



Space Florida Board of Directors Meeting Agenda

May 5, 2022
1:30 p.m. – 3:30 p.m. (EDT)

Call-in Number: 866-528-2256 Guest Code: 4875556 #	Hyatt Regency Orlando Int'l Airport Regency Conference Room 9300 Jeff Fuqua Blvd Orlando, FL 32827
Agenda Items	
Call to Order and Pledge of Allegiance	Lt. Gov. Nuñez
Roll Call	Elizabeth Loving
Welcome & Introductions	Lt. Gov. Nuñez
Public Comments	Lt. Gov. Nuñez
Board of Directors	
Board Committees	
1. APPROVAL OF MINUTES <ul style="list-style-type: none">• January 26, 2022, Board Meeting• January 26, 2022, Board Workshop• February 15, 2022, Board Meeting• March 31, 2022, Board Meeting	Lt. Gov. Nuñez
2. COMMITTEE REPORTS <ul style="list-style-type: none">• Audit & Accountability Committee<ul style="list-style-type: none">• Interim Financials December 31, 2021• Investment Committee<ul style="list-style-type: none">• Roadmap• Marketing Committee• Governance and Compensation Committee<ul style="list-style-type: none">• Executive Review Materials	Barbara Essenwine Mori Hosseini Sonya Deen-Hartley Rodney Cruise
3. BUSINESS BEFORE THE BOARD – PROJECT AND CONTRACT ACTIVITIES <ul style="list-style-type: none">• Project Laser• Project Beacon• Project Sebastien• Project Vista• Project Oz<ul style="list-style-type: none">• Resolution #22-41• Orbital Launch Site & Support Facilities Spaceport Infrastructure Phase 3• 2023 FDOT Spaceport Master Plan Amendment<ul style="list-style-type: none">• Space Transportation Improvement Program Funding Summary• Carahsoft Technology Corp• Project Eagle	 <

January 26, 2022, Board Meeting



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

A Regular Meeting of the Space Florida Board of Directors was held on January 26, 2022, at the Hotel Duval in Tallahassee, FL.

BOARD MEMBERS PRESENT:

Lieutenant Governor & Space Florida Chair, Jeanette Nuñez
Dean Cannon
Rodney Cruise
Jason Clement
Sonya Deen-Hartley
Barbara Essenwine
Mori Hosseini
Cody Khan
Scott Ross
Katherine San Pedro

SPACE FLORIDA SENIOR MANAGEMENT PRESENT:

Frank DiBello
Howard Haug
Ron Lau
Todd Romberger
Denise Swanson

WELCOME & INTRODUCTIONS:

A quorum being present, Lieutenant Governor Jeanette Nuñez, called the Meeting to order at 1:30 p.m. (EST), and welcomed Board members.

There were no Public Comments.

1. APPROVAL OF MINUTES:

- *Barbara Essenwine made a motion to approve the Minutes for October 26, 2021 Board of Directors meeting, which was seconded by Mori Hosseini and approved unanimously.*
- *Dean Cannon made a motion to approve the Minutes for December 14, 2021 Board of Directors meeting, which was seconded by Katherine San Pedro and approved unanimously.*

2. COMMITTEE REPORTS:

Audit and Accountability Committee Report - Was presented by Barbara Essenwine with a review and recommendation for approval of the September 30, 2021 Interim Financials.

- *Cody Khan made a motion to approve the issuance of Space Florida's quarterly interim financial statements for the period ended September 30, 2021 which was*



seconded by Mori Hosseini and approved unanimously.

- The Lieutenant Governor added new board member Jason Clement to the Audit and Accountability Committee.

Investment Committee Report - Was presented by Mori Hosseini and included the January 19, 2022, Investment Committee activities consisting of the review of Space Florida's Operating Principles for the Investment Committee as well as review and discussion of the twelve (12) Business related items. There was advice from the committee and recommendations for the business before the board items to be presented at the January 26, 2022, Board Meeting. Lastly, Management introduced proposed investment policies and procedures for future discussions and considerations.

Marketing Committee Report - Was presented by Sonya Deen-Hartley and included the January 14, 2022, Marketing Committee activities consisting of the review and discussion of:

- Space Florida Digital Platform
 - 2400 website users an 8.61% increase over last year.
 - 442,187 impressions and monthly newsletter receiving good results with 31% open rate and click through rate of 29%. (Industry benchmark is 22% open rate).
 - 2021 Customer Satisfaction Survey, overall, 304 customers and stakeholders received the survey; response rate was 17.1% or 52 responses; 33% of participants indicated Space Florida is both responsive to customers' needs and provides overall performance at a high-quality rating. The committee has asked management to add an "exit" survey at the close of deals.
 - The committee discussed the future anticipated Marketing Workshop topics: Where we are today to promote the State and Space Florida and where we need to go regarding the competitive landscape.

Governance & Compensation Committee Report - Was presented by Rodney Cruise and included the January 13, 2022, Governance and Compensation Committee proposed agenda activities anticipated during the next year consisting of the advance scheduling of board and committee meetings for the upcoming two years and the annual review of the President and Treasurer's performance and compensation.

The Committee discussed the proposed workshop to review and discuss the white papers to be held prior to the Board of Directors Meeting in Tallahassee on January 26, 2022.

3. BUSINESS BEFORE THE BOARD ITEMS:

Contracts, Business Development and Project Activities provided to the Board in advance were briefed by Howard Haug and Frank DiBello. The following items were recommended for approval:

1. **Project Comet:** Management requests approval for authority to negotiate and enter a Term Sheet regarding Project Comet in conjunction with a conduit debt financing structure for lease and sublease agreements, planned facilities construction, and equipment acquisition in the amount of up to One Hundred



Twenty Million Dollars (\$120,000,000), as well as eligibility evaluation of Spaceport Improvement Program FDOT matching grant funds. The Company expects to create approximately 50 jobs by 2025 with estimated annual average wages of One Hundred Twenty Thousand Dollars (\$120,000).

Mori Hosseini made a motion for approval to enter the Term Sheet as described regarding Project Comet activities. The motion was seconded by Dean Cannon and approved unanimously.

2. **Project Alpha:** Management requests approval for authority to negotiate and enter a Term Sheet regarding Project Alpha in conjunction with a conduit debt financing structure for lease and sublease agreements, planned facilities construction and equipment acquisition in the amount of up to One Hundred Thirty Million Dollars (\$130,000,000). The Company expects to create approximately 250 jobs by 2027 with estimated annual average wages of Seventy Thousand Dollars (\$70,000).

Dean Cannon made a motion to authorize Space Florida Management to negotiate and enter the Term Sheet for Project Alpha as described. The motion was seconded by Sonya Deen-Hartley and approved unanimously.

3. **Project Amp II:** Management requests approval for authority to negotiate and enter a Term Sheet regarding Project Amp II in conjunction with a conduit debt financing structure for lease and sublease agreements, planned facilities construction and equipment acquisition in the amount of up to Twenty Million Dollars (\$20,000,000). The Company expects to create 30 jobs by 2025 with estimated annual wages of Eighty-Five Thousand Dollars (\$85,000).

Cody Khan made a motion for approval to enter the Term Sheet as described regarding Project Amp II. The motion was seconded by Katherine San Pedro and approved unanimously.

4. **Project Morgan:** Management requests approval for authority to negotiate and enter a Term Sheet regarding Project Morgan in conjunction with a conduit debt financing structure for lease and sublease agreements, planned facilities construction and equipment acquisition in the amount of up to Twenty Million Dollars (\$20,000,000). The Company expects to create 250 jobs by 2025 with estimated annual wages of Seventy-Thousand Dollars (\$70,000).

Katherine San Pedro made a motion for approval to enter the Term Sheet as described for Project Morgan. The motion was seconded by Barbara Essenwine and approved unanimously.

5. **Project Craft:** Management requests approval for authority to negotiate and enter a Term Sheet regarding Project Craft in conjunction with a conduit debt financing structure for lease and sublease agreements, planned facilities construction and



equipment acquisition in the amount of up to Fifteen Million Dollars (\$15,000,000). The Company expects to create 40 jobs by 2025 with estimated annual wages of Fifty Thousand Dollars (\$50,000).

Barbara Essenwine made a motion for approval to complete negotiations and enter a Term Sheet as described regarding Project Craft. The motion was seconded by Katherine San Pedro and approved unanimously.

6. **Project Wright**: Management requests approval for authority to negotiate and enter a Term Sheet regarding Project Wright in conjunction with a conduit debt financing structure for lease and sublease agreements, facilities improvements, and equipment acquisition in the amount of up to Four Million Dollars (\$4,000,000). The Company expects to create 40 jobs by 2024.

Sonya Deen-Hartley made a motion for approval to complete negotiations and enter the Term Sheet as described regarding Project Wright. The motion was seconded by Katherine San Pedro and approved unanimously.

7. **Project Flame** Management requests approval for authority to negotiate and enter a Term Sheet regarding Project Flame in conjunction with a conduit debt financing structure for lease and sublease agreements, planned facilities construction and equipment acquisition in the amount of up to Twelve Million Dollars (\$12,000,000). The Company expects to create 30 jobs by 2026 with estimated annual wages of Forty-One Thousand Dollars (\$41,000).

Mori Hosseini made a motion for approval to complete negotiations and enter the Term Sheet as described regarding Project Flame. The motion was seconded by Cody Khan and approved unanimously.

8. **Project Davinci**: Management requests approval for authority to negotiate and enter the following activities in conjunction with Project Davinci:

Item A: Conduit financing and related agreements in the amount of up to Forty Million Dollars (\$40,000,000) for planned facilities construction and equipment acquisition.

Item B: Synthetic lease, sublease and side agreements in conjunction with the project related efforts.

Item C: Solicit and engage qualified professional architectural and engineering services firm to design the Facilities.

Item D: Solicit and engage qualified construction management services firm to construct the Facilities.



Item E: Acquire equipment identified by the Company, utilizing SF purchase process in consultation with the Company, which best meets the Company's operational needs, schedule and budget, which will be leased by SF to Company.

After a brief discussion, Katherine San Pedro made a motion for Management to complete negotiations and enter a Term Sheet as described for Project Davinci. The motion was seconded by Barbara Essenwine and approved unanimously.

9. **Project Griffin:** Management requests approval for authority to negotiate and enter the following agreements in conjunction with Project Griffin activities:

Item A: Lease Agreement between the City of Melbourne Airport Authority and Space Florida for approximately 60 acres of land for an initial term of thirty (30) years with two (2) ten (10) year optional renewals. Intent is to sublease the parcel for Project Griffin to develop a Commercial Spacecraft and Constellation Facility.

Item B: Sublease Agreement between Project Griffin and Space Florida for approximately 60 acres of land and improvements for Griffin to construct a Commercial Spacecraft and Constellation Facility. Sublease will have an initial term of 30 years with two (2) ten (10) year optional renewals. Sublease will include potential Space Florida pursuit of conduit financing for planned facilities construction and equipment acquisition.

Sonya Deen-Hartley made a motion for Management to complete negotiations and enter a Term Sheet as described for Project Griffin. The motion was seconded by Mori Hosseini and approved unanimously.

10. **Project Beach House:** Management requests approval for authority to negotiate and enter the following:

Item A: Update to the existing Term Sheet for Project Beach House to update capital investment from \$80 Million Dollars to \$270 Million Dollars, update the parcel size of the Master Premise Agreement from 35 acres to 67 acres, and update the total jobs from 125 to 400 jobs by 2027.

Item B: FDOT Spaceport Improvement Program funding agreement with Space Florida in the amount of up to Fourteen Million Dollars (\$14,000,000) for Project Beach House activities.

Item C: Reimbursement agreement with Project Beach House for Spaceport Improvement Program funding in the amount of up to Fourteen Million Dollars (\$14,000,000).



Dean Cannon made a motion for approval to enter the Term Sheet as described regarding Project Beach House. The motion was seconded by Rodney Cruise and approved unanimously.

11. **Titusville-Cocoa Airport Authority:** Management requests approval for authority to enter the following:

Item A: Agreement with Titusville-Cocoa Airport Authority for development of a Space Coast Spaceport Master Plan.

Item B: Design and environmental permitting for horizontal infrastructure required for static rocket test stand, oxidizer loading area, and a 10,000 square foot pre-engineered metal building for control and assembly at the Space Coast Regional Airport.

Funding for Items A and B in the amount of up to Five Hundred Thousand Dollars (\$500,000) to be provided from previously approved Florida Department of Transportation (FDOT) planning and engineering funding.

Katherine San Pedro made a motion to authorize Space Florida Management to negotiate and enter agreements with Titusville-Cocoa Airport Authority. The motion was seconded by Mori Hosseini and approved unanimously.

12. **Kwento, LLC:** Management requests approval for authority to negotiate and enter agreement in the amount of up to Two Hundred Twenty-Two Thousand Five Hundred Dollars (\$222,500) for twelve (12) months of consulting services for business development and transaction support services for Space Florida project activities.

After a brief discussion, Barbara Essenwine made a motion to authorize Space Florida Management to negotiate and enter agreements with Kwento, LLC. as described. The motion was seconded by Sonya Deen-Hartley and approved unanimously.

13. **Project Eve:** Management requests approval for authority to negotiate and enter a Term Sheet regarding Project Eve in conjunction with equity investment of up to Five Million Dollars (\$5,000,000) for 500,000 shares of common stock with the entity.

Sonya Deen-Hartley made a motion to authorize Space Florida Management to negotiate and enter an agreement with Project Eve as described. The motion was seconded by Katherine San Pedro and approved unanimously.



- 14. Project Upgrade Resolution #22-40:** Management requests approval of Supplemental Resolution No. 22-40 associated with Project Upgrade financing activities.

Sonya Deen-Hartley made a motion to approve Resolution 22-40 as related to Project Upgrade as described. The motion was seconded by Cody Khan and approved unanimously.

4. PRESIDENT'S REPORT:

Frank DiBello presented the President's Report which included a review of recent activities including:

- Recap of 2021
- Outlook for 2022 and beyond
- Business Unit Reports
 - Todd Romberger – Spaceport Business Unit
 - Ron Lau – Corporate Development and Capital Programs
- Space Florida challenges

Frank thanked the Board for the approval of action items and reminded the Board of the upcoming events.

CLOSING REMARKS & ADJOURNMENT

Lieutenant Governor Jeanette Nunez requested any further questions or comments from the public or Board Members. There being none, the Chair thanked the Board for the discussion and involvement and adjourned the meeting at 3:07 p.m. (EST)

Lieutenant Governor Jeanette Nuñez, Chair

BOARD OF DIRECTORS MEETING

January 26, 2022

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 Space Florida Governance Policies, and recorded in the Minutes of the Meeting of the Board of Directors held on January 26, 2022, and not subsequently amended or modified.

Frank A. DiBello, President

January 26, 2022, Board Workshop



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

A Workshop of the Space Florida Board of Directors was held on January 26, 2022, at Hotel Duval in Tallahassee, FL.

BOARD MEMBERS PRESENT:

Lieutenant Governor & Space Florida Chair, Jeanette Nuñez
Dean Cannon
Rodney Cruise
Jason Clement
Daniel Davis
Sonya Deen-Hartley
Barbara Essenwine
Cody Khan
Katherine San Pedro

SPACE FLORIDA SENIOR MANAGEMENT PRESENT:

Frank DiBello
Howard Haug
Ron Lau
Todd Romberger
Denise Swanson

WELCOME & INTRODUCTIONS:

Lieutenant Governor Jeanette Nuñez, called the meeting to order at 11:40 a.m. (EST), and welcomed the Board members and Space Florida staff. She stated the importance of the Board Directors engagement in the Board and Committee meetings.

There were no Public Comments.

1. OVERVIEW:

The Board and Management Team had open discussion about the following topics:

- Positioning for Growth
- Governance Enhancements
- Public Policy & Corporate Reputation Committee Rules and Responsibilities



CLOSING REMARKS & ADJOURNMENT

Lieutenant Governor Jeanette Nunez requested any further questions or comments from the public or board members. There being none, the Chair thanked the Board for the discussion and participation and adjourned the meeting at 1:00 p.m. (EST)

Lieutenant Governor Jeanette Nuñez, Chair

BOARD OF DIRECTORS WORKSHOP

January 26, 2022

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 Space Florida Governance Policies, and recorded in the minutes of the meeting of the Board of Directors Workshop held on January 26, 2022, and not subsequently amended or modified.

Frank A. DiBello, President

February 15, 2022, Board Meeting



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

A Special meeting of the Space Florida Board of Directors was held on February 15, 2022, via teleconference.

BOARD MEMBERS PRESENT:

Lieutenant Governor & Space Florida Chair, Jeanette Nuñez
Dean Cannon
Rodney Cruise
Jason Clement
Barbara Essenwine
Danny Gaekwad
Cody Khan
Katherine San Pedro

SPACE FLORIDA SENIOR MANAGEMENT PRESENT:

Frank DiBello
Howard Haug
Ron Lau
Todd Romberger
Denise Swanson

WELCOME & INTRODUCTIONS:

A quorum being present, Lieutenant Governor Jeanette Nuñez, called the Meeting to order at 11:30 a.m. (EST), and welcomed Board members.

There were no Public Comments.

1. PROJECT AND CONTRACT ACTIVITIES:

Contracts, Business Development and Project Activities provided to the Board in advance were briefed by Howard Haug. The following items were recommended for approval:

Project Constitution: Management requests approval for authority to negotiate and enter a Term Sheet regarding Project Constitution for the establishment of its business operations in Florida. The company plans to invest over Ninety Million Dollars (\$90,000,000) in construction, high-value equipment, tooling and engineering development in the project. In conjunction with the Term Sheet and project activities, Space Florida intends to pursue conduit financing for lease and sublease agreements, planned facilities construction and equipment acquisition in the amount of up to Sixty Million Dollars (\$60,000,000) as well as eligibility evaluation of Spaceport Improvement Program Florida Department of Transportation matching grant funds. The company expects to create approximately 100 jobs by 2025 with annual average wages of One Hundred Thousand Dollars (\$100,000).

Rodney Cruise made a motion for approval for Management to complete negotiations and enter the Term Sheet with Project Constitution as described. The motion was seconded by Cody Khan and approved unanimously.



PRESIDENT'S REPORT:

Frank DiBello presented the following items:

- Legislative Session is in week 6 of 9
- Space Florida Management would like to request the Board members reach out to the House and the Senate to support Space Florida's \$6M budget. The financing fund is crucial to the Space Florida tool kit. The budget has the support of the Governor.

CLOSING REMARKS & ADJOURNMENT

Lieutenant Governor Jeanette Nunez requested any further questions or comments from the public or Board Members. There being none, the Chair thanked the Board for the discussion and involvement and adjourned the meeting at 11:45 a.m. (EST)

Lieutenant Governor Jeanette Nuñez, Chair

BOARD OF DIRECTORS MEETING

February 15, 2022

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 Space Florida Governance Policies, and recorded in the Minutes of the Meeting of the Board of Directors held on February 15, 2022, and not subsequently amended or modified.

Frank A. DiBello, President

March 31, 2022, Board Meeting



Draft - Minutes of a Special Meeting of the Space Florida Board of Directors

A Special meeting of the Space Florida Board of Directors was held on March 31, 2022, via teleconference.

BOARD MEMBERS PRESENT:

Lieutenant Governor & Space Florida Chair, Jeanette Nuñez
Dean Cannon
Rodney Cruise
Daniel Davis
Sonya Deen-Hartley
Barbara Essenwine
Scott Ross
Katherine San Pedro

SPACE FLORIDA SENIOR MANAGEMENT PRESENT:

Frank DiBello
Howard Haug
Ron Lau
Todd Romberger
Denise Swanson

WELCOME & INTRODUCTIONS:

A quorum being present, Lieutenant Governor Jeanette Nuñez, called the Meeting to order at 10:00 a.m. (EDT), and welcomed Board members.

There were no Public Comments.

1. PROJECT AND CONTRACT ACTIVITIES:

Contracts, Business Development and Project Activities provided to the Board in advance were briefed by Howard Haug. The following items were recommended for approval:

1. **Project Oz:** Management requests approval for ratification of a Term Sheet regarding Project Oz for the establishment of its business operations in Florida. The company plans to invest up to Two Hundred Fifty Million Dollars (\$250,000,000) in construction, high-value equipment, and tooling in the project. In conjunction with the Term Sheet and project activities, Space Florida intends to pursue financing of lease and sublease agreements for planned facilities construction and equipment acquisition, as well as eligibility evaluation for Spaceport Improvement Program Florida Department of Transportation (FDOT) matching grant funds. The company expects to create approximately 500 jobs by 2025 with annual average wages of One Hundred Thousand Dollars (\$100,000).

Daniel Davis made a motion for approval for ratification of the Term Sheet for Project Oz as described. The motion was seconded by Dean Cannon and approved unanimously.



2. **FDOT – LLF East Area Development:** Management requests authority for approval to negotiate and enter an agreement with FDOT to add additional funding in the amount of Twenty-One Million Dollars (\$21,000,000) to support the Launch and Landing Facility (LLF) East Area Development, a strategic common use spaceport improvement project, for a total contract value of Fifty-Eight Million Eight Hundred Thousand Dollars (\$58,800,000).

Rodney Cruise made a motion for approval to negotiate and enter an agreement with FDOT for Twenty-One Million Dollars (\$21,000,000) for the Launch and Landing Facility (LLF) East Area Development for a total contract value of Fifty-Eight Million Eight Hundred Thousand Dollars (\$58,800,000). The motion was seconded by Barbara Essenwine and approved unanimously.

3. **FDOT – Commercial Growth Wastewater Capacity System Improvements, Phase 1:** Management requests authority for approval to negotiate and enter agreement with FDOT in the amount of up to Ten Million Dollars (\$10,000,000) to support a strategic common use spaceport improvement project for Commercial Growth Wastewater System Improvements for Exploration Park and other commercial development areas at the Kennedy Space Center.

Sonya Deen-Hartley made a motion for approval to negotiate and enter an agreement with FDOT up to Ten Million Dollars (\$10,000,000) as described regarding Commercial Growth Wastewater Capacity System Improvements (Phase 1). The motion was seconded by Katherine San Pedro and approved unanimously.

CLOSING REMARKS & ADJOURNMENT

Lieutenant Governor Jeanette Nunez requested any further questions or comments from the public or Board Members. There being none, the Chair thanked the Board for the discussion and involvement and adjourned the meeting at 10:26 a.m. (EDT)

Lieutenant Governor Jeanette Nuñez, Chair



BOARD OF DIRECTORS MEETING

March 31, 2022

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 Space Florida Governance Policies, and recorded in the Minutes of the Meeting of the Board of Directors held on March 31, 2022, and not subsequently amended or modified.

Frank A. DiBello, President

DRAFT

Interim Financials December 31, 2021

SPACE FLORIDA



Total Compiled Statement of Revenues and Expenses Period Ending December 31, 2021

Unaudited
In 000's

	Total Budget	Q1 Actual	Committed	Total Actual and Committed	Budget Remaining
Operating Revenues					
State Appropriated Revenue - OPS	\$ 11,500	\$ 2,875	\$ 8,625	\$ 11,500	\$ -
Other Revenue	\$ 3,030	\$ 963	\$ 2,295	\$ 3,257	\$ (227)
Total Operating Revenues	\$ 14,530	\$ 3,838	\$ 10,920	\$ 14,757	\$ (227)
Operating Expenses					
Salaries & Other Related Costs	\$ 7,405	\$ 1,549	\$ 4,454	\$ 6,003	\$ 1,401
Contract & Subcontract Services	\$ 1,296	\$ 110	\$ 769	\$ 879	\$ 417
Utilities & Maintenance	\$ 3,523	\$ 920	\$ 2,589	\$ 3,509	\$ 14
Travel & Entertainment	\$ 248	\$ 24	\$ 203	\$ 227	\$ 20
Business Recruitment & Investment	\$ 361	\$ 19	\$ 338	\$ 356	\$ 5
General & Administrative	\$ 1,698	\$ 355	\$ 863	\$ 1,218	\$ 480
Total Operating Expenses (Excluding Depreciation)	\$ 14,530	\$ 2,976	\$ 9,216	\$ 12,193	\$ 2,338
Change in Net Assets Due to Operations	\$ -	\$ 862	\$ 1,703	\$ 2,565	

Roadmap

Roadmap Brainstorming: Positioning for Growth DRAFT as of 04272022

	Objective	Implementation	Assessment
Governance: The exercise of authority with responsibility to direct and control an organization in order to ensure its purpose is achieved.	<p>1. Board member representation with capacity and capabilities to control and direct business. (Requirements of independence; selection criteria and equal voting authority)</p> <p>2. Financial and internal control systems</p> <p>3. Ethics and regulatory compliance</p>	<p>Refine roles and responsibilities of the board of directors and committees:</p> <ul style="list-style-type: none"> - Enhance board and committee responsibilities for active input/direction into strategies - Add lead director role to provide Chair support - Develop matrix of director skills, attributes, experience and board tenure - Annually conduct multi-step director evaluations including one on one director peer evaluations, self evaluations, Space Florida activity participation attendance and engagement with stakeholders <p>Refine Enterprise Risk Management responsibilities for board and management:</p> <ul style="list-style-type: none"> - Rules and policies review/updates (including insurance, safety, compliance, and contingency) 	<p>Board Assessment/Evaluations</p> <p>Audits - Professional independent examinations to provide third party assurance that subject matter material is free from misstatement.</p> <p>Benchmarking - Practice of comparing our processes and performance to the industry best.</p>
<p>Marketing: Activities and processes for creating, communicating, delivering, and exchanging offerings that have value for clients, stakeholders and Florida at large.</p> <p>Brand: Product and services provided by Space Florida for Florida.</p>	<p>1. Stakeholder Engagement Plan(s)</p> <p>2. Space Florida Brand Identity</p>	<p>Determine exactness as to engagement with stakeholders for public dialogue participation that promote mission and industry growth:</p> <ul style="list-style-type: none"> - Develop communication guidelines for internal and external stakeholder engagement/activities <p>Differentiate Space Florida brand/roles/mission positions and objectives:</p> <ul style="list-style-type: none"> - Enhance monthly newsletter content and distribution - Enhance website and web blog related efforts - Raise awareness and disseminate public policy positions 	<p>In-bound/out-bound marketing activities</p> <p>Customer satisfaction survey</p> <p>Annual Report</p> <p>Federal and State Space Strategy Reports</p>
Business Operations: Harvesting of value from organizational assets.	<p>1. Strategic staffing/expansion of professional staff and succession planning</p> <p>2. Organizational resources including funding streams</p>	<p>Human resources stewardship:</p> <ul style="list-style-type: none"> - Expand and accelerate talent acquisition - Board and staff succession plan <p>Determine and prioritize business operational resources.</p> <ul style="list-style-type: none"> - Define services, products and deal structure roles - Refine synchronization of internal communications - Secure funding/revenue streams/capital access - Secure and procure TBD resources (software, professional and contractor support) 	<p>Organization Chart and succession plan</p> <p>V MOST and annual performance metrics</p> <p>Revenue Streams:</p> <ul style="list-style-type: none"> - Appropriations - User Fees - Service/Administrative Fees - Loans/Conduit Loans

Executive Review Materials

July 1, 2020 -
June 30, 2021

Space Florida Annual Performance Evaluation Form

Self Assessment



Yes



No

Employee Name: Frank A. DiBello Date Hired: May 2008
Title: President and CEO Review Period: July 1, 2020 - June 30, 2021
Reviewer: _____ Date: April 18, 2022

INTRODUCTION

This Form is used in providing performance feedback to employees. It consists of two key areas of assessment: Core Behaviors and Individual Job Performance. This Form is the instrument used to facilitate dialogue between the Reviewer and Reviewee with respect to these areas.

INSTRUCTIONS

- Reviewer: Complete the Performance Evaluation Form based on the Reviewee's performance over the entire review period. Do not focus solely on recent events, but consider all activities of the employee during the period. At the end of the Form, transfer all of your ratings to the appropriate sections on page 3 in order to calculate the Reviewee's overall performance score.
- Reviewee: Complete a self-assessment using this Form. Complete sections I, and II; do not complete sections III and higher. Submit the self-assessment to your Reviewer at least one week prior to your performance review meeting.

EXPLANATION OF RATINGS

Ratings are used to evaluate the employee under each section of this Form. An explanation of the alpha and numeric ratings is presented below.

Appraisal Rating
SEE (Substantially Exceeds Expectations) = 5 Consistently performs above expectations and is recognized by customers and/or peers as a leader and positive example for others.
EE (Exceeds Expectations) = 4 Performs above expectations in some areas and consistently meets all other expectations.
ME (Meets Expectations) = 3 Performs at expected level in all areas and consistently meets performance expectations.
MSE (Meets Some Expectations/Developing) = 2 Needs to improve in one or more areas to be at the expected level of performance.
NME (Not Meeting Expectations) = 1 Needs significant improvement in one or more areas. A job performance plan is required.

I. CORE BEHAVIORS

- A. Space Florida has identified certain behaviors that it believes are required of all employees. These “core” behaviors reflect the values and mission of Space Florida and should manifest themselves through our actions on a daily basis. The Reviewer should rate the employee on each behavior area based on the performance exhibited during the review period.






	Rating (5-1)		Rating (5-1)
Initiative - Seeks new challenges and responsibility. Self-starter and finisher. Persistent in overcoming obstacles. Does not procrastinate and is highly motivated	5	Creativity - Develops and applies practical, innovative ideas and approaches. Thinks “outside the box.” Able to find new solutions to old problems.	5
Action Oriented - Eagerly seeks new challenges and opportunities for growth. Diligent in performing tasks and produces timely results.	3	Judgment - Consults with others in dealing with difficult situations. Considers alternatives and consequences before making a decision. Acts decisively when required.	4
Customer Focus - Goes above and beyond to ensure that customers are satisfied. Shares information and knowledge through relevant networks to enhance the organization's service capabilities.	4	Responsibility - Takes responsibility for work completed and/or directed. Follows up on problems and decisions. Documents actions as appropriate. Adheres to organization policies.	3
Teamwork - Willingly helps and provides resources to others' endeavors. Participates in joint goals and projects. Places team before personal interests. Gives credit to others. Avoids “playing politics.”	4	Integrity and Trust - Does the right thing. Demonstrates courage, even in the face of strong opposition. Worthy of trust from colleagues. Maintains independence and objectivity in dealing and communicating with customers.	5

- B. Supervisor's have additional behaviors for which they are accountable. The Reviewer is to rate the employee on each of these core areas in addition to those presented in section A.

	Rating (5-1)		Rating (5-1)
Leadership - Provides purpose, values, and vision. Willing and able to make tough decisions and then take responsibility for related actions. Earns trust and loyalty and inspires others to greater performance.	5	Strategic Agility - Able to look into the future to anticipate consequences and trends accurately. Can envision and articulate future possibilities. Can create competitive breakthrough strategies and plans.	5
Directing Others - Able to establish clear direction and to set objectives. Distributes workloads appropriately. Maintains two-way dialogue with others on work and results. Ensures that reports adhere to organization policies.	4	Developing Direct Reports - Provides challenging tasks and assignments. Routinely holds development discussions. Works with reports to develop career plans and execute them. Is considered a “people builder.”	3
Motivating Others - Creates a climate in which people want to do their best. Able to motivate diverse reports and/or teams. Empowers others and values their input. Makes others feel that their work is important.	4	Conflict Management - Addresses conflicts head on; views them as opportunities. Can effectively settle disputes. Able to find common ground and get cooperation with minimal disruption.	4

II. INDIVIDUAL JOB PERFORMANCE

Enter up to five key accomplishments for the prior year which you were responsible for. In this section, the Reviewer rates the employee's level of achievement for each accomplishment.

	Rating (5-1)
<u>Accomplishment #1</u> Through established network, active lead generation and effective organizational response, recruited retained or expanded projects with 15 space/aerospace companies, creating over 5,220 jobs. Expanded and focused our statewide outreach to concentrate on key target areas with high attractiveness characteristics for 	5
<u>Accomplishment #2</u> Significantly expanded the number of qualified deal opportunities in key strategic target markets. Achieved big wins for the state with One Web, Space X expansion, CAE, and Terran Orbital (from personal relationship with 	4
<u>Accomplishment #3</u> Set broad reach goals for Space Florida's and the state's growth in the next decade! Initiated several Board Workshops and socialized discussion white papers to tap Board strategic counsel and direction ... guiding strategic and tactical action plans for achievement of the organization's growth goals 	5
<u>Accomplishment #4</u> Reorganized the organizations delivery resources to create two new business units, enabling better resource utilization and service delivery to handle the organization's unprecedented growth opportunities ... successfully 	4
<u>Accomplishment #5</u> Worked with leadership to drive effective process improvements to both administrative as well as documentation development and service response / deal execution processes. Established the framework for scaling the organization to establish "Florida as the Global Leader in Enabling Aerospace / Space Commerce" 	3

III. PERFORMANCE EVALUATION RESULTS

The Overall Performance Rating for the Reviewee is calculated by aggregating the performance scores from the two previous sections using the tables below.

I. CORE BEHAVIORS: Transfer the numeric ratings from each core behavior. Average all scores for behaviors as appropriate. This is the Overall Score for Section I.

Initiative	<u>5</u>
Creativity	<u>5</u>
Action Oriented	<u>3</u>
Judgment	<u>4</u>
Customer Focus	<u>4</u>
Responsibility	<u>3</u>
Teamwork	<u>4</u>
Integrity and Trust	<u>5</u>

For supervisory personnel only.

Leadership	<u>5</u>
Strategic Agility	<u>5</u>
Directing Others	<u>4</u>
Developing Direct Reports	<u>3</u>
Motivating Others	<u>4</u>
Conflict Management	<u>4</u>

Total Score
(sum of above scores) 58

Number of Behaviors
(8 for employee, 14 for supervisor) 14

Divide TOTAL SCORE by NUMBER OF BEHAVIORS to calculate the **Overall Score for Section I.**

4.14

Performance Evaluation Conversion Scale

SEE = 5
EE = 4
ME = 3
MSE = 2
NME = 1

II. INDIVIDUAL JOB PERFORMANCE: Transfer the numeric ratings for each accomplishment. Average all scores. This is the Overall Score for Section II.

Accomplishment #1	<u>5</u>
Accomplishment #2	<u>4</u>
Accomplishment #3	<u>5</u>
Accomplishment #4	<u>4</u>
Accomplishment #5	<u>3</u>

Total Score
(sum of above scores) 21

Number of Accomplishments 5 1-5

Divide TOTAL SCORE by NUMBER OF ACCOMPLISHMENTS to calculate the **Overall Score for Section II.**

4.20

Calculate the **Overall Performance Rating** by

- 1) Transferring the overall numeric score from the two sections to the appropriate box below;
- 2) Applying the appropriate weighting;
- 3) Adding the Weighted Scores; and
- 4) Converting the Overall Performance Score back to an Alpha Rating using the scale below.

Overall Score for Section I.		Weighting		Weighted Score	Overall Performance Rating Scale 4.30 to 5.00 = SEE 3.51 to 4.29 = EE 2.50 to 3.50 = ME 1.26 to 2.49 = MSE 1.00 to 1.25 = NME
4.14	X	40%	=	1.66	
Overall Score for Section II.		Weighting		Weighted Score	
4.20	X	60%	=	2.52	

Total Score (sum of two Weighted Scores)	4.18	Overall Alpha Rating (overall performance rating)	EE
--	------	---	----

IV. DEVELOPMENT OF ACTION STEPS

Based on the assessment components above, the Reviewer will indicate below the areas in which the employee excels ("Strengths") and the areas that may require developmental attention ("Areas for Improvement"). Action steps should be prepared for areas that need improvement or development.

Strengths	Areas for Improvement
Ability to think strategically and create alternative accomplishment paths to stay in front of trends and industry needs.	Focus on communication of "Space Florida Value" to the state legislature and key stakeholders. Continue building relationship with NASA and other Federal partners.
Creativity in defining new initiatives for positioning the organization and Florida required for strategic markets for Florida's leadership in space.	Continue to drive Space Florida toward a more metrics managed organization for improved efficiency and responsiveness to market.
Ability to motivate staff through communication of Vision and goals to drive the organization and achieve business objectives.	Continue process improvement for scaling the organization, improved efficiency and greater responsiveness in the environment of dramatically increased workload.
Ability to establish "brand" for Florida through communication with industry and strong personal / capital markets network to establish Florida as "The Leading Place for Space".	Focus on succession planning at all levels to ensure smooth organizational evolution for scaling and achieving growth potential in the industry.

Action Steps	Time Frame
Further develop and refine the recommendations and themes coming out of Board Retreats, Strategic Workshops and other Board engagement activities ... and translate them into actionable initiatives (Roadmap) for implementation.	Q2 - Q4, 2022
Utilizing VMOST, translate next-decade Strategic Goals to the next level for implementation - Focus on strategies/actions for 1, 3, and 5 year goals ... Assess and validate economic impact ... effectively communicate "Value" to the state.	Q1 - Q3, 2022
Plan and execute initiative to establish broad new financing / capital markets relationships, and drive a Florida-based Space Finance Conference ... to support branding Florida as an Aerospace Capital State.	Q4, 2022 - Q2, 2023
Continue driving organizational growth to achieve greater financial independence for long-term sustainability.	2022 - 2025.

V. SIGNATURES

Performance Evaluation Review and Discussion: The signatures below indicate that the employee's performance has been reviewed and discussed with the employee.

Reviewer's Signature

_____**Date**_____

Employee Signature

Title

Frank DiBello

Frank DiBello

2022.04.18

15:09:04

-04'00'

_____**Date**_____

Signature indicates that evaluation has been reviewed with the employee but does not necessarily reflect agreement.

**Reviewing Official
Signature**

_____**Date**_____

The evaluation is not complete until the Reviewing Official has reviewed and signed the evaluation form.

July 1, 2020 -
June 30, 2021

Space Florida

Annual Performance Evaluation Form

Self Assessment

☐

Yes

☒

No

Employee Name: Howard Haug Date Hired: July 2007
Title: EVP - Chief Investment Officer and Treas Review Period: July 1, 2020 - June 30, 2021
Reviewer: Frank DiBello Date: 1/12/22

INTRODUCTION

This Form is used in providing performance feedback to employees. It consists of two key areas of assessment: Core Behaviors and Individual Job Performance. This Form is the instrument used to facilitate dialogue between the Reviewer and Reviewee with respect to these areas.

INSTRUCTIONS

Reviewer: Complete the Performance Evaluation Form based on the Reviewee's performance over the entire review period. Do not focus solely on recent events, but consider all activities of the employee during the period. At the end of the Form, transfer all of your ratings to the appropriate sections on page 3 in order to calculate the Reviewee's overall performance score.

Reviewee: Complete a self-assessment using this Form. Complete sections I, and II; do not complete sections III and higher. Submit the self-assessment to your Reviewer at least one week prior to your performance review meeting.

EXPLANATION OF RATINGS

Ratings are used to evaluate the employee under each section of this Form. An explanation of the alpha and numeric ratings is presented below.

Appraisal Rating
SEE (Substantially Exceeds Expectations) = 5 Consistently performs above expectations and is recognized by customers and/or peers as a leader and positive example for others.
EE (Exceeds Expectations) = 4 Performs above expectations in some areas and consistently meets all other expectations.
ME (Meets Expectations) = 3 Performs at expected level in all areas and consistently meets performance expectations.
MSE (Meets Some Expectations/Developing) = 2 Needs to improve in one or more areas to be at the expected level of performance.
NME (Not Meeting Expectations) = 1 Needs significant improvement in one or more areas. A job performance plan is required.

I. CORE BEHAVIORS

- A. Space Florida has identified certain behaviors that it believes are required of all employees. These "core" behaviors reflect the values and mission of Space Florida and should manifest themselves through our actions on a daily basis. The Reviewer should rate the employee on each behavior area based on the performance exhibited during the review period.

	Rating (5-1)		Rating (5-1)
Initiative - Seeks new challenges and responsibility. Self-starter and finisher. Persistent in overcoming obstacles. Does not procrastinate and is highly motivated	5	Creativity - Develops and applies practical, innovative ideas and approaches. Thinks "outside the box." Able to find new solutions to old problems.	4
Action Oriented - Eagerly seeks new challenges and opportunities for growth. Diligent in performing tasks and produces timely results.	4	Judgment - Consults with others in dealing with difficult situations. Considers alternatives and consequences before making a decision. Acts decisively when required.	5
Customer Focus - Goes above and beyond to ensure that customers are satisfied. Shares information and knowledge through relevant networks to enhance the organization's service capabilities.	4	Responsibility - Takes responsibility for work completed and/or directed. Follows up on problems and decisions. Documents actions as appropriate. Adheres to organization policies.	4
Teamwork - Willingly helps and provides resources to others' endeavors. Participates in joint goals and projects. Places team before personal interests. Gives credit to others. Avoids "playing politics."	4	Integrity and Trust - Does the right thing. Demonstrates courage, even in the face of strong opposition. Worthy of trust from colleagues. Maintains independence and objectivity in dealing and communicating with customers.	5

- B. Supervisor's have additional behaviors for which they are accountable. The Reviewer is to rate the employee on each of these core areas in addition to those presented in section A.

	Rating (5-1)		Rating (5-1)
Leadership - Provides purpose, values, and vision. Willing and able to make tough decisions and then take responsibility for related actions. Earns trust and loyalty and inspires others to greater performance.	5	Strategic Agility - Able to look into the future to anticipate consequences and trends accurately. Can envision and articulate future possibilities. Can create competitive breakthrough strategies and plans.	4
Directing Others - Able to establish clear direction and to set objectives. Distributes workloads appropriately. Maintains two-way dialogue with others on work and results. Ensures that reports adhere to organization policies.	5	Developing Direct Reports - Provides challenging tasks and assignments. Routinely holds development discussions. Works with reports to develop career plans and execute them. Is considered a "people builder."	4
Motivating Others - Creates a climate in which people want to do their best. Able to motivate diverse reports and/or teams. Empowers others and values their input. Makes others feel that their work is important.	4	Conflict Management - Addresses conflicts head on; views them as opportunities. Can effectively settle disputes. Able to find common ground and get cooperation with minimal disruption.	4

II. INDIVIDUAL JOB PERFORMANCE

Enter up to five key accomplishments for the prior year which you were responsible for. In this section, the Reviewer rates the employee's level of achievement for each accomplishment.

	Rating (5-1)
Accomplishment #1 Continued to guide and enable the strengthening of both organizational management processes and Board Oversight / Governance functions necessary to accommodate and achieve organizational goals and growth. objectives	5
Accomplishment #2 Excels at team skills development and coaching across the organization while focusing on operational efficiency and performance improvement ... "keeps the buses running" while setting-in-place the framework for	4
Accomplishment #3 Review and assessment of corporate performance, leading to strengthened functional responsibilities and enhanced position/ responsibility descriptions to set the stage for organizational evolution of Space Florida.	4
Accomplishment #4 Development of next generation policy framework for evolution of the organization including Environmental, Social and Governance Policy, a Directive on Securities trading, and Investment Policies and Procedures to	5
Accomplishment #5 Brings true C-suite level treasury and investment thinking and insights to Space Florida and the marketplace we serve, enhancing credibility as a viable capital markets partner.	4

III. PERFORMANCE EVALUATION RESULTS

The Overall Performance Rating for the Reviewee is calculated by aggregating the performance scores from the two previous sections using the tables below.

Performance Evaluation Conversion Scale

SEE = 5
EE = 4
ME = 3
MSE = 2
NME = 1

I. CORE BEHAVIORS: Transfer the numeric ratings from each core behavior. Average all scores for behaviors as appropriate. This is the Overall Score for Section I.

Initiative	<u>5</u>
Creativity	<u>4</u>
Action Oriented	<u>4</u>
Judgment	<u>5</u>
Customer Focus	<u>4</u>
Responsibility	<u>4</u>
Teamwork	<u>4</u>
Integrity and Trust	<u>5</u>

For supervisory personnel only.

Leadership	<u>5</u>
Strategic Agility	<u>4</u>
Directing Others	<u>5</u>
Developing Direct Reports	<u>4</u>
Motivating Others	<u>4</u>
Conflict Management	<u>4</u>

Total Score
(sum of above scores)

61

Number of Behaviors
(8 for employee, 14 for supervisor)

14

Divide TOTAL SCORE by NUMBER OF BEHAVIORS to calculate the **Overall Score for Section I.**

4.36

II. INDIVIDUAL JOB PERFORMANCE: Transfer the numeric ratings for each accomplishment. Average all scores. This is the Overall Score for Section II.

Accomplishment #1	<u>5</u>
Accomplishment #2	<u>4</u>
Accomplishment #3	<u>4</u>
Accomplishment #4	<u>5</u>
Accomplishment #5	<u>4</u>

Total Score
(sum of above scores)

22

Number of Accomplishments

5

1-5

Divide TOTAL SCORE by NUMBER OF ACCOMPLISHMENTS to calculate the **Overall Score for Section II.**

4.40

Calculate the **Overall Performance Rating** by

- 1) Transferring the overall numeric score from the two sections to the appropriate box below;
- 2) Applying the appropriate weighting;
- 3) Adding the Weighted Scores; and
- 4) Converting the Overall Performance Score back to an Alpha Rating using the scale below.

Overall Score for Section I.		Weighting		Weighted Score	Overall Performance Rating Scale 4.30 to 5.00 = SEE 3.51 to 4.29 = EE 2.50 to 3.50 = ME 1.26 to 2.49 = MSE 1.00 to 1.25 = NME
4.36	X	40%	=	1.74	
Overall Score for Section II.		Weighting		Weighted Score	
4.40	X	60%	=	2.64	

Total Score (sum of two Weighted Scores)	4.38	Overall Alpha Rating (overall performance rating)	SEE
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IV. DEVELOPMENT OF ACTION STEPS

Based on the assessment components above, the Reviewer will indicate below the areas in which the employee excels ("Strengths") and the areas that may require developmental attention ("Areas for Improvement"). Action steps should be prepared for areas that need improvement or development.

Strengths	Areas for Improvement

Action Steps	Time Frame

Performance Evaluation Review and Discussion: The signatures below indicate that the employee's performance has been reviewed and discussed with the employee.

Joe Bello Date 1/18/22

HOWARD J. HALL Date 1/18/2022
Signature indicates that evaluation has been reviewed with the employee but does not necessarily reflect agreement.

 Bello Date 1/18/22
The evaluation is not complete until the Reviewing Official has reviewed and signed the evaluation form.



Executive Leadership Key Performance Indicators

Below are key performance indicators of Space Florida's executive leadership for the period of July 1, 2020 through June 30, 2021. It summarizes notable achievements accomplished through the leadership of Mr. Frank DiBello, President and Chief Executive Officer, and Mr. Howard Haug, Executive Vice President, Treasurer, and Chief Investment Officer.

- Through established networks, active lead generation and effective organizational response, recruited retained or expanded projects complete with 15 space/aerospace companies, creating over 5,220 jobs.
- Expanded and focused statewide outreach to concentrate on key target areas with high attractiveness characteristics for aerospace, space and related high-tech growth for Florida's future resulting in expanded numbers of qualified deal opportunities in key strategic target markets. Achieved big wins for the state with Airbus OneWeb Satellites Florida, LLC., Space X expansion, Blue Origin, CAE, and Terran Orbital (from personal relationships with leadership).
- Supported over 30 research project, partnerships and grants.
- Reorganized Space Florida's delivery resources to create two business units, enabling better resource utilization and service delivery to handle the organization's unprecedented growth opportunities.
- Successfully promoted and/or recruited new leadership to drive growth in resources.
- Worked with leadership to drive effective process improvements to both administrative as well as documentation development and service response / deal execution processes.
- Established the framework for scaling the organization to establish "Florida as the Global Leader in Enabling Aerospace / Space Commerce".
- Set broad reach goals for Space Florida and the state's growth in the next decade! Initiated several Board Workshops and socialized discussion white papers to tap Board strategic counsel and direction for guiding strategic and tactical action plans for achievement of the organization's growth goals.
- Developed enhanced Space Florida vision, mission, objectives, and strategies (VMOST) activities for scaling at the tactical level.

The schedule of Senior Management ratings, excluding Mr. DiBello and Mr. Haug are as follows:

<u>Title</u>	<u>Numeric Rating</u>
VP Relations	4.03
VP Finance Projects	3.52
VP Business Development	3.83
VP Operations	3.79
VP Relations	3.47
VP Operations	3.53
VP Operations	4.06
VP Administration	4.00

SPACE FLORIDA JOB DESCRIPTION

Job Title:	President & Chief Executive Officer
Department:	President's Office
Reports To:	Board of Directors
FLSA Status:	Exempt
Pay Grade:	26 (\$339,189 - \$484,555 - \$629,922)
Approved By:	Board of Directors
Approved Date	April 2, 2018

BASIC PURPOSE:

The President and CEO establishes, interprets and communicates Space Florida's vision and mission as the global leader in aerospace research, investment, and space industry development and commerce, to all constituencies, employees and all market sectors, Civil, Military and Commercial. The President also serves as the chief administrative and operational officer for the Board of Directors and is responsible for setting strategic direction and leadership for the organization.

ESSENTIAL ACCOUNTABILITIES or TASKS:

- Serve as chief spokesperson of the organization and provides leadership and direction in the development of the organization's statement of vision, mission, and goals and the corresponding strategies to achieve them.
- Ensure the organization meets statutory responsibilities pursuant to Florida Statute 331.3051.
- Drive the fulfillment of Space Florida's purpose: "Foster growth and development of a sustainable and world-leading aerospace industry" (per statute).
- Promote aerospace development by facilitating business financing, spaceport operations, research and development, innovative education and capital formation programs.
- Establish strategies and goals related to attracting and expanding the next generation of space industry businesses.
- Collaborate with the Board and key constituents statewide, especially the state's industry, Legislature, regional and local community, and public-sector leadership, to build commitment and develop resources for the overall goals of the organization and business plan.
- Drive shape the State ecosystem to ensure Florida as the ideal location for aerospace businesses to locate and thrive. Drive and shape the talent and programs of Space Florida to ensure its position as the perfect partner to help ensure the success of the aerospace business in Florida.
- Develops innovative and focused business attraction, retention, and creation strategies to capture a larger share of activity in space research, technology, production, and commercial operations, while maintaining historical leadership in space launch activities.
- Drive and collaborate on programs to build, retain and communicate the benefits of Florida's highly trained workforce, proven infrastructure and unparalleled record of achievement in the aerospace industry.
- Provide strategic, financial, and leadership guidance on decision making issues affecting the organization, i.e., evaluation of potential alliances, partnerships, collaboration agreements and investments.

SPACE FLORIDA JOB DESCRIPTION

- Recommends annual budget for Board approval and prudently manage the organization's resources in accordance with approved policies, procedures, laws, and regulations.
- Support operations and administration of the Board by advising and informing Board members, interfacing between Board and staff, and supporting the Board's evaluation of the President and Executive Vice President.
- Enhance and/or develop, implement and enforce policies and procedures of the organization through systems that improve operation and effectiveness of the corporation.
- Ensures the development of priority plans, organizational and employee performance measurements and evaluation instruments, management controls, and critical success factors.
- Lead the human resources of the organization, developing and maintaining an effective, diverse staff to carry out the organizational objectives.
- Establish the organizational culture and provide direct supervision to Space Florida's management team.

SUPERVISION:

- Treasurer, and Executive Vice President Chief Investment Officer
- Chief Financial Officer & Executive Vice President Administration
- Senior Vice President Spaceports Business Unit
- Senior Vice President Corporate Development & Capital Programs
- Vice President Government & External Relations
- Vice President Government Affairs & Regulatory Compliance
- Executive Assistant to the President

MINIMUM QUALIFICATIONS REQUIRED:

- A Bachelor's degree from an accredited college or university is required; an advanced degree from an accredited college or university is preferred.
- Ten years' experience as functional head of a company, major department and /or division.
- Seven to ten years' experience as spokesperson and relationship building in a wide range of business and government sectors.
- Seven to ten years' experience managing a staff.

DESIREABLE COMPETENCIES:

- Proven track record of effectively communicating with key stakeholders, businesses, media, and customers to include but not limited to, federal, state, and local government structures and the processes of each.
- Display thorough knowledge of challenges facing the space industry, including NASA and DoD, within the state of Florida.
- Demonstrated ability to work within the political, cultural, and legislative landscape necessary to further the organizational mission.
- Demonstrated ability to understand the public-private partnership structure and the importance of cooperation with other economic development and workforce development partnerships.

SPACE FLORIDA JOB DESCRIPTION

- Proven ability to develop initiatives to advance education in science, mathematics, engineering, and technology in relation to aviation and space.
- Proven ability to develop and retain critical workforce skills most relevant to space and aeronautics companies by integrating industry needs into Florida workforce development programs with particular attention to workers who will be needed to support the nation's post-Space Shuttle launch vehicle and exploration programs.
- Demonstrated capability to develop and manage development and execution teams with diverse skills.
- Thinking and Problem-solving Skills: Develops plans, evaluates alternatives, and takes logical and systematic approaches to accomplishment of tasks. Ability to develop a strategic vision for the organization and generate break-through ideas,
- Achievement Orientation: Competes against a standard of excellence, either self-defined or against a predetermined goal. Demonstrates success in leading a dynamic, volatile environment. Capable of leading culture shifts and highly complex business on day one.
- Persistence: Action-oriented in overcoming obstacles. Drives for results.
- Client, Market, and Bottom-Line Orientation: Is focused on effective and efficient operations of the organization and prudent "Cost-Benefit" results from expenditure and investment decisions.
- Analytical Thinking: Has ability to understand a situation by breaking it apart into smaller pieces in a step-by-step way.
- Initiative: Demonstrates competence in taking action and doing more than is expected or requested; acts to extend the organization into new areas, products or services.
- Teamwork and Cooperation: Works cooperatively as part of a team rather than working separately or competitively; is a consensus builder. Promotes collaboration.
- Organizational Awareness: Demonstrates ability to understand the power of relationships in his or her own organization or other organizations and the position of the organization in the larger world.
- Communications Skills effectively communicates verbally and in writing with confidence, clarity, credibility and regularity with all constituent groups economic development professionals, business leaders, federal, state, and local government officials, and customers.
- Networking Skills: Works to build or maintain networks of contacts with people who might be useful in achieving work-related goals.
- Conflict Resolution: Demonstrates ability to resolve conflicts / negotiate disagreements.
- Interpersonal Understanding: Demonstrates ability, desire to listen / understand others.
- Personal Maturity: Demonstrates self-confidence/ recognition of own limitations. Demonstrates credibility, integrity and sincerity.

SPACE FLORIDA JOB DESCRIPTION

Job Title:	Executive Vice President, Treasurer & Chief Investment Officer
Department:	Business Development
Reports To:	Board of Directors and President & Chief Executive Officer
FLSA Status:	Exempt
Pay Grade:	23 (\$238,288-\$340,411-\$442,534)
Approved By:	President & Chief Executive Officer
Approved Date:	June 1, 2020

BASIC PURPOSE:

This job is responsible for the leadership and management of the strategic business of the Space Florida organization. In addition, this job directs initiatives and strategic projects for the Board of Directors and the President.

ESSENTIAL ACCOUNTABILITIES or TASKS:

- General Manager of the investment process and business models for Space Florida.
- Responsible for review and approval of significant business/investment structures, pricing/offer strategy and investment proposals
- Develops asset allocation levels aimed at creating a balanced portfolio.
- Conducts traditional investment research and technical analysis to identify industry trends
- Design and direct collaborative process for the development of Space Florida's Long-Term Business and Financial Strategic Plan and Budget. Identify top contributors to participate in specific planning and budgeting processes. Direct collection and development of research and business intelligence in preparation for sessions, chair sessions, engage participants in creation and contribution of plan elements as assignments where appropriate.
- Direct determinations of financial and capital raises over the term of Programs and Plans. Lead top contributors through the process to the creation of Space Florida's initial three to five-year Strategic Plan and Budget and subsequent updates.
- Participate as a member of Executive Management team of Space Florida responsible for Entity Leadership, Governance, Board Action Management, Market Mix, Resource Allocation, Risk Management, Delegation and Empowerment.
- Assess and define resource requirements and allocation across Space Florida's Projects, Systems and those required for approaching programs and initiatives.
- Develop directions and secure support regarding resource requirements, allocations, and potential resources for specific programs from the President & CEO and the Board of Directors and, research the availability and probability of acquisition of additional resources through initiation of relationships with potential partners.
- Ensures finances are managed and expended proficiently so finances fall into policy and standard accounting procedures.
- Responsible to maintain market, business, and economy awareness for Space Florida

SPACE FLORIDA JOB DESCRIPTION

SUPERVISION:

- Director Marketing & Communications
- Director Business Economic Development
- Business Development Coordinator
- Senior Project Manager

MINIMUM QUALIFICATIONS REQUIRED:

- Bachelor's degree in Business Administration or any business discipline.
- Ten years' experience as functional head of a company, department and /or division.
- Ten years' experience in Financial Management, Debt and Equity transactions, Corporate Development, Mergers and Acquisitions.
- Ten years' experience in Business Development
- Seven to ten years' experience managing multiple staff.
- Demonstrated ability to communicate effectively via presentations, public speaking, and the written word.
- Demonstrated ability to plan, organize and direct multiple projects and activities with varied deadlines; utilize sound judgment and be a strategic thinker.
- Can maintain discretion and confidentiality in all matters.

PREFERRED QUALIFICATIONS:

- Master's degree in Finance or related field.
- Knowledge of government operations and processes.
- Experience with economic development principles and practices.



September 17, 2020

COMPENSATION OVERVIEW Prepared for the Space Florida Board of Directors

Compensation Philosophy: The Foundation of our program

Space Florida's Compensation Philosophy is based on the principles of competitive and fair compensation for sustained performance. Our Board of Directors believe that Space Florida's program should:

- be aligned with Stakeholders Interests,
- be aligned with the organization's mission, vision, and strategy,
- be competitive and market-based,
- pay for performance,
- balance both short- and long-term focus, and,
- be aligned with generally accepted industries approaches.

To that end, Space Florida incorporates many best practices in its compensation program and avoid elements that are not aligned with Space Florida's Guiding Pay Principles.

Competitive and Fair Compensation

The compensation philosophy of Space Florida is to establish and maintain employee rewards at levels that reflect job responsibilities and individual performance and ensure that the organization is well positioned to hire, keep and fully engage qualified, competent employees. To ensure that cash compensation is competitive, Space Florida's compensation practices are compared with those of other entities in Space Florida's market sectors on a periodic basis (approximately every three years). In January of this year, Harrington & Associates, Inc. was engaged to conduct an internal study to determine how the relationship of job duties across the organization currently relate to each other, based on job content and requirements, and to conduct a market analysis. The market analysis is derived from published surveys that reflect compensation practices of peer entities and includes data related to base cash compensation and incentive compensation targets for position descriptions (i.e., PDs or Jobs) that are equal to or substantially like those at Space Florida. Peer entities that provide the best comparisons include airports, seaports and other highly regulated transportation environments of similar size and multiple use that correspond to Space Florida's Spaceport activities. For Space Florida's Aerospace / Space Business Development activities peer entities that provide the best comparison with corresponding revenue levels and investment portfolios included boutique investment banks and real estate investment entities that handle complex, innovative financing arrangements, and state / regional wide economic and workforce development organizations.

Guiding Pay Principles

Space Florida's Compensation Program is designed to encourage its employees to: (1) Produce outstanding results in fulfilling Space Florida's Spaceport Authority Mission and Space Florida's Funding & Program Agreement with the State of Florida; (2) Create sustainable long-term value for Space Florida's Stakeholders; and (3) Consistently fulfill their roles and responsibilities in an ethical manner. Space Florida's Guiding Pay Principles are:



- Alignment with Stakeholders Interests: Provide compensation elements and set expectations targets that closely align with those of stakeholders. For example, to foster the growth and development of a sustainable and world leading industry in the State of Florida, and to generate positive benefits for the state without uniquely benefitting any entity.
- Competitive and Market Based: to attract and retain world-class talent with abilities and experience necessary to develop and execute spaceport authority strategies, obtain superior results, and build long-term value for stakeholders within a government environment as large and complex as the State of Florida
- Pay for Performance: Though generally accepted as a fundamental component of a competitive compensation package among the vast majority of Space Florida's peer group, some stakeholders have expressed concerns that the Pay for Performance component is inappropriate for Space Florida. A substitute component should be implemented to comply with Space Florida's Principles and offer a competitive and market-based compensation plan.
- Balanced Short - and Long - Term Focus: Ensure that the compensation program provides an appropriate balance between the achievement of short- and long-term objectives, with a clear emphasis on managing the sustainability of the spaceport authority and mitigating risk.
- Alignment with Generally Accepted approaches; Provide policies and programs that fit within the framework of generally accepted approaches adopted by leading similar entities

Sustained Performance

Employees are rewarded based upon Space Florida's performance and individual performance. Appraisal ratings are graded on a 1 to 5 scale where 5 is "Substantially Exceeds Expectations" and 1 is "Not Meeting Expectations." Overall score is a combination of weighted components consisting of 40% on core behaviors, and 60% on performance. Space Florida's corporate performance is evaluated by reviewing the extent to which strategic goals and performance metrics are met. Individual performance is evaluated and documented by the employee, their supervisor and a reviewing official.

Compensation Objectives

There are three primary objectives of our current compensation program.

First, we must attract and retain superior talent to lead and execute our statutorily defined roles and responsibilities to foster growth and industry leadership while controlling the costs associated with this mission. The high-profile nature of the Space / Aerospace Industry and Space Florida's interconnection with the State of Florida adds complexity to this challenge.

Second, the compensation program must effectively tie pay and benefits to broad responsibilities and performance against measurable targets. Specific performance targets are set for Space Florida by the State and our Board of Directors each year. The combination of base and performance pay must motivate employees to take the actions necessary to meet the targets on a quarterly and annual basis, without affecting our longer-term viability.

Finally, the compensation program must properly energize employees to fulfill the mission of Space Florida, deliver returns to its stakeholders and strengthen the position of the State within the Global Space / Aerospace Industry.



Compensation Components

To meet these three objectives annual compensation is currently divided into three elements for employees; *base salary*; *pay for performance*; and *employee benefits*. The Governance and Compensation Committee determines the optimal mix of compensation components, as well as total targeted compensation, based on market analysis by a Compensation Consultant.

Base Salary. Base pay is distributed on a periodic basis and recognizes the daily performance required of the employee's position. The base salary was set using broad industry information, as well as peer entity analysis. Annual base salaries will continue to reflect appropriate market data, as well as individual performance of assigned responsibilities and changes in the scope of responsibilities. Targeted performance criteria vary for each employee based on his or her respective area of responsibility.

Pay for Performance. Are generally paid annually and are tied to exceeding agreement and budgeted targets. Pay for performance potential is based on market and peer group analysis.

Employee Benefits. All employees are provided with a benefit package that includes health care, and life and disability insurance, with dental, a GAP Insurance Plan, a vision care option, and cafeteria plan options. Space Florida pays 100% for the employee only coverage, and 75% for family coverage of medical, dental, and vision. Employees may participate in either of two health plan options that are provided and can enroll in a healthcare flexible spending account. Space Florida has a Simplified Employee Pension Plan (the "Plan"). The Plan eliminates the taxation required for the social security element of the Federal Insurance Contribution Act (FICA) for all participants and for Space Florida. All employees of Space Florida participate in the Plan. Space Florida also offers an employee only contribution deferred compensation plan (457b).

Compensation of President & CEO, and the Executive Vice President Treasurer & Chief Investment Officer

The Governance & Compensation Committee will separately review the annual compensation for these executives and will recommend to the full board a level that is competitive with peer entities, based on industry comparisons and taking into consideration the effectiveness of their leadership and success in fulfilling the mission of Space Florida. The process will be administered by Harrington & Associates, Inc. whereby annual performance evaluation documents will be completed by the executives and presented to the committee for review and assessment. Based on the results of this review and market analysis results the committee will present their recommendations to the full board for approval. The committee expects to present their recommendations at the Boards TBD scheduled meeting.

Current pay to market analysis and recommendations

The organization's aggregate current Base Pay compared to the final results of the market analysis conducted this May, is 90 % of the mid-point of the market. The lack of a Pay for Performance component places the organizations overall total cash compensation below its peer groups. It is noteworthy that over the calendar year period of 2017 through 2020 to date, the overall Consumer Price Index (CPI)-Bureau of Labor Statistics has accumulatively increased 6.39%.

SPACE FLORIDA



For several years, Space Florida has endeavored to maintain its workforce aggregate base pay at Ninety-Five Percent (95%) of the market mid-points of its various grade levels for employee positions. In other words, the market mid-point is an amount where Fifty Percent (50%) of the market is paid less than that amount, and Fifty Percent (50%) is paid more. The reasoning for this policy had been that Space Florida was an emerging entity within a new, fast growing and burgeoning industry, our peer groups primarily reflect more mature and stable growth industries where experience in grade is common and often requires a premium. Recent hires by Space Florida indicate the industry is maturing whereby 100% of mid-market Base Pay is required to be competitive. Management with advice and counsel of the Board will have to address creating a substitute component of Pay for Performance to comply with Space Florida's Principles and offer a competitive and market-based compensation.

BUSINESS BEFORE THE BOARD – PROJECT AND CONTRACT ACTIVITIES



Space Florida Board of Directors Meeting

May 5, 2022

Project and Contract Activities

(Florida Statutes: 331.302; 331.305; 331.3051; 331.310; 331.323; 331.324; 331.331, 331.354; 331.360 and 331.371)

1. **Project Laser:** Management requests approval for authority to negotiate and enter a Term Sheet regarding Project Laser in the amount of up to Twenty-One Million Two Hundred Fifty Thousand Dollars (\$21,250,000). Space Florida intends to pursue third party financing in addition to leases and related project agreements for design, construction, and equipment acquisition. The company expects to create approximately 10 jobs by 2025 with estimated annual average wages of One Hundred Thousand Dollars (\$100,000).
2. **Project Beacon:** Management requests approval for authority to negotiate and enter a Term Sheet regarding Project Beacon in the amount of up to Seventeen Million Five Hundred Thousand Dollars (\$17,500,000). Space Florida intends to pursue third party financing in addition to leases and related project agreements for design, construction, and equipment acquisition. The company expects to create approximately 35 jobs by 2025 with estimated annual average wages of Fifty Thousand Dollars (\$50,000).
3. **Project Sebastien:** Management requests approval for authority to negotiate and enter a Term Sheet regarding Project Sebastien in the amount of up to Five Hundred Thousand Dollars (\$500,000). Space Florida intends to pursue third party financing in addition to leases and related project agreements for equipment acquisition. The company expects to create approximately 60 jobs by 2024 with estimated annual average wages of Fifty Thousand Dollars (\$50,000).
4. **Project Vista:** Management requests approval for authority to negotiate and enter a Term Sheet regarding Project Vista in the amount of up to One Hundred Forty Million Dollars (\$140,000,000) for the cashless purchase and leaseback of real and tangible personal property. Space Florida intends to enter leases and related project agreements. The company expects to self-finance the project and create approximately 250 jobs by 2025 with estimated annual average wages of Seventy Thousand Dollars (\$70,000).
5. **Project Oz:** Management requests approval of Reimbursement Resolution #22-41 preserving the right of Space Florida and Project Oz sublessee to be reimbursed from the proceeds for a tax-exempt financing (if one is used for Project Oz) for project expenditures made by either Space Florida or the Project Oz sublessee before the tax-exempt financing is undertaken and closed.



6. **Orbital Launch Site & Support Facilities Spaceport Infrastructure Phase 3:**

Management requests approval for authority to negotiate and enter agreements to support heavy lift launch operations as well as new space vehicle composite manufacturing and production test support facility activities as follows:

Item A: Florida Department of Transportation (FDOT) Spaceport Improvement Program funding in the amount of up to Nine Million Two Hundred Fifty Thousand Dollars (\$9,250,000) for project activities.

Item B: Blue Origin reimbursement agreement in the amount of up to Nine Million Two Hundred Fifty Thousand Dollars (\$9,250,000) for project activities.

7. **2023 FDOT Spaceport Master Plan Amendment:** Management requests approval for authority to amend the 2017 Space Florida Cape Canaveral Spaceport Master Plan to include Fiscal Year 2023 recommended projects to meet commercial, national, and state space transportation needs in accordance with Florida Statutes Chapter 331.360 and the Space Transportation Improvement Program Funding Summary attached hereto.

8. **Carahsoft Technology Corp:** Management requests approval for authority to negotiate and enter agreement with Carahsoft Technology Corp in the amount of up to Two Hundred Fifty-Five Thousand Dollars (\$255,000) for a facilities integrated workplace management system for Space Florida's facilities management and support requirements.

9. **Project Eagle:** Administrative correction to the Space Florida Minutes and Approvals from the January 2022 board related activities. All references to "Project Eve" shall be updated to "Project Eagle".

Resolution #22-41

RESOLUTION
of the
Space Florida Board of Directors
regarding
Reimbursement of Expenditures
for
PROJECT OZ

WHEREAS, under Part II of Chapter 331 of the Florida Statutes, Space Florida is charged with promoting aerospace business development by, among other things, facilitating business financing and spaceport operations; and

WHEREAS, at its March 31, 2022 Board Meeting the Space Florida Board of Directors ratified a term sheet for Project Oz; and

WHEREAS, Project Oz is the acquisition by Space Florida of a spacecraft manufacturing and operations facility to be constructed within Space Florida's Launch and Landing Facility (LLF) at Kennedy Space Center and to be leased by Space Florida to the project operator to undertake the proposed spacecraft development and manufacturing operations; and

WHEREAS, Space Florida and the project operator have incurred or will incur various costs for the acquisition by Space Florida of the spacecraft manufacturing and operations facility; and

WHEREAS, the Board of Directors of Space Florida has determined it is in the best interests of Space Florida and the project operator for both to be reimbursed such costs from proceeds of tax-exempt or taxable debt expected to be incurred to finance the project; and

WHEREAS, the United States Department of Treasury has issued various regulations with requirements and restrictions that govern the reimbursement of costs from proceeds derived from the issuance of tax-exempt debt.

NOW THEREFORE, BE IT RESOLVED BY THE BOARD OF DIRECTORS OF SPACE FLORIDA:

SECTION 1. PURPOSE. The Space Florida Board of Directors intends that various costs and expenditures incurred by Space Florida and the project operator in undertaking Project Oz, including engineering, legal, financing and other related costs, be reimbursable from the proceeds of the financing for Project Oz, whether such costs are incurred by Space Florida or by the project operator. Space Florida and the operator have paid for, and/or reasonably anticipate that Space Florida and the operator will pay for, a portion of the costs and expenditures for

Project Oz from existing funds of the parties. It is reasonably expected that reimbursement of such costs and expenditures shall come from the proceeds of an issuance of tax-exempt or taxable debt in an aggregate principal amount expected not to exceed Two Hundred Fifty Million Dollars (\$250,000,000). Space Florida intends and expects to secure such debt principally by a pledge of and lien upon project revenues. The expenditures to be reimbursed shall be consistent with Space Florida's budgetary and financial policy as being the type of expenditures which shall be paid on a long-term basis.

SECTION 2. APPLICABLE LAW. Space Florida shall comply with all applicable law in regard to the public availability of records of official acts by public entities, including making this Resolution available for public inspection.

SECTION 3. COMPLIANCE. Space Florida intends this Resolution to meet the requirements of Treasury Regulations Section 1.150-2 and to be a declaration of official intent under that section.

SECTION 4. SEVERABILITY. If any part of this Resolution is determined to be invalid, illegal or unconstitutional by a court of competent jurisdiction, the decision shall in no manner affect the remaining portions and sections of this Resolution, all of which shall remain in full force and effect. To that end, this Resolution is declared to be severable.

SECTION 5. EFFECTIVE DATE. This Resolution shall take effect immediately upon its adoption.

Resolved this 5th day of May, 2022.

SPACE FLORIDA
By its Board of Directors

By: _____
HONORABLE JEANETTE NUNEZ,
Lieutenant Governor of Florida
Chair of the Board

ATTEST:

Name: _____
Title: _____

Space Transportation Improvement Program Funding Summary

Space Transportation Improvement Program Funding Summary

2017 Cape Canaveral Spaceport Master Plan Amendment 6 (May 2022)

Table 6.1 Recommended Projects

	2012 - 2022			2023	2023-2027		2028
	PAST			PRESENT	FUTURE		
MASTER PLAN STRATEGIC OBJECTIVES	HISTORICAL FDOT FUNDING (10 YEARS)			AVAILABLE FDOT FUNDING (1 YEAR)	FDOT PROGRAMMED (5 YEARS)	PLANNED SPACEPORT DEVELOPMENT (5 YEARS)	PROPOSED 5TH YEAR PLANNED (1 YEAR)
Vertical Launch Improvements**	FY12	\$5,000,000	LC-46 Space Florida Improvements	\$12,000,000 Vertical Launch Projects Launch Complex Upgrades LC-20 Improvements	\$73,986,099	\$796,900,000	\$80,000,000
	FY13	\$5,000,000	LC-39A SpaceX Launch Complex Upgrades & Modernization				
	FY15	\$6,150,000	LC-41 ULA Crew Tower / White Room				
	FY16, 17, 18	\$43,000,000	LC-36 Blue Origin Launch Site Construction				
	FY17	\$5,000,000	LC-39A SpaceX Crew Access Arm & Tower Upgrades				
	FY18	\$5,000,000	LC-40 SpaceX Launch Complex Upgrades				
	FY19 & 20	\$10,000,000	LC-41 ULA Launch Complex Upgrades				
	FY19 & 21	\$6,100,000	LC-20 Firefly Launch Complex Improvements				
	FY20 & 21	\$22,000,000	LC-39A SpaceX Next Gen Launch Infrastructure				
	Subtotal	\$107,250,000					
Processing & Range Improvements**	FY 12	\$5,000,000	LC-40 SpaceX Payload Integration & Encapsulation	\$14,000,000 Processing & Range Projects Spacecraft Manufacturing Facilities Spacecraft Processing Facilities Orbital Hardware Processing Facility Satellite Processing Facility	\$66,028,868	\$1,088,545,000	\$109,000,000
	FY 12	\$5,000,000	Commercial & Crew Processing Facility Boeing				
	FY 13, 14, 15	\$15,000,000	Orbital Processing Facility Boeing				
	FY 13 & 14	\$9,000,000	X-37 Processing Facility Boeing				
	FY 14	\$700,000	Ex Park Blue Origin Medium/Heavy Lift Assembly				
	FY 14 & 15	\$1,850,000	MX Spacecraft Propulsion and Test Operations Facility				
	FY 16	\$10,000,000	Ex Park Blue Origin Manufacturing Facility				
	FY 17 & 19	\$17,500,000	Ex Park AOS Satellite Manufacturing Facility				
	FY 19	\$6,500,000	SpaceX Processing & Operations Center				
	FY 19	\$4,400,000	Ex Park Blue Rocket Test & Refurbishment Complex				
	FY 19	\$9,000,000	Ex Park FireFly Aerospace Manufacturing Facility				
	FY 20 & 21	\$21,500,000	Ex Park Blue Heavy Lift Orbital Launch Facilities				
	FY 22	\$14,000,000	Ex Park Orbite Spaceflight Training & Processing Facility~				
	FY 22	\$2,259,611	Ex Park Blue Composites Facility~				
	Subtotal	\$105,450,000					
Horizontal Launch & Landing Improvements**	FY 19 & 21	\$2,325,000	Cecil Space Ops Command Center, PPF & Hangar Doors	\$12,100,000 Horizontal Launch Projects Rocket Motor Test Facility Horizontal Launch Utility Infrastructure Spaceport Development Corridor	\$65,930,793	\$28,325,550	\$3,000,000
	FY 22	\$3,000,000	Cecil Spaceport Utility Corridor				
	Subtotal	\$5,325,000					
Common Use Infrastructure Improvements***	FY17	\$2,750,000	Space Commerce Way, NASA Parkway, Central Control Road	\$18,723,172 Common Use Infrastructure Roadway & Utility Expansion Commodity Distribution Infrastructure LC-20 North & South Pads Wastewater Phase 2	\$80,153,965	\$902,718,000	\$90,000,000
	FY18 & 19	\$10,000,000	CCAFS Electrical Capacity: New Glenn Substation & Transmission				
	FY18 & 19	\$3,500,000	LC-46 Lightning Protection System & Complex Upgrades				
	FY19	\$1,000,000	SLF Power & Comm Improvements for Launch Operations				
	FY19	\$10,000,000	Helium Pipeline				
	FY19	\$37,800,000	SLF East Area Development				
	FY19	\$8,000,000	Roberts Road Corridor Development				
	FY20	\$500,000	SLSL Commercial Power Connector				
	FY20	\$5,800,000	CCS Power Phase 1: Underground Power Lines				
	FY20	\$2,000,000	ICBM Road Launch Complex Utilities				
	FY21	\$14,500,000	CCS Power Phase 2: Saturn Substation & Distribution				
	FY21	\$4,000,000	SLF Airfield Improvements				
	FY22	\$4,000,000	Area 57 Facility Improvements				
	FY22	\$10,000,000	Wastewater Capacity~				
	FY22	\$21,000,000	SLF East Area Development AMD 01				
	Subtotal	\$134,850,000					
TOTALS	\$ 369,134,611			\$ 56,823,172	\$ 286,099,725	\$ 2,816,488,550	\$ 282,000,000

*Multi-year project extending to next FY. **Assumes 50% match *** Assumes no match for State Common Use Infrastructure ~In process
Upcoming FY funding forecast to project types is based on known projects on the horizon.