, Contract Compliance	3	3,153	-	3,153
Senior Contracts Administrator	-	-	-	-
CFO/VP of Administration	3	3,153	-	3,153
Marketing Manager	6	6,306	-	6,306
Public Relations Coordinator	6	6,306	-	6,306
Assistant Facilities Manager	3	3,153	-	3,153
OSF Facilities Manager/Camp Blanding	-	-	-	-
Controller	-	-	-	-
Staff Accountant	-	-	-	-
Financial Analyst	-	-	-	-
Executive Assistant	3	3,153	-	3,153
Administrative Coordinator	-	-	-	-
OSF Assistant Facilities Manager / Camp Blanding	-	-	-	-
Accounting Assistant	-	-	-	-
Manager Airfiled Operatons	12	12,612	-	12,612
Stratigic Alliance, Director	18	18,918	-	18,918
Procurement Manager	-	-	-	-
Senior Director of Government Relations	6	6,306	-	6,306
Spaceport Development Program Manager	12	12,612	-	12,612
Environmental Safety and Health Program Manager	3	3,153	-	3,153
Government Affairs Coordinaor	3	-	-	-
Business Development Assistant	-	-	-	-
Office Manager	3	3,153	-	3,153
Total	316	328,543	48,776	377,319

**SPACE FLORIDA
UNIT II POSITION TITLES, GRADES AND BASE RANGES**

POSITION TITLES	GRADES
Administrative Coordinator	5
Accounting Assistant	6
Contract Coordinator	6
Facilities Assistant	6
Spaceport Operations Assistant	6
Assistant Facilities Manager, Camp Blanding	7
Board Administration & Events Participation Coordinator	7
Business Development Coordinator	7
Executive Assistant	8
Facilities Manager, Camp Blanding	9

GRADE	MINIMUM	CONTROL POINT	MAXIMUM
3	\$21,470	\$25,259	\$29,048
4	\$24,549	\$28,882	\$33,214
5	\$28,070	\$33,024	\$37,977
6	\$32,096	\$37,760	\$43,424
7	\$36,699	\$43,175	\$49,651
8	\$41,962	\$49,367	\$56,772
9	\$47,980	\$56,446	\$64,913
10	\$54,860	\$64,542	\$74,223

SPACE FLORIDA
UNIT III POSITION TITLES, GRADES, BASE RANGES AND TCC TARGETS

POSITION TITLES	GRADES
Vice President, Business Development	16
Vice President, Special Projects	16
Controller	13
Manager, Contract Compliance	13
Senior Director, Government Relations	13
Senior Program Director	13
Vice President, Spaceport Operations	13
Director, Research & Project Development	12
Accounting Manager	11
Deputy Director, Policy, Strategy & Operations	11
Director, Spaceport Operations	11
Manager, Facilities & Technology	11
Manager, Financial Planning & Analysis	11
Office Manager	11
Policy Manager	11
Project Manager	11
Senior Marketing Manager	11
Vice President, Education & Talent Supply Chain	11
Grants & Project Manager	9

GRADE	MINIMUM	CONTROL POINT	MAXIMUM	TCC TARGETS	
				% OF CONTROL	AMOUNT
17	\$98,984	\$136,223	\$172,740	120%	\$163,467
16	\$91,109	\$123,673	\$155,595	120%	\$148,408
15	\$83,860	\$112,280	\$140,152	115%	\$129,122
14	\$77,188	\$101,937	\$126,242	115%	\$117,227
13	\$71,047	\$92,546	\$113,713	115%	\$106,428
12	\$65,395	\$84,021	\$102,427	110%	\$92,423
11	\$60,192	\$76,281	\$92,261	110%	\$83,909
10	\$55,403	\$69,253	\$83,104	110%	\$76,179
9	\$50,299	\$62,874	\$75,448	110%	\$69,161

**SPACE FLORIDA
UNIT IV POSITION TITLES, GRADES, BASE RANGES, AND TCC TARGETS**

POSITION TITLES	GRADES
President & Chief Executive Officer	24
EVP, Treasurer & Chief Investment Officer	21
CFO & Vice President of Administration	19
SVP & Chief Operations Officer	18

GRADE	MINIMUM	CONTROL	MAXIMUM	TCC TARGETS	
				% OF CONTROL	AMOUNT
		POINT			
24	\$176,848	\$267,952	\$359,056	150%	\$401,928
23	\$162,989	\$243,268	\$323,546	140%	\$340,575
22	\$150,183	\$220,857	\$291,532	140%	\$309,200
21	\$138,353	\$200,511	\$262,670	140%	\$280,716
20	\$127,428	\$182,040	\$236,652	130%	\$236,652
19	\$117,342	\$165,270	\$213,198	130%	\$214,851
18	\$108,032	\$150,045	\$192,058	130%	\$195,059

Section 5

PERFORMANCE PLANNING, REVIEW AND REWARD

A. PURPOSE

To motivate performance consistent with company goals and objectives; specifically to attract, retain, and motivate qualified, competent talent, and facilitate a high performance culture.

B. POLICY

Performance based compensation is discretionary and contingent upon the availability of non-appropriated funds. The program represents an opportunity for employees to earn a lump sum bonus reflective of the organization's performance, and individual employee performance and contribution to the organization. The program is a structured component of SPACE FLORIDA'S total rewards compensation philosophy.

The elements that are the basis for reward under the system are the achievement of corporate, departmental, and individual performance measures against pre-established targets or goals. The plan year runs from July 1 to June 30; SPACE FLORIDA'S fiscal year.

C. PROCEDURES

1. Establishing Measures: All employees have three categories of measures of success at SPACE FLORIDA: Corporate, Department and Individual. The SPACE FLORIDA Business Plan provides the roadmap for establishing performance measures. The Business Plan identifies corporate and department goals and objectives. Measures established at the corporate level reflect metrics pertaining to overall SPACE FLORIDA'S success, such as achievement of Department of Economic Opportunity (DEO) contract deliverables, financial viability and client/partner satisfaction. Department goals are aligned with the corporate goals and set by the department heads. Department Heads also establish individual goals, measures, and/or behaviors that align with and support corporate and department goals.
2. Eligibility: All regular and permanent part-time employees on active payroll at the time of the performance compensation declaration by the Board of Directors, and those who retire having worked at least six months of the plan year will be eligible to receive performance compensation awards based on the following criteria:
 - a. Employee must be in good standing without any pending or current disciplinary actions or investigative procedures.
 - b. Employees must have at least a 3.0 (Meets Expectations) rating on their individual year-end performance evaluation to participate in the performance pay for the year.

- c. Top 15% of staff grading over “3” and meeting 100% of corporate and department goals will be placed in an additional exceptional performance pool with a target award to each participant of 6% of base salary. Participation in the exceptional performance pool must be approved by the CEO and CFO
 - d. Employees must be employed a minimum of six (6) months of retirement criteria for award. Full credit will be given for the month if employee is employed by the 15th.
3. Awarding Performance Pay: The determination of the actual award is based on a combination of corporate, department, and individual performance measures.
- a. First year employees and qualifying retirees are awarded performance compensation calculated on a pro-rata basis of the months worked.
 - b. If promotion results in a change in the target award during the year, final award will be based on the current grade level at last day of fiscal year.
4. Target Award Levels: Award levels are defined by the classification to which the employee’s current job is assigned. Current performance award maximum opportunity levels are as follows:

PERFORMANCE PAY OPPORTUNITY LEVELS BY GRADE

NONEXEMPT GRADE	MAXIMUM AWARD OPPORTUNITY % OF BASE PAY
3	5%
4	5%
5	5%
6	5%
7	5%
8	5%
9	5%
10	5%

EXEMPT GRADE	MAXIMUM AWARD OPPORTUNITY % OF BASE PAY
9	10%
10	10%
11	10%
12	10%
13	10%
14	15%
15	15%
16	20%
17	20%

EXECUTIVE GRADE	MAXIMUM AWARD OPPORTUNITY % OF BASE PAY
18	30%
19	30%
20	30%
21	40%
22	40%
23	40%
24	50%

Appendix 3

COMPENSATION AND PERFORMANCE MANAGEMENT TIMING, ACCOUNTABILITY, AND PROCESS TABLE

TIMING (WHEN)	ACCOUNTABILITY (WHO)	RESPONSIBILITY (WHAT)
(Prior to the new FY)	CEO and Treasurer & Executive Vice President	Develop the strategic goals and annual plan for the coming fiscal year and submit to the Board of Directors for review and authorization.
(Prior to the new FY)	CEO	Communicate the organization's authorized strategic goals for the coming fiscal year to all Department Heads.
(Prior to the new FY)	Human Resources Department	Ensure that all Department Heads and positions with supervisory responsibility have received training in the development of SMART goals and the SPACE FLORIDA goal development process
(Prior to the new FY)	Human Resources Department	Ensure that all job descriptions and evaluations are up-to-date. Furnish job descriptions to Department Heads for use in the development of Performance Goal Plans jointly with position incumbents.
(Prior to the new FY)	Human Resources Department	Communicate the process and timing for the development of employee Performance Goal Plans for the coming fiscal year and distribute documentation to Department Heads for use in the process.
(Prior to the new FY)	Department Heads	Submit all Performance Goal Plans and any requested modifications to job descriptions to Human Resources for review and authorization.
(Prior to the new FY)	Human Resources Department	Review and process requests for job description updates and make required modifications. Review Performance Goal Plan for new fiscal year to ensure conformance with standards, sign and return those in compliance to Department Heads and incumbents and consult with Department Heads on modifications required to non-compliant Performance Goal Plans and assist with updates and authorize for use.

(Prior to the new FY)	Governance & Compensation Committee (G&C)	Management will submit to the G&C for its review and recommendation to the Board for their approval: (1) Company Level Performance Metrics, and (2) An estimate of the potential payout range.
(Approximately 4 months into the FY)	Human Resources Department	Notify Department Heads and all who supervise other employees of the requirement for meeting with incumbents to monitor interim performance against plan and provide counsel and coaching to assist employee on achieving best performance.
(Approximately 6 months before FY end.)	Human Resources Department	Arrange for an annual assessment of base compensation ranges to determine if adjustments are required. Every third year arranges for a complete review of market values for all roles and the development of new base compensation ranges.
(Prior to budgeting for new FY)	Human Resources Department	Submit recommendations for new FY base compensation ranges to Top Management and inclusion in the new budget.
(Prior to budgeting for new FY)	Top Management	Review recommendations for base pay range modifications for new fiscal year and include required modifications in budget.
(Prior to budgeting for new FY)	Governance & Compensation Committee (G&C)	Seek consultation from compensation professional as to the market values for base and total cash compensation for the positions of CEO and Treasurer & Executive Vice President
(Approximately one month before end of FY)	Human Resources Department	Arrange for and ensure that all raters attend annual rater training program prior to the end of the fiscal year.
(Approximately one month before the end of FY)	Human Resources Department	Ensure that all year end performance evaluation meetings have been completed and that all final reviews submitted to HR. Review submittals, analyze ratings for conformance to standards, and review non-conforming reviews with Department Heads for clarification and any required action.
(Typically one month following end of FY)	Human Resources Department	Notify Department Heads and all who supervise other employees of the requirement complete performance evaluations and meetings with employees and the timing of these requirements including submission of final reviews after communication with employee.

(Typically second month following end of FY)	Human Resources Department	Submit Performance Evaluation analysis results with bonus recommendations to Top Management.
(Typically second month following end of FY)	Human Resources Department	Submit recommendations as to Top Management for individual bonus payments.
(Typically second month following end of FY)	Top Management	Review recommendations for individual bonus payments, make revisions or accept recommendations and communicate bonus levels to Department Heads for their departments an individually to each employee reporting directly to Top Management.
(Typically Second Month Following end of FY)	Governance & Compensation Committee (G&C)	Management is to submit to the G&C, for its review and recommendation to the board for their approval: (1) The performance results of the company level metrics, (2) The average performance results on Department and Individual level metrics, and (3) the proposed payout.
(Typically second month following end of FY)	Governance & Compensation Committee (G&C)	Meet with the CEO and separately with the Treasurer & Executive Vice President to conduct year end performance evaluation.
(Typically second month following end of FY)	Governance & Compensation Committee (G&C)	Review recommendations of the compensation consultant for base and total cash compensation for the CEO and the Treasurer & Executive Vice President, and make recommendations for modifications to base and total cash compensation to the Board for their approval. Communicate any authorized changes in compensation to the CEO and the Treasurer & Executive Vice President, individually. Inform the CFO of any change to base compensation and any bonus compensation due the aforementioned Top Management employees.
(Typically end of second month following end of FY)	CFO	Arrange for the processing and distribution of bonus checks to Department Heads for distribution to incumbents. Arrange for the adjustment of individual salary rates as defined by policy and budgets to maintain base salaries compliant with the philosophy and policy of SPACE FLORIDA.



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NEWSPACE GLOBAL INFORMATION PACKET

Contents

I.	<u>WHAT IS NEWSPACE GLOBAL AND WHOM DOES IT HELP?</u>	4
II.	<u>THE THREE PRONGS</u>	5
III.	<u>THE DEEP DIVE REPORTS</u>	7
IV.	<u>YOUR TOOLBOX: MY DASHBOARD</u>	9
V.	<u>DISCOVER + ASSESS THE VIABILITY OF NEW COMPANIES</u>	10
VI.	<u>AUGMENT/COMPLEMENT CURRENT COMPETITIVE INTELLIGENCE EFFORTS</u>	11
VII.	<u>THE NEWSPACE WATCH TIMELINE</u>	12
VIII.	<u>CAPTURE BUSINESS DEVELOPMENT OPPORTUNITIES</u>	13

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WHICH IS MOST IMPORTANT TO YOU?

- Complement/Augment Existing Competitive Intelligence Efforts?
- Discover + Access the Viability of New Markets?
- Obtain Industry Forecasting and Market Trends?
- Discover + Assess the Viability of New Companies?
- Monitor Capital Flow + Track Investment Activity?
- Capture Business Development Opportunities?
- Develop Strategy?



TOOLS



Contact us at info@newspaceglobal.com.



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WHAT IS NEWSPACE GLOBAL AND WHOM DOES IT HELP?

When NSG launched in 2011, we were the first information provider to focus exclusively on the NewSpace industry.

At that time we analyzed approximately 125 companies. Today, our group of analysts, researchers and content providers track nearly 1000 companies. While we focus on analysis at the individual company level, we also forecast macroindustry shifts, market and subsector trends.

To provide critical, timely, accurate information to our customers, NSG has recruited a talented and dedicated group of working professionals. Our efficient staff leverages collaboration tools to increase internal efficiencies and reduce the extraordinarily high costs typically associated with custom re-search.

WHO IS THE CEO?



Richard M. Rocket is CEO and Co-Founder of NewSpace Global. Rocket has spoken at numerous venues worldwide including Stanford University, the Swiss Embassy, Embry-Riddle Aeronautical University, the Brazilian Space Agency (AEB), PayPal, FedEx, Harvard Business School, Brentwood School, Harvard-Westlake School and the 2014 NewSpace Global Investor Conference. Rocket holds a JD from the University of California at Berkeley and is currently an industry advisor of Embry-Riddle Aeronautical University's Commercial Space Operations program. Prior to launching NewSpace Global, Rocket worked as an investment fund attorney in New York for an international law firm. Rocket has appeared on NBC, CNBC, Fox News, and the

John Batchelor Show, and has been interviewed for several domestic and international publications including *Fortune*, *Forbes*, *Bloomberg*, *CNBC*, *The Wall Street Journal's Marketwatch*, *The Economist* and others.

Press

Featuring NewSpace Global



Places Richard Has Spoken



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THE THREE PRONGS

While we cannot disclose the entire “secret sauce”, simply put, NSG’s research methodology for obtaining its market data is through three primary sources:

1. The NSG online database;
2. The NSG global network; and
3. Key events and in-person meetings.



As stated, the vast majority of NSG-tracked companies in NewSpace are privately held. Due to this (and other aforementioned limits), capturing and verifying important data is very challenging. It requires a combination of diligence, courage, and intelligence. It requires years worth of networking. It requires knowing which events to focus on and which events to pass up. It requires going to unexpected and difficult to get to places. In this internet age where everyone thinks all information is at one’s fingertips, leaving the comforts of the office to meet the engineers and entrepreneurs in their factories, launch sites, and test facilities from McGregor to Mojave, Brasilia to Prague, Upham to London, or Wallops to the Cape, NSG puts in the time to obtain this data so that our customers can stay informed. And we go there to nurture relationships that have been built in some cases for 15-20 years.

In many ways, we are like sculptors – give us a slab and we remove the extra clay to reveal a work of art. It’s in knowing *what to discard* that often makes all the difference. (E.g. try typing “SpaceX” in your search engine of choice and you will likely get around 1,000,000 hits. That is one company and NSG currently tracks nearly 1000 companies and counting.)

THE NSG ONLINE DATABASE

NSG Analysts gather quantitative and qualitative information from a range of internal sources. Throughout the Report, you will find references to many of these critical sources. To maximize efficiency, we have provided hyperlinks to key products and sources found on www.newspaceglobal.com and [NewSpace Watch](#). To best understand the Report it is critical to make use of these sources. (For example, NSG Analysts relied heavily upon the [NSG Observer](#) database, [Thruster](#), [NewSpace Watch](#), the [NSG Indices](#), the [NewSpace Global 2014 SmallSat Report](#), the [NewSpace Global 2015 Investor Report](#), the [NewSpace Global 2015 SmallSat Report](#), and the [NewSpace Global 2016 Investor Report](#). For explanations and helpful information concerning NSG’s core products, please visit [NewSpace Global](#).)

Throughout the Report, you will find reference to several terms that NSG created to help key customers better understand this historically intimidating and jargon-happy industry. These terms may at first seem odd. However, the purpose of these terms is not to intimidate; rather, it is to enable even the non-technically literate to scale the seemingly insurmountable wall that is NewSpace. One need not know Maxwell’s theory of electromagnetic wave propagation to watch a video on YouTube.

As an example, you will see references to the [NSG’s 8 Verticals of NewSpace™](#). Simply refer to our online resources to understand this terminology. In this case, we invented this tool to show where revenue is being generated across the eight core markets (i.e. Verticals).

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THE NSG GLOBAL NETWORK

In addition to NSG's proprietary tools, core products and on-line database, NSG Analysts rely heavily on our global network. By design, this includes "both sides of the table": i.e. the executives of leading NewSpace companies as well as shareholders found on their cap tables. In addition, we communicate with key government officials, members of academia, ancillary professionals (insurance, law, accounting), incubator directors, management consultants, and executives from Fortune 500s. We also use social networking tools; however, even in 2014, gathering critical data from key sources sometimes relies on an in-person meeting and the relationships built on trust and time.

KEY EVENTS/IN-PERSON MEETINGS

Industry insiders joke there isn't a day in the year where you won't find a space-related event. That said, NSG attends events that may not appear NewSpace related. This is a very interdisciplinary industry that relies on a diverse ecosystem of technologies and players. Additionally, NSG Analysts communicate with and meet with industry leaders on their turf with frequency. Through this direct contact, we build relationships and develop the insights necessary to understand the smoke as well as the fire so that our customers can save precious time and resources.

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THE DEEP DIVE REPORTS

Until the release of the NewSpace Global 2014 SmallSat Report and the NewSpace Global 2015 Investor Report, locating a concise but comprehensive source effectively analyzing important activity in the industry has been nearly impossible to find. Both reports were the first of their kind and subsequent reports have been produced to not only keep up with the rapid changes in the industry, but also to help decision makers stay informed and stay ahead of the competition.



INVESTOR REPORTS

NSG has tracked billions of dollars of investment in the NewSpace industry over the past decade. The Investor Reports were designed to build upon that data and answer the latest questions investors and industry leaders have regarding investment activity in the NewSpace industry:

- What is the capital flow, considering portfolio company and investor geography?
- What is the percentage of investments in each market/sub-market?
- What NSG PTCs have been the biggest gainers and losers in the past decade?

SMALLSAT REPORTS

The 1st Vertical, Satellites, generates the most revenue of any of the 8 Verticals of NewSpace, and the SmallSat sub-verticals is one of the fastest growing markets in the 1st Vertical. As such, understanding this market is both critical and increasingly difficult.

- Identifying the major players in the sub-500kg payload market
- Tracking nearly every known SmallSat launch 2011-2015
- Market Forecasting
- Analysis pertaining to key applications (e.g. Earth Observation, Broadband Internet, etc.)



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THE DATA DIVE: a database of the raw data covered in the report designed to provide the user with a powerful tool to draw your own conclusions.

Powerful search and filter capabilities

Core Vertical	Investors	Est. Round Total	Est. Round Total Range	Year of Investment Round	Date of Investment Round
1st Vertical - Spacecraft	No data found.	No data found.	No data found.	No data found.	No data found.
1st Vertical - Spacecraft	2	\$22,000,000	\$10Mln < \$24.99Mln	2014	5/15/2014
1st Vertical - Spacecraft	No data found.	No data found.	No data found.	No data found.	No data found.
Pre Vertical - Information Services	5	\$14,000,000	\$10Mln < \$24.99Mln	2006	5/16/2006
Pre Vertical - Information Services	7	\$17,000,000	\$10Mln < \$24.99Mln	2008	1/31/2008
Pre Vertical - Information Services	Undisclosed	\$3,000,000	\$1Mln < \$9.99Mln	2012	3/28/2012
Pre Vertical - Information Services	1	\$1,200,000	\$1Mln < \$9.99Mln	2012	9/26/2012
Pre Vertical - Information Services	10	\$30,000,000	\$25Mln < \$49.99Mln	2012	10/4/2012
Pre Vertical - Information Services	Undisclosed	\$1,000,000	\$1Mln < \$9.99Mln	2013	4/9/2013
Pre Vertical - Information Services	Undisclosed	\$3,900,000	\$1Mln < \$9.99Mln	2014	5/23/2014
Pre Vertical - Information Services	3	\$28,400,000	\$25Mln < \$49.99Mln	2014	7/10/2014
1st Vertical - Spacecraft	1	\$1,000,000	\$1Mln < \$9.99Mln	2007	10/12/2007
1st Vertical - Spacecraft	1	\$2,000,000	\$1Mln < \$9.99Mln	2007	10/12/2007
1st Vertical - Spacecraft	1	\$6,000,000	\$1Mln < \$9.99Mln	2007	10/12/2007
1st Vertical - Spacecraft	1	\$8,000,000	\$1Mln < \$9.99Mln	2007	10/12/2007
2nd Vertical - Launch Vehicle Providers	9	\$35,000,000	\$25Mln < \$49.99Mln	2009	5/22/2009

database of information covered in the analysis guide

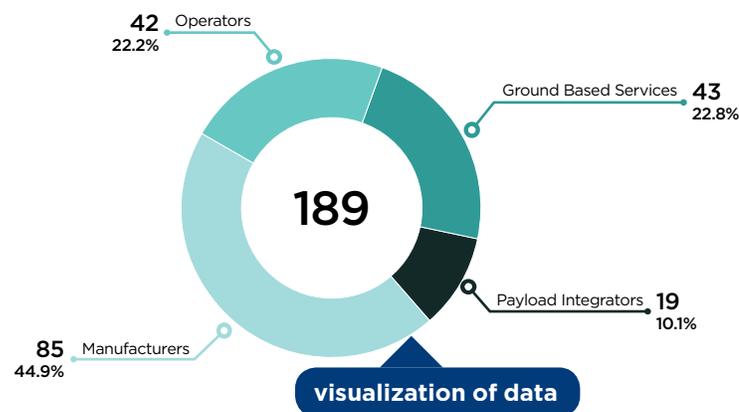
THE ANALYSIS GUIDE: select insights and data visualization based on the data collected.

A. NSG-TRACKED FOR-PROFIT COMPANIES -- 10,000 FT. VIEW

Section 3a analyzes the growing number of for-profit companies competing in SmallSat markets. In this section, we examine 132 companies and explore key takeaways concerning activity against time, geography, and NSG index (i.e. NSG 100, NSG OTB, and NSG PTC).

key takeaways from data

SmallSat Business Models By For Profit Entities



visualization of data

BUSINESS MODELS

1. Total SmallSats with completed launches during the Period by NSG-tracked companies is 203
2. Growth Rate: 37.95% CAGR during the Period
3. Majority of for profits are focused on Technology demonstrations and Communication applications

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YOUR TOOLBOX: MY DASHBOARD

When you subscribe with NewSpace Global you gain access to our products, including Observer. Observer is a company-by-company database of information and analysis available for the hundreds of privately-held companies tracked by NewSpace Global. As a subscriber you also gain access to your own personal dashboard, which alerts you to updates for all our products and includes a customizable portfolio for companies you want to track.

When you log into NewSpace Global, you will be redirected to your dashboard.

Augment/complement current competitive intelligence efforts.

Obtain market trends, forecasting, monitor capital flow + develop strategy.

Discover + assess the viability of new companies.

Capture business development opportunities.

My Dashboard | Observer | NewSpace Watch | Indices | Thruster | Deep Dive Reports | My Account

LAT	PR	NSG 100: #56	44.88	VIEW	52.71
			#238 +0.19 (+0.42%)	NSG 100: #94	+0.65 (+1.24%)
MOST ACTIVE NSG PTC:	AXP	\$79.45	TEL84	\$1.16	COL
		-\$6.54 (-10.44%)		-\$0.17 (-10.37%)	
				\$90.62	DRMC
				\$0.00	WCUI
				\$0 (16.67%)	\$0.10
					+\$0.023 (14.839%)

Latest News

- By Clark Lindsey - Managing Editor | Thursday, January 21, 2016 - 16:37
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- Orbital ATK Antares rocket update + Reusability in space + Space mogels and Cube Sats**
By Clark Lindsey - Managing Editor | Thursday, January 21, 2016 - 12:20
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- 10 Questions for Stephen Gorevan, co-founder and**



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DISCOVER + ASSESS THE VIABILITY OF NEW COMPANIES

SpaceX (NSG 100: SET #1) Latest Change: ↓ -0.22 (-0.27%)

Score: 79.43

NSG Symbol: SET

Last Updated: Jun 25, 2015

Position: Strong Positive

High: 91.56 (Jun 4, 2014)

Low: 69.83 (Jan 8, 2015)

Added: Apr 24, 2012

Initial Value: 72.95

Net Change: +6.48 (+8.89%)

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Thruster Articles

December 2014

2014 NSG Awards

NewSpace Takes a Wild Ride in 2014
Clark S. Lindsey

The Best of the Best Were Put to the Test in 2014
David Bullock

2014 Best NSG OTB Awards: The Bubble Shines

NewSpace Watch Articles

Update on SpaceX and Orbital ATK commercial resupply performances
Jul 11, 2015 16:47 EDT

SpaceX Dragon pad abort test review + Flying someone in a Cargo Dragon
Jul 10, 2015 02:17 EDT

[More about Commercial Crew astronaut](#)

Clicking here will add a company to your portfolio on your profile.

Basic Company Information

Founder(s): Elon Musk (2003)
 CEO: Elon Musk
 Estimated Employees: 2,500-9,999

Location: Hawthorne, CA
 Website: www.spacex.com
 Phone: 310-363-6000

NSG 4 Screens Breakdown

1st Screen: Management

7.8/10

My Portfolio

Your portfolio lets you view vital information quickly, as well as easily access a company's Observer page.

Company Logo	Company Name	NSG 100 ID	Score	Change	Icons	Management	Market	Capitalization	Technology	Observer
	SpaceX (SET)	NSG 100: #1	79.43	-0.22 (-0.27%)		7.8/10	8.3/10	7.7/10	8.0/10	Observer
	Orbital Insight Inc. (ORIN)	NSG 100: #39	56.83	+1.15 (+2.06%)		5.7/10	5.4/10	6.8/10	4.8/10	Observer
	Khronichev State Research and Production Space Center (KSPC)	NSG 100: #61	54.55	+0.25 (+0.46%)		4.8/10	6.1/10	4.4/10		Observer

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AUGMENT/COMPLEMENT CURRENT COMPETITIVE INTELLIGENCE EFFORTS

While Observer focuses on the roughly 1000 private and publically traded companies individually, the NSG Indices reveal how the ventures rank against one another. There are currently three live NSG Indices: the NSG 100 which tracks the top 100 private companies, the NSG OTB which tracks companies vying for a spot on the NSG 100, and the NSG PTC which tracks over 200 publically traded companies positioning themselves to profit from the commercialization of space.

Now Tracking

	Audi AG (NSU.DE)	NSG PTC	N/A
	Omniaccess (OMAC)	NSG OTB: #378	36.96
	Zaptec (ZAPT)	NSG OTB: #403	35.43

NSG 100

Top 100 private companies

NSG PTC

Public companies in NewSpace

NSG OTB

Top companies "On the Bubble"

The three live Indices can be accessed either through the Indices tab or at the bottom of your dashboard.

The Indices let you easily and quickly compare companies in a variety of aspects.

RANK	COMPANY NAME	NSG SYMBOL	LAST VALUE	CURRENT VALUE	LATEST CHANGE (PTS)	LATEST CHANGE (%)	NSG POSITION
1	SpaceX	SET	79.65	79.43	-0.22	-0.27 %	Strong Positive
2	O3b Networks	OBBB	70.99	71.63	0.64	0.90 %	Strong Positive
3	Blue Origin	BLUE	68.00	68.71	0.71	1.05 %	Strong Positive
4	Planet Labs	COS	69.36	68.44	-0.91	-1.32 %	Strong Positive
5	OneWeb	VU	66.41	67.68	1.27	1.92 %	Strong Positive
6	Virgin Galactic	VG	65.35	66.06	0.71	1.09 %	Strong Positive
7	NanoRacks	NANO	66.11	65.39	-0.73	-1.10 %	Strong Positive
8	Asia Broadcast Satellite (ABS)	ABS	64.65	64.22	-0.43	-0.67 %	Strong Positive
9	United Launch Alliance	ULA	62.33	63.18	0.85	1.37 %	Strong Positive
10	Cloudera	DERA	61.91	63.05	1.14	1.84 %	Strong Positive

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CAPTURE BUSINESS DEVELOPMENT OPPORTUNITIES

Thruster provides exclusive interviews with industry leaders. As an NSG subscriber you'll gain access to C-Level executives, investors, startup founders and others shaping the industry. Below is an excerpt of a Thruster article, an interview with Peter Platzer of Spire.

10 Questions for Peter Platzer of Spire

February 20, 2015 7:34 pm | by David Bullock - Senior Editor



- 1. 1st Screen: When NSG Analysts look at a NewSpace company, they consider the founders' track records very important. Of utmost importance, is a founder's ability to take a previous start-up to exit. Please tell us about your entrepreneurial track record prior to working with Spire.**

Not all of that is public information, and so I can't share details. But one thing that is known is that I joined a hedge fund start-up in New York City. It was just 10 people when we started at \$200Mln and then today it is probably one of the largest emerging markets hedge funds in the world, almost \$10Bln in assets under management. And I built our quantitative trading business there. And my team was trading about \$400Mln to \$500Mln in long short equity currencies and fixed income.



Peter Platzer of Spire

- 2. 1st Screen: What is the organizational/management culture like for Spire?**

It's very flat. It's very collaborative. It's based on who has the best data wins the argument. If the janitor has the best data, he will win the argument. It's based on facts and not on opinions. We don't have titles. I was fighting tooth and nail for people not to have a title even on my business card. When you see me in presentations on stage, I never introduce myself as CEO or co-founder of Spire. I always say, "I'm Peter and I'm from Spire," because what matters is that we are a part of the company and that we all contribute in various areas, where it makes the most sense. And those areas can change.

- 3. 1st Screen: How are you managing growth within Spire? How much has Spire grown in the last year?**

By hiring the right people, is probably the most accurate answer there. We have grown four times in the last 12 months in terms of size.

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DRAFT

SPACE FLORIDA



VISION:

Recognized as a Global Leader for Space Commerce

CORPORATE GOALS

1	Capture One recognized STAR of the future in Space/Aerospace Commerce to have a physical presence in Florida.	
	Quality:	Must be a Going Concern, Must be Credit Worthy, and be ranked positively by NewSpace Global.
	Cost effectiveness:	Anticipated standard State ROI must be equal to or greater than 2.
2	Capture One recognized Space/Aerospace Manufacturing STAR to have a physical presence in Florida.	
	Quality:	Must be a Going Concern, Must be Credit Worthy, be a key supply chain component, and be Publicly traded or ranked positively by NewSpace Global.
	Cost effectiveness:	Anticipated standard State ROI must be equal to or greater than 2.
3	Through Space Florida's influence Florida experiences a 7% increase in Space/Aerospace Research Grant Awards.	
	Quantity Measurement:	Awards in Fiscal Year 2016-2017 over Fiscal Year 2015-2016
4	Exceed the annual number of Jobs created, recruited and/or retained by Space Florida required by the current year Funding and Program agreement by 15%.	
5	Exceed the annual number of Companies recruited, retained and/or expanded by Space Florida required by the current year Funding and Program agreement by 15%.	
6	Increase Space Florida's current (as of July 1, 2016) Cape Facilities rental revenue by 10% year over year.	
7	To be graded Pass or Fail: With Florida Department of Transportation (FDOT), brand Florida as The Destination for Space Flight/Aerospace Commerce as a part of FDOT's mission to ensure the mobility of people and goods, and enhance Florida's Economic Prosperity.	
	Quality:	Branding effort must be measurable by an independent marketing firm.

NOTE: The initial requirement of the Corporate Goals is that Space Florida must be in compliance with its Funding and Program agreement with the Department of Economic Opportunity for the respective year.

Space Florida Vision

“Recognized as Global Leader for Space Commerce”

10 Year-out Corporate Goals

Overall Goal: Global Leader in Space Commerce

**(Volume) ... A tripling of the size of the Industry in Florida
(Revenue, # of companies , and/or workforce)**

**(Destination) ... Site of Choice for Aerospace / Space and
Aviation Manufacturing and Operations**

**(Destination) ... Site of Choice for Spaceflight Operations and
Space Commerce**

(Recognition) ... Branded and Recognized as Global Leader

**(Innovation) ... A doubling of the Federally-sponsored
Aerospace/Space-related research in the state.**





Space Florida Board of Director Meeting
May 10, 2016
Contracts for Approval

1. **Space Tourism and Marketing Funding FY 16:** In conjunction with the \$1.5 Million Dollar appropriation from the Department of Economic Opportunity for Space Tourism and Marketing Funding for FY 2016 and the current Board approved Space Tourism Marketing Plan, Space Florida requests to proceed with engaging the current contracted advertising agency, Paradise Advertising & Marketing, Inc., in conjunction with the approved marketing plans identified activities and strategies.

In the near term, the Space Tourism Marketing Plan will focus on business to consumer (B2C) elements to promote current space-related tourism destinations, attractions and activities to bring increased tourist visits to Florida and the Space Coast. The plan also encompasses business to business (B2B) elements such as attracting the next generation of suborbital and orbital space tourism operators while promoting those operators already established in Florida, as well as B2C elements to establish Florida as the location of choice for spaceflight participants to embark on their space travel adventures and non-passenger tourists to become part of the experience with ground-based elements and attractions including launch viewing of space tourism flights.

- *Space Florida requests approval for management negotiations and to enter related contracts with Paradise Advertising & Marketing, Inc., in the amount of \$1,470,000 for the above referenced activities.*

2. **Paradise Advertising & Marketing:** In addition to engaging the current contracted advertising agency for the above referenced Space Tourism and Marketing efforts, Space Florida intends to proceed with additional marketing and branding efforts from FY 16 Space Florida Operations appropriation.

Space Florida requests approval to proceed with engaging the vendor for Space Florida branding strategy (Brand Identity & refinement of existing brand elements), updating and refreshing of current marketing materials and creation of new items, website redesign and video production and presentations.

The vendor will develop an overarching branding strategy that encompasses both refining and strengthening the brand of SF with the commercial space marketplace, while also including in a cohesive way several additional elements and ongoing initiatives including brand strategy formulation and content development.

- *Space Florida requests approval for management negotiations and to enter related contracts with Paradise Advertising & Marketing, Inc., in the amount of up to \$155,000 for the above referenced activities.*

3. **Department of Economic Opportunity:** Space Florida serves as the principle organization for aerospace commercialization and development for the State of Florida



in accordance with Chapter 331 Part II of the Florida Statutes. Agreements with the Department of Economic Opportunity for fiscal year 2017 appropriations total \$19,500,000 for the following:

- \$10,000,000 for Space Florida Operations
- \$1,000,000 for Israel MOU
- \$1,500,000 for Space Tourism Marketing Efforts
- \$7,000,000 for Aerospace Industry Financing, Business Development and Infrastructure Needs
 - *Space Florida requests approval for management negotiations and to enter related contracts with the Department of Economic Opportunity in the amount of \$19,500,000 for fiscal year 2017 appropriations.*

4. **LC-25 – Navy’s Strategic Weapons Systems Ashore Program:** On January 25, 2015 the Space Florida Board Approved Project Hammer. The effort is a DoD partnership effort for military aerospace related missions at Cape Canaveral Air Force Station Launch Complex 25 whereby Space Florida provided approximately \$5 Million Dollars of infrastructure improvements. All efforts have been completed which consisted of exterior site preparations and modifications, interior structural modifications and the installation of utilities and support electrical equipment at Launch Complex 25. In conjunction with these activities, Space Florida requests approval for the conveyance of the improvements to the United States Airforce for the Program.

- *Space Florida requests approval for the conveyance of up to \$5,000,000 of infrastructure improvements to Launch Complex 25 in support of the United States Navy Strategic Weapons Ashore Program at Cape Canaveral Air Force Station.*

5. **FY 17 Spaceport Master Plan Amendment:** Florida Statutes Chapter 331.360 outlines the responsibility of the Florida Department of Transportation (FDOT) to promote the development and improvement of aerospace transportation facilities. FDOT may include proposed projects in the department’s 5-year work program and FDOT is authorized to enter into agreements with Space Florida to coordinate and cooperate in the development of spaceport infrastructure. On average, FDOT budgeted approximately \$20.2 million for FY 2017 through FY 2021 for spaceport infrastructure capacity improvement projects as summarized in the attached chart. In February 2016, Space Florida issued an open Call for Projects to identify future aerospace transportation infrastructure projects supported by the private sector match. Including previous eligible applications, there are currently over 20 projects with a total capital investment of over \$900 million over the next five years. Based on an analysis and ranking of these projects, Space Florida developed the attached FDOT budget request for FY 2018-2022. In June 2016, proposed projects will be submitted to the Space Coast Transportation Planning Organization Board and the FDOT District 5 office for the “Proposed New Fifth Year FY 2022” as part of the FDOT FY 2018-22 Five Year Work Program.



Space Transportation Improvement Program						
		CCSCMP Amendment 3 (May 10, 2016)				
STRATEGIC OBJECTIVES	FY 2011-15	FY 2016	FY 2017-2021	FY 2018-2022	PROPOSED NEW FIFTH	ANTICIPATED CARRIERS
	FDOT FUNDING ACTUAL <i>(5 years)</i>	FDOT FUNDING ACTUAL <i>(1 year)</i>	FDOT FUNDING PROGRAMMED <i>(5 years)</i>	PLANNED FUNDING REQUIREMENTS <i>(5 years)</i>	PLANNED FUNDING REQUIREMENTS <i>(1 year)</i>	
ADVANCE COMMERCIAL HEAVY LIFT CAPABILITY	\$5,000,000 LC 39A \$700,000 CCS	\$16,400,000 LC36	LAUNCH COMPLEX IMPROVEMENTS & COMMERCIAL CREW/CARGO \$24,500,000	LAUNCH COMPLEX IMPROVEMENTS & COMMERCIAL CREW/CARGO \$638,500,000	LAUNCH COMPLEX IMPROVEMENTS * & & COMMERCIAL CREW/CARGO * \$64,000,000	SPACEX BLUE ORIGIN ORBITAL-ATK
SUPPORT COMMERCIAL CREW AND CARGO	\$5,000,000 LC 40 \$20,000,000 C3PF \$6,150,000 LC 41					SPACEX BOEING ULA
ATTRACT NEW EMERGING SPACE SYSTEMS	\$5,000,000 LC46 \$9,000,000 OPF 1&2 \$250,000 LC 17/18	ROBOTIC LANDER ROCKET ENGINE DEVELOPMENT FACILITIES \$1,600,000	PROCESSING AND RANGE FACILITY IMPROVEMENTS \$25,000,000	PROCESSING AND RANGE FACILITY IMPROVEMENTS \$114,100,000	PROCESSING AND RANGE FACILITY IMPROVEMENTS * \$11,000,000	BOEING MOON EXPRESS ONEWEB
EXPAND HORIZONTAL LAUNCH/LAND CAPABILITY	\$322,500 SLF ASSESSMENT	-	SLF/HORZ IMPROVEMENTS \$37,000,000	HORIZONTAL LAUNCH / LANDING FACILITIES IMPROVEMENTS	HORIZONTAL LAUNCH / LANDING FACILITIES IMPROVEMENTS *	Project OLYMPIC XCOR UAS Cecil Spaceport Future Licensed Spaceports
INCREASE SPACE LAUNCH CAPACITY STATEWIDE		-	CECIL SPACEPORT \$3,800,000	\$155,735,352	\$16,000,000	
STATE OF FLORIDA COMMON USE SPACEPORT INFRASTRUCTURE		-	STATE OF FLORIDA COMMON USE SPACEPORT INFRASTRUCTURE ** \$10,500,000	STATE OF FLORIDA COMMON USE SPACEPORT INFRASTRUCTURE ** \$82,900,000	STATE OF FLORIDA COMMON USE SPACEPORT INFRASTRUCTURE ** \$17,000,000	COMMERCIAL LAUNCH COMPLEX HORIZONTAL LAUNCH & LANDING
TOTALS	\$51,422,500 <i>(5 years)</i>	\$18,000,000 <i>(1 year)</i>	\$100,800,000 <i>(5 years)</i>	\$991,235,352 <i>(5 years)</i>	\$108,000,000 <i>(1 year)</i>	
ANNUAL AVERAGE (EXCLUDING MATCH)	\$10,284,500	\$18,000,000	\$20,160,000	\$99,123,535	\$108,000,000	

* Assumes 50% match

** Assumes no match for State Common Use Infrastructure

- *Space Florida requests approval to amend the 2013 Space Florida Cape Canaveral Complex Spaceport Master Plan and follow on board approved amendments to include the updates identified in the above chart. This amendment is intended to permit Space Florida to fund projects that may not currently be eligible because they may not be in current approved spaceport master plans.*



6. **The Center for Microgravity Research and Education:** The Center for Microgravity Research was established by joint funding from the University of Central Florida (UCF) and Space Florida in Fiscal Year 2011. The Center conducts and facilitates research in microgravity sciences by the use of parabolic airplane flights, drop towers, suborbital rocket flights, and orbital flights. The Center’s educational activities include providing hands-on training and experience to college and university undergraduate and graduate students in the design, fabrication, and operation of space experiments and small satellites. In conjunction with these activities, Space Florida intends to invest a total of \$384,000 for Fiscal Years 2017 through 2018 as a match to internal funding in support of ongoing program activities.
- *Space Florida requests approval for management negotiations and to enter related contracts with the University of Central Florida in the amount of up to \$384,000 for the above referenced activities.*
7. **Hurricane Communications and Consulting:** In conjunction with efforts associated with planning, market research and communications related to organizational and project related activities, Space Florida intends to engage with Hurricane Communications & Consulting, Inc., to assist management with three planned growth initiatives intended to combine current Florida based industries to expand the space aerospace industry within the State of Florida. These initiative include: (1) create the mission and organize the parameters for a Florida Space Gaming and Aerospace Conference intended to connect aerospace companies in the gaming and simulation modeling industries; (2) provide strategic approach for Florida to be positioned to build support for the concept among international and national governmental and non-governmental organizations for a recurring Florida based International Spaceport Conference; and (3) provide assistance related to market planning, communications, and evaluation related efforts of potential market acceptance for independent fund investment in the commercial space industry.
- *Space Florida requests approval for management negotiations and to enter the related contracts with Hurricane Communications & Consulting, Inc., in the amount of up to \$200,000 for the above referenced activities.*