

MEMORANDUM

Agenda Item No. 3(B)(1)

TO: Honorable Chairwoman Audrey M. Edmonson
and Members, Board of County Commissioners

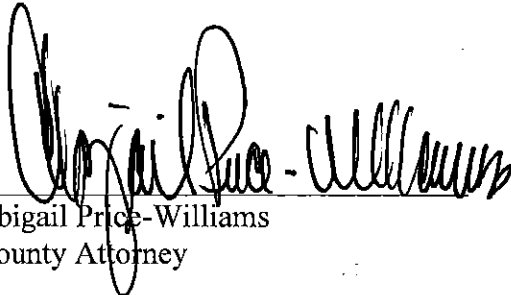
DATE: October 3, 2019

FROM: Abigail Price-Williams
County Attorney

SUBJECT: Resolution approving Confidential Project Camp as a Targeted Jobs Incentive Fund Program business pursuant to Chapter 2, article LXXXVI of the Code; confirming that the commitment of incentive awards for Confidential Project Camp exists; providing an appropriation of up to \$593,830.00 from Countywide General Fund revenues for Fiscal Years 2024-25 through 2033-34; authorizing the County Mayor to make non-substantive modifications or to modify the job creation and disbursement dates timeline, and to execute all contracts, agreements and amendments, and providing for an effective date

Resolution No. R-1000-19

The accompanying resolution was prepared by the Regulatory and Economic Resources Department and placed on the agenda at the request of Prime Sponsor Commissioner Barbara J. Jordan.



Abigail Price-Williams
County Attorney

APW/smm

Memorandum



Date: October 3, 2019

To: Honorable Chairwoman Audrey M. Edmonson
and Members, Board of County Commissioners

From: Carlos A. Gimenez
Mayor

A handwritten signature in black ink, appearing to read "Carlos A. Gimenez", written over the printed name in the "From:" field.

Subject: Resolution Approving Targeted Jobs Incentive Fund Tax Refund for Confidential Project Camp

Recommendation

The Beacon Council, on behalf of Confidential Project Camp, has submitted an application for economic development incentives under the County's Targeted Jobs Incentive Fund (TJIF) Program, Article LXXXVI of the Miami-Dade County Code. It is recommended that the Board of County Commissioners (Board) approve the request for Confidential Project Camp to participate in the TJIF Program. It is also recommended that the Board make available \$593,830.00 in TJIF assistance from Countywide General Fund Revenues.

Scope

Confidential Project Camp is an existing aviation maintenance, repair and overhaul (MRO) company in Miami-Dade County seeking to expand its national headquarters. As a result of the expansion, the company will create 10 new full-time equivalent jobs and retain 345 existing jobs, as defined in Florida Statute Section 288.106, in Commission District 1, which is represented by Commissioner Barbara Jordan. The jobs will have a positive Countywide impact through indirect employment and an economic multiplier effect.

Fiscal Impact / Funding Source

Based on a total capital investment of \$23,400,000.00 as stated in the attached application, Confidential Project Camp is projected to generate \$916,353.00, over a ten-year period, in incremental property tax revenues to the Countywide General Fund. As a result, the business is eligible to receive \$593,830.00 in TJIF assistance, to be paid over a ten-year period beginning in FY 2024. The Beacon Council projects that the County will realize a positive fiscal impact of \$322,523.00 over the ten-year period of the TJIF award.

The actual disbursement of the TJIF Program award is contingent upon verifying the creation of the new jobs and the capital investment appearing on the tax roll. The TJIF Program award may equal up to 2.140 percent of the total real property capital investment and 1.440 percent of the tangible personal property capital investment to remain in compliance with the TJIF Program. Disbursement of the TJIF Program award is capped to not exceed the amount of incremental Countywide General Fund revenues the County generates by the capital investment.

Track Record/Monitor

The TJIF Program requires that a Board approved TJIF Program project must create at least 10 new jobs, retain those jobs in accordance with the program's criteria, and make a significant capital investment to receive the incentive. Confidential Project Camp is promising to make a capital investment of \$23,400,000.00, create 10 new jobs, and retain 345 existing jobs.

Upon the company's request for incentive payment, the Department of Regulatory and Economic Resources Planning Division will verify that it has met the required number of new jobs created, at the required wage rate and in accordance with the TJIF Program agreement. Staff will also confirm that the ad valorem and/or the tangible personal property taxes are sufficient to cover the TJIF Program payment.

Background

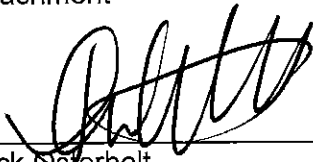
Confidential Project Camp is an aviation maintenance, repair and overhaul of aircraft parts company (MRO) including manufacturing ground support test equipment. The company is planning to construct a 105,000 square foot national headquarters to consolidate and expand their current operation (North American Industry Classification System Code #481190 & 811219). The company currently employs 345 workers at its existing Miami-Dade County facility and is committing to create an additional 10 jobs as a condition of the TJIF Program award. Alternative locations are being considered in Georgia, South Carolina, and Wisconsin.

As a condition of the TJIF award, Confidential Project Camp agrees that the 10 new workers hired will have an average annual salary of \$54,941.00 (excluding benefits) and the existing employees will earn at least the County's Living Wage Rate as defined in Section 2-8.9 of the Code of Miami-Dade County, as adjusted annually by the Internal Services Department, Small Business Development Division or its successor department.

The anticipated dates for job creation and incentive award disbursements are set forth in the resolution, but are subject to change upon the approval of the County Mayor or the County Mayor's designee so long as they remain consistent with the TJIF Program.

The attached documents relating to the application of the incentive have been prepared by The Beacon Council and reviewed by the Department of Regulatory and Economic Resources.

Attachment



Jack Osterholt
Deputy Mayor

CONFIDENTIAL PROJECT CAMP SUMMARY SHEET

APPLICANT:	Confidential Project Camp
HEADQUARTERS LOCATION:	Miami-Dade County
PROPOSED LOCATION IN MIAMI-DADE COUNTY:	District 1
OTHER LOCATIONS UNDER CONSIDERATION:	Georgia, South Carolina and Wisconsin
DATE OF QTI/TJIF APPLICATIONS:	May 29, 2019
OVERALL BUSINESS ACTIVITY/MISSION:	Headquarters
PROPOSED LOCAL BUSINESS ACTIVITY:	Aviation
PROPOSED CAPITAL INVESTMENT:	\$23,400,000
TARGETED QTI/TJIF INDUSTRIES:	Aviation Headquarters
PROPOSED LOCATION IN DESIGNATED PRIORITY AREA:	Yes
NEW BUSINESS OR EXPANDING BUSINESS:	Expanding Business
TOTAL NUMBER OF DIRECT JOBS TO BE CREATED/RETAINED:	10/345
EFFORT IN HIRING RESIDENTS IN LOCAL AREA:	Unknown
ESTIMATED ANNUALIZED AVERAGE WAGES FOR NEW JOBS:	\$54,941
ANNUAL EMPLOYEE BENEFIT PACKAGE:	\$7,000
NUMBER OF INDIRECT JOBS TO BE CREATED:	Unknown
NUMBER OF YEARS TO CREATE NEW JOBS:	3
MAXIMUM INCENTIVE PER DIRECT JOB CREATED/RETAINED	\$59,383
MAXIMUM INCENTIVE AWARD APPLIED FOR:	\$593,830
PROJECTED INCREMENTAL COUNTY TAX REVENUE:	\$916,353
TYPE OF FUNDS REQUESTED IN APPLICATION:	Countywide General Fund Revenues
COMMENTS: Information and data in this summary sheet provided The Beacon Council.	



MEMORANDUM
(Revised)

TO: Honorable Chairwoman Audrey M. Edmonson
and Members, Board of County Commissioners

DATE: October 3, 2019

FROM: Abigail Price-Williams
County Attorney

SUBJECT: Agenda Item No. 3(B)(1)

Please note any items checked.

- "3-Day Rule" for committees applicable if raised
- 6 weeks required between first reading and public hearing
- 4 weeks notification to municipal officials required prior to public hearing
- Decreases revenues or increases expenditures without balancing budget
- Budget required
- Statement of fiscal impact required
- Statement of social equity required
- Ordinance creating a new board requires detailed County Mayor's report for public hearing
- No committee review
- Applicable legislation requires more than a majority vote (i.e., 2/3's present ____, 2/3 membership ____, 3/5's ____, unanimous ____, CDMP 7 vote requirement per 2-116.1(3)(h) or (4)(c) ____, CDMP 2/3 vote requirement per 2-116.1(3)(h) or (4)(c) ____, or CDMP 9 vote requirement per 2-116.1(4)(c)(2) ____) to approve
- Current information regarding funding source, index code and available balance, and available capacity (if debt is contemplated) required

Section 3. Further authorizes the County Mayor or County Mayor’s designee to make non-substantive modifications, including modifications to the job creation and disbursement dates timeline, and to execute all contracts, agreements, and amendments necessary to further the purposes set forth in this resolution.

Section 4. The commitment of incentive awards for Confidential Project Camp exists in an amount not to exceed \$593,830.00, from Countywide General Fund revenues, and is conditioned on and subject to specific annual appropriations by the Board in the following increments:

Fiscal Year 2024-25 - \$59,383.00
Fiscal Year 2025-26 - \$59,383.00
Fiscal Year 2026-27 - \$59,383.00
Fiscal Year 2027-28 - \$59,383.00
Fiscal Year 2028-29 - \$59,383.00
Fiscal Year 2029-30 - \$59,383.00
Fiscal Year 2030-31 - \$59,383.00
Fiscal Year 2031-32 - \$59,383.00
Fiscal Year 2032-33 - \$59,383.00
Fiscal Year 2033-34 - <u>\$59,383.00</u>
Total - \$593,830.00

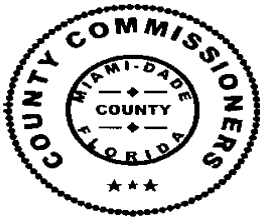
With the provision that any tax abatement granted to Confidential Project Camp under Florida Statute 196.1995 reduces any TJIF incentive award granted by the amount of any such tax abatement granted, and will be paid to Confidential Project Camp with the stipulation that Confidential Project Camp is in compliance with the TJIF program as set forth in the TJIF Ordinance, including but not limited to the requirement that at least 10 jobs be created. In no event shall this resolution operate to obligate the County to make disbursements to Confidential Project Camp in an amount that contradicts or violates the program requirements as set forth in the TJIF Ordinance.

Section 5. The commitment of incentive awards shall be contingent on Confidential Project Camp maintaining the jobs during the life of the incentive and ensuring that its hiring practices are consistent with and reflect the diversity of the Miami-Dade County community. Confidential Project Camp also agrees to a “good faith” effort to hire, to the maximum extent, residents from Miami-Dade County.

The foregoing resolution was offered by Commissioner **Esteban L. Bovo, Jr.**, who moved its adoption. The motion was seconded by Commissioner **Rebeca Sosa** and upon being put to a vote, the vote was as follows:

	Audrey M. Edmonson, Chairwoman	aye	
	Rebeca Sosa, Vice Chairwoman	aye	
Esteban L. Bovo, Jr.	aye	Daniella Levine Cava	aye
Jose “Pepe” Diaz	aye	Sally A. Heyman	aye
Eileen Higgins	aye	Barbara J. Jordan	aye
Joe A. Martinez	aye	Jean Monestime	aye
Dennis C. Moss	aye	Sen. Javier D. Souto	aye
Xavier L. Suarez	aye		

The Chairperson thereupon declared the resolution duly passed and adopted this 3rd day of October, 2019. This resolution shall become effective upon the earlier of (1) 10 days after the date of its adoption unless vetoed by the County Mayor, and if vetoed, shall become effective only upon an override by this Board, or (2) approval by the County Mayor of this Resolution and the filing of this approval with the Clerk of the Board.



MIAMI-DADE COUNTY, FLORIDA
BY ITS BOARD OF
COUNTY COMMISSIONERS

HARVEY RUVIN, CLERK

By: Linda L. Cave
Deputy Clerk

Approved by County Attorney as
to form and legal sufficiency.

A handwritten signature in black ink, appearing to be "S.D.W.", is written over a horizontal line.

Shannon D. Summerset-Williams



Mr. Jack Osterholt
Deputy Mayor
Miami-Dade County
Stephen P. Clark Center
111 NW 1st Street, Suite 2910
Miami, FL 33128

May 29, 2019

RE: Confidential Project: Camp

Dear Mr. Osterholt:

Attached please find the application for Confidential Project: Camp to the Miami-Dade County Targeted Jobs Incentive Fund (TJIF). Confidential Project: Camp is the consolidation and headquarter expansion of an aviation Maintenance, Repair and Overhaul (MRO) in Miami-Dade County.

The project will retain 345 jobs, create 10 direct new jobs with an average annualized salary of \$54,941 (115% of the State average wage), over a 3-year period and make a new capital investment of \$23,400,000 in Miami-Opa Locka Executive Airport (Jordan/District 1). Alternate locations include: Georgia, South Carolina, and Wisconsin.

We are referring this application to your office for review and preparation of a resolution to the Miami-Dade Board of County Commissioners requesting a maximum of \$593,830 to be paid over a period of ten years. Attached is the project briefing book as well as the economic impact analysis prepared by Miami Dade Beacon Council's Research Department.

We are requesting that the item be placed on the next possible BCC agenda. We look forward to working together for the benefit of the economic development of Miami-Dade County. If you have any questions, please contact me at (305) 579-1300.

Sincerely,

A handwritten signature in black ink, appearing to read 'James Kohnstamm', written in a cursive style.

James Kohnstamm
Senior Vice President
Economic Development

Enclosures

**Miami-Dade County
Targeted Jobs Incentive
Fund
(TJIF)**

Confidential Project: Camp

May 2019

Prepared by the Miami Dade Beacon Council

Executive Summary for Confidential Project: Camp

Background

Confidential Project: Camp is the consolidation and headquarter expansion of an aviation Maintenance, Repair and Overhaul (MRO) in Miami-Dade County. The project will retain 345 jobs, create 10 direct new jobs with an average annualized salary of \$54,941 (115% of the State average wage), over a 3-year period and make a new capital investment of \$23,400,000 in Miami-Opa Locka Executive Airport (Jordan/District 1). Alternate locations include: Georgia, South Carolina, and Wisconsin.

Based on the projected capital investment of \$23,400,000 in new real and personal property, Confidential Project: Camp will generate \$916,353 in new Miami-Dade County Property Taxes to be committed to the Miami-Dade County General Fund.

Recommendation

The enclosed TJIF application package requests a maximum of \$593,830 to be paid by the County over a period of 10-years to secure the expansion of Project Camp in Miami-Dade County. The resulting net fiscal impact will be \$322,523 or 1:1.54.

This is a performance-based incentive. No funds will be provided to the Company until they meet all program and job creation requirements. The incentive that is provided is not a cash grant; it is an after-the-fact, performance-based refund.

INCENTIVE PROPOSAL SUMMARY

Confidential Project: Camp

Project Summary	
Project Name	Confidential Project: Camp
New Jobs	10
Average Salary	\$54,941
New Capital Investment	\$23,400,000
New Square Footage	105,000
M-D Breakdown	
Miami-Dade County Incremental Tax Revenue	\$916,353
TJIF Award	\$593,830
Net Revenue Benefit to Miami-Dade	\$322,523
Total Cost-Benefit Ratio	1:1.54

TJIF 10-Year Fiscal Analysis: Real Property

Camp

Variable	Value	As % of Capital Inv
Capital Investment	\$22,000,000	100.0%
Market/Capital Inv Ratio	0.85	
Assessed Value	\$18,700,000	85.0%
Budget Adjustment Factor	0.95	
Available for Ad-valorem Taxes, year 1	\$17,765,000	80.8%
Annual Net Appreciation Rate	1.50%	
Available for Ad-valorem Taxes, year 2	\$18,051,475	
Available for Ad-valorem Taxes, year 3	\$18,301,947	
Available for Ad-valorem Taxes, year 4	\$18,576,476	
Available for Ad-valorem Taxes, year 5	\$18,855,123	
Available for Ad-valorem Taxes, year 6	\$19,137,950	
Available for Ad-valorem Taxes, year 7	\$19,425,020	
Available for Ad-valorem Taxes, year 8	\$19,716,395	
Available for Ad-valorem Taxes, year 9	\$20,012,141	
Available for Ad-valorem Taxes, year 10	\$20,312,323	
Countywide GF Millage per \$1000	4.6669	
10-Year Additional General Fund Tax Revenue	\$887,335.67	4.0%
Average Yearly Additional Tax Revenue	\$88,734	
Capital Investment		
Base TJIF Award/Tax Increment	\$470,800	2.140%
TJIF Base Award		
TJIF Bonus Awards		
Green Business Certification	\$48,356	0.220%
Designated Priority Area Award	\$48,356	0.220%
Green Certified Building Award	\$0	0.053%
Alt. Energy Producer or Installer Award	\$0	0.053%
Maximum Potential TJIF Award	\$567,512	2.580%

Total TJIF Amount \$593,830
 Local Portion of QTI \$0
 TJIF minus Local Portion of QTI \$593,830
 State Portion of QTI \$0
 TOTAL INCENTIVE \$593,830

TJIF 10-Year Fiscal Analysis: Personal Property

Camp

Variable	Value	As % of Capital Inv
Capital Investment	\$4,400,000	100.0%
Market/Capital Inv Ratio	0.85	
Assessed Value	\$1,190,000	85.0%
Budget Adjustment Factor	0.95	
Available for Ad-valorem Taxes, year 1	\$1,130,500	80.8%
Annual Depreciation (Value)*	\$113,050	
Available for Ad-valorem Taxes, year 2	\$904,400	
Available for Ad-valorem Taxes, year 3	\$791,350	
Available for Ad-valorem Taxes, year 4	\$678,300	
Available for Ad-valorem Taxes, year 5	\$565,250	
Available for Ad-valorem Taxes, year 6	\$452,200	
Available for Ad-valorem Taxes, year 7	\$339,150	
Available for Ad-valorem Taxes, year 8	\$226,100	
Available for Ad-valorem Taxes, year 9	\$113,050	
Available for Ad-valorem Taxes, year 10	\$0	
Countywide GF Millage per \$1000	4.6669	
10-Year Additional General Fund Tax Revenue	\$29,017.62	2.1%
Average Yearly Additional Tax Revenue	\$2,901.76	
Capital Investment		
Base TJIF Award/Tax Increment	\$20,150	1.440%
TJIF Base Award		
TJIF Bonus Awards		
Green Business Certification Bonus Award	\$1,077	0.220%
Designated Priority Area Bonus Award	\$1,077	0.220%
Green Certified Building Bonus Award	\$0	0.053%
Alt. Energy Producer or Installer Bonus Award	\$0	0.053%
Maximum Potential TJIF Award	\$26,314	1.880%

* Depreciation based on 10% scrap value at end of 10th year and taken on straight line basis.

Capital Investment	\$493,826.87
Market/Capital Inv Ratio	\$59,383.00
Assessed Value	\$88,899
Budget Adjustment Factor	\$89,694
Available for Ad-valorem Taxes, year 1	\$90,388
Annual Depreciation (Value)*	\$91,161
Available for Ad-valorem Taxes, year 2	\$91,953
Available for Ad-valorem Taxes, year 3	\$92,765
Available for Ad-valorem Taxes, year 4	\$93,597
Available for Ad-valorem Taxes, year 5	\$94,450
Available for Ad-valorem Taxes, year 6	\$95,323
Available for Ad-valorem Taxes, year 7	\$96,216
Available for Ad-valorem Taxes, year 8	\$97,129
Available for Ad-valorem Taxes, year 9	\$98,062
Available for Ad-valorem Taxes, year 10	\$99,015
Countywide GF Millage per \$1000	\$99,988.00
10-Year Additional General Fund Tax Revenue	\$99,988.00
Average Yearly Additional Tax Revenue	\$99,988.00

Sum

Tax Increment \$916,353
 Net Fiscal Imp \$322,525
 B/C Ratio 1.54
 Job Bonus \$0.00

Proposed Job Bonus
 For every additional 50 jobs created an additional .15% of total investment will be added at the end of the 10th year. All jobs promised will have to be in place (no partial credit will be given). For this project the bonus (10 jobs) will be equal to:
 $50 \times .0015 \times 1 = \0

Project Camp TJIF Incentive Model (10 Yrs Payout)

Miami-Dade County, Florida



Application and Agreement for

Targeted Jobs Incentive Fund

(TJIF)

Project Camp

Name of Business

(Note: If the name of company is confidential at time of application, said company name shall be provided and appended to this Application and Agreement within 60 days of being approved by the County.)

Important: This Application and Agreement for TJIF shall be in compliance with Miami-Dade County Board of County Commissioners Ordinance No. 00-98 as codified in the Code of Miami-Dade County, Chapter 2, Article LXXXVI, and as further modified by Ordinance No. 18-36, as may be amended.



The Beacon Council

80 S.W. 8th Street, Suite 2400

Miami, FL 33130

Phone: 305-579-1300

www.beaconcouncil.com

Section 1. Targeted Jobs Incentive Fund (TJIF) Background

- 1.1 The Targeted Jobs Incentive Fund is an initiative fashioned by The Beacon Council and Miami-Dade County and patterned after the State of Florida Qualified Target Industry Tax Refund Program (QTI). The program's intent is to attract relocating out-of-area businesses and encourage expansion of existing local companies by providing cash incentive awards. As with the QTI Program, a Company is required to create a certain number of jobs and must also generate enough new revenue to Miami-Dade County to fund its TJIF benefit.
- 1.2 The TJIF is an inducement program available only to companies from outside the County (with the exception of Palm Beach, Broward, and Monroe Counties) wishing to relocate here, and to Miami-Dade companies which undertake a business expansion and which create jobs as a result of the local expansion. Nevertheless, a Palm Beach, Broward or Monroe County-located Company that is planning to relocate outside South Florida is eligible for this program. The Company must provide verifiable documentation supporting its consideration of other locales. Any business decisions, such as leasing of space or hiring of employees, made prior to the final TJIF approval will likely be grounds for disapproval unless waived by the Miami-Dade County Mayor or Mayor's designee after a showing of good cause.
- 1.3 Although the TJIF program is available to companies countywide, it is also used to encourage investment and the creation of jobs in Designated Priority Areas (DPA) i.e. Enterprise Zones, Empowerment Zones, Targeted Urban Areas, Community Development Block Grant eligible areas, and Brownfield areas, by providing business with additional incentives if the Company locates within these specified areas.
- 1.4 The TJIF program is strictly a performance-based incentive that is disbursed to the Company after it has met all of its job creation projections, average salary commitment, capital investment commitments and all other requirements of the program.

Section 2. Eligibility Criteria

- 2.1 The Targeted Jobs Incentive Fund (TJIF) is available to companies in the following industries:
 - a. Advance Manufacturing;
 - b. Aviation/Aerospace;
 - c. Clean Energy including, but not limited to, Solar Photovoltaic and Solar Thermal Energy, Biofuels, Smart Grid Technologies, Energy Storage, and Ocean Energy;
 - d. Financial/Professional Services;
 - e. Homeland Security/Defense;
 - f. Information Technology;
 - g. Life Sciences;
 - h. Creative Industries including, but not limited to, Fashion and Lifestyles;
 - i. Global Logistics;

- j. Headquarters including regional headquarters (NAICS Code 5511); and
- k. Any industry designated as a "Target industry business" under the State of Florida's Qualified Target Industry ("QTI") program, Section 288.106(1) of the Florida Statutes.

The Board of County Commissioners, at its discretion, may waive the eligible industry requirement at the request and recommendation of The Beacon Council and the County Mayor and County Mayor's designee.

- 2.2 The Company must create at least 10 new jobs and make a minimum capital investment of at least \$3 million.
- 2.3 The County Commission, recognizes its responsibility to set a community standard that permits full-time workers to live above the poverty line. Therefore, the TJIF Program will not be available to companies that pay any of their employees less than the Living Wage Rate as defined in Section 2-8.9 of the Code of Miami-Dade County, as adjusted annually by the Department of Small Business Development or its successor department. In addition, the New Jobs promised under the TJIF application/agreement must pay an estimated Average Annual Wage at least equal to the average private sector wage of the County or the statewide private sector average wage. In determining the Average Annual Wage, only New Jobs are to be included and wages for existing jobs shall be excluded from the calculation.
- 2.4 The Company's countywide ad valorem property taxes, excluding debt service, and countywide portion of sale taxes paid must generate sufficient additional general fund tax revenue to the County in order to fund the award. Additional general fund tax revenue generated by the project shall be determined by using a methodology acceptable to the County.
- 2.5 An economic impact analysis of the project will be determined using a professionally accepted econometric model such as Department of Commerce, BEA RIMS-II; Minnesota Implan Group, IMPLAN V.3; or REMI, Inc., REMI Model PI+, and reviewed by the County's Chief Economist.
- 2.6 This Application and Agreement must be signed by the Company and Miami-Dade County stipulating the number of new jobs to be created, the projected amount of capital investment, the amount of the projected tax revenue and the date when the project will be completed. Disbursements of the TJIF award to the Company will only be made after it has achieved the capital investment and job creation benchmarks set forth in the Application and Agreement, and all other terms of the TJIF program.
- 2.7 The TJIF is an inducement program that is only available to companies considering a relocation and/or expansion in Miami-Dade County and one or more other communities. The TJIF is utilized to induce "New to Market" companies to relocate to Miami-Dade County (not available for companies located within Palm Beach, Broward and Monroe Counties unless a Company is planning to relocate outside South Florida). Companies located in other Florida counties are eligible for TJIF for any net new jobs being created in Miami-Dade County. The Company must identify the other metro areas being actively considered as locations for the project.

Section 3. Award Amounts Provided By Miami-Dade County

- 3.1 The TJIF Program is structured so that revenues received from the TJIF project will meet or exceed incentives paid by the County. As a result, the TJIF Program has a positive revenue impact on the countywide general fund during the incentive payout period. TJIF incentives are disbursed over a ten-year period, subsequent to the capital investment of the TJIF project appearing on the tax roll and may equal up to 2.140 percent of the total real property capital investment and up to 1.440 percent of the tangible personal property capital investment. The TJIF project is eligible for additional incentive amount, for both real property and tangible personal property capital investment, if it is:
- a. A Miami-Dade County "green certified" business, as applicable (an additional 0.220 percent);
 - b. Located in a DPA (an additional 0.220 percent);
 - c. Located in a "green certified" building pursuant to Section 2-1258 (an additional 0.063 percent); and/or
 - d. Classified as having its principal business activity in the manufacturing, installation, and repair of Solar Thermal and Photovoltaic energy production or other clean energy project (an additional 0.063 percent).
 - e. A project that creates more than 50 new jobs (an additional 0.015 percent of the total amount of the Project's Capital Investment in taxable real property and tangible property for every 50 new jobs created).

In no case will TJIF incentive disbursements exceed the amount of additional countywide ad valorem generated by the TJIF project. In the event that the actual capital investment is less than the amount of capital investment stated in the application, the TJIF project will only be eligible to receive an incentive based on the approved percentage of the actual capital investment.

Applications for a TJIF award within Miami-Dade County are evaluated on a case-by-case basis.

- 3.2 A TJIF award is usually provided to a Company for a period of up to ten (10) years when the minimum number of new jobs has been created and when new capital investment by and/or for the Company exceeds \$3 million in taxable property value. This award is not applicable to the ad valorem property taxes paid-in on the subject property's land value nor to any improvements in place prior to the project.
- 3.3 A Company may not receive award payments of more than twenty five percent (25%) of the total awards specified in the approved application/agreement in any fiscal year even if all the New Jobs are created in one (1) year. Further, a Company may not receive more than \$1.5 million in awards in any single fiscal year, or more than \$2.5 million in any single fiscal year if the project is located in a Designated Priority Area. A Company may not receive more than \$5 million in award payments in all fiscal years, or more than \$7.5 million if the project is located in a Designated Priority Area. However, the Board of County Commissioners, at its discretion, may waive the applicable \$5 million or \$7.5 million total award cap at the request and recommendation of The Beacon Council and the

County Mayor or the County Mayor's designee. However, in no event shall the total award exceed the amount of countywide general fund ad valorem property taxes paid in as a result of the project. While a Company can receive both a tax refund under the State of Florida Qualified Target Industry Program and a TJIF award at the same time, it cannot receive more than an amount equal to what it has paid-in under the project at any time.

Section 4. Payment of Incentive

- 4.1 The TJIF program is a performance based incentive program; therefore, verification of the new jobs created, capital investment made by the Company, and the additional general fund tax revenue generated to Miami-Dade County must be verified by the County prior to any disbursement of funds to the Company. This procedure must be repeated each year that the Company submits a claim for the TJIF payment. The year that is applicable for consideration of taxes paid-in resulting in the additional general fund tax revenue is April 1 through March 31. Company award claims must be submitted each year during the period of April 1 through May 15. Any award appropriation, if made by the Miami-Dade County Board of County Commissioners will be paid in the County's fiscal year that begins on October 1 following the May 15 claims-submission deadline date.
- 4.2 The TJIF incentive award is paid beginning after the first year the new jobs are created. For example, if a Company committed to creating 100 new jobs by December 31, 2018, meets this benchmark (and all other conditions of the incentive award), and submits a claim for disbursement by May 15, 2020, then the first incentive payment will be disbursed in the County's fiscal year that begins on October 1, 2020. Disbursements shall occur according to the disbursement schedule set forth in the Board resolution granting the TJIF award even if all the new jobs are created prior to the end of the disbursement schedule. Payment to the Company will only be made after it has achieved all economic benchmarks. The Company's additional general fund tax revenue paid to Miami-Dade County must be equal to or greater than the Company's TJIF award less the County's portion of any Florida Qualified Target Industry incentive the Company may be receiving for the same project.
- 4.3 The Company must be current on its Miami-Dade County taxes in order to receive the disbursement of its approved TJIF incentive. Failure to meet this condition may cause that year's incentive to be forfeited.
- 4.4 No incentive amounts shall be disbursed after the last fiscal year set forth in the TJIF application agreement and the Board-approved TJIF Resolution. If a company fails to submit an application for reimbursement within three years of the first job creation benchmarks pursuant to Section 9.5 (c) in this application, the TJIF award will be cancelled without notice.
- 4.5 If in any year the applicant does not achieve the job creation schedule outlined in the applicant's approved resolution, but achieves at least 80% of the required net new jobs created, the company will receive a pro-rated incentive award less a 5% penalty of the scheduled award amount for that year. **If job creation falls below 80% of the required jobs, the company will not receive a refund and will be terminated from the program.**

Section 5. Application Process

- 5.1 Any Company that meets the criteria and objectives of the TJIF program must submit this Application and Agreement to the County through The Beacon Council for review. The Beacon Council will prepare an economic impact analysis for the project, based on the information provided by the Company and submit the application to the County Mayor or County Mayor's designee. An officer of the applying Company must sign the application.

Section 6. Review and Approval Process

- 6.1 Subsequent to an evaluation of the Application and Agreement by the County, staff will recommend its approval or denial to the County Mayor or the County Mayor's Designee and prepares an agenda item for the next available Board of County Commissioners meeting where the TJIF incentive is considered for approval. The County Mayor or the County Mayor's Designee will recommend Application and Agreement approval or denial to the Board of County Commissioners. Per Miami-Dade County Ordinance No. 00-98 creating this program as amended by Ordinance No. 18-36, the Board of County Commissioners shall have no obligation to approve any Application and Agreement that comes before it.
- 6.2 The Beacon Council staff and a Company representative (when requested) will attend the Board of County Commissioners meeting to be available to answer any questions related to the project and the TJIF Application.
- 6.3 If the Board of County Commissioners approves the Application and Agreement, the Company and the County Mayor or the County Mayor's Designee will execute said document(s). Upon request, a Company's confidentiality will be protected for any information regarding a project's location and/or expansion evaluation of any site in Florida in accordance with Sections 288.075 and 288.1066 of the Florida Statutes. If confidentiality is requested, then the Company name and identifying information shall be provided by the Company within 60 days of being approved by the County. Upon said approval, as the applying Company you will be sent a letter by The Beacon Council stipulating the conditions of the approval.
- 6.4 The Company, upon Board of County Commissioners approval, shall submit a current employee roster and tangible personal property and/or real property tax bill(s) for Miami-Dade County within 60 days after the Board's approval of the Application and Agreement.

Section 7. Application and Agreement Instructions

- 7.1 Please carefully review all Application and Agreement materials.
- 7.2 Contact The Beacon Council at the below address to discuss your project and Application before submitting a formal proposal.
- 7.3 Any information or documents that cannot be supplied in the provided space should be placed in a notebook or other presentation format. The material should be indexed, tabbed or labeled with the number of the relevant question from the Application and Agreement form.
- 7.4 The completed and signed Application and Agreement must be filed with:

The Beacon Council
Attn: Dyan Brasington, Executive Vice President
Targeted Jobs Incentive Fund (TJIF)
80 S.W. 8th Street, Suite 2400
Miami, Florida 33130
Phone: 305-579-1343

- 7.5 **IMPORTANT NOTE: This Application and Agreement must be filed prior to making the decision to locate a new business in Miami-Dade County or to expand an existing Miami-Dade County business. However, an applying Company that is contemplating such a business decision may, upon request and Beacon Council recommendation, be considered by the County Mayor or the County Mayor's Designee for preserving inducement. If the County Mayor or the County Mayor's Designee authorizes preserving inducement the applying company maintains TJIF program eligibility. See Miami-Dade County Code Section 2-1256 for additional information.**

Section 8. Employer Identification

8.1

Please note: The following form may not provide enough space for required answers. Please attach a separate page with all that refers to the question number. Please include supporting documentation or explanation with responses where appropriate.

8.2 TARGETED JOBS INCENTIVE FUND (TJIF)

- a) Name of Company:
- b) Mailing Address:
- c) Primary Company contact-please include phone and fax numbers:
- d) Company's federal employer identification number:
- e) Company's unemployment compensation identification number:
- f) Company's Florida sales tax registration number:
- g) List NAICS codes of all activities of the Company: 481190, 811219
- h) Describe the Company's primary business activities: Maintenance, repair and overhaul of aircraft parts; manufacturing of ground support test equipment.
- i) You may request that your project information (including the information contained in this application) be confidential per Section 288.075 of the Florida Statutes, Confidentiality of Records.

YES, we request Confidentiality
 NO, we do not request confidentiality

8.3 a) Is the Company 51% or more minority owned? _____ YES NO

b) If YES, please identify: ___ Black/African American ___ Hispanic ___ Other

c) Is the Company certified as a Black Business Enterprise (BBE), Women Business Enterprise (WBE), Hispanic Business Enterprise (HBE), Community Small Business Enterprise (CSBE), Community Business Enterprise (CBE) and/or Disadvantaged Business Enterprise (DBE) pursuant to Miami-Dade County Code?

_____ YES NO

8.4 a) Has the Company or any of its officers ever been subjected to criminal or civil fines and penalties?

_____ YES NO

b) If YES, please explain: _____

Section 9. Project Identification / Information

9.1 Description of the type of business activity or product covered by the project:

a) Is the business unit a (please choose one):

- New business to Miami-Dade County
 An expansion of an existing Miami-Dade County business

b) If an expanding business, how many Miami-Dade County-located employees are there currently in the expanding business unit: 345

c) Provide a full description of the project: Construction of a 105,000 square foot new facility to host US headquarters.

9.2 Check the appropriate box and complete the line item:

Project's current location, if applicable: _____

Project's proposed location, if different from above: Considering Carrie Meek Industrial Business Park, Opa-Locka Executive Airport, Opa-Locka, Florida 33054.

Anticipated Miami-Dade County Commission District(s): Jordan/Dist 1

9.3 Check the boxes that best defines your project:

- | | | | | | |
|---|-------------------------------------|-----------------------------------|---|-------------------------------------|-----------------------|
| 1 | <input type="checkbox"/> | regional headquarters office | 5 | <input checked="" type="checkbox"/> | manufacturing |
| 2 | <input checked="" type="checkbox"/> | national headquarters office | 6 | <input checked="" type="checkbox"/> | office/administration |
| 3 | <input type="checkbox"/> | world headquarters office | 7 | <input checked="" type="checkbox"/> | sales & marketing |
| 4 | <input type="checkbox"/> | Latin America headquarters office | 8 | <input checked="" type="checkbox"/> | warehousing / |
- distribution

9.4 If the project is not a headquarters, or if it includes other target industries, indicate the major industry groups(s) and the four-digit NAICS code of each target industry or industries included in this project:

Business Activities	4-digit NAICS Code
_____	_____
_____	_____

9.5 Project employment and wages:

- a) Existing jobs in Miami-Dade County 345
- b) Total number of new jobs projected to be created by the project at the business location indicated in 9.2: 10
- c) Schedule of additional direct jobs and their average annual wage (not including benefits) created by the project by December 31st for each of the years indicated below:

Year	New Jobs	Average Annual Wage
2021	4	\$54,941
2022	3	\$54,941
2023	3	\$54,941

- d) Average annualized value of employer provided benefits associated with each new job created by the project in the first year indicated in (c): \$ 7,000
- e) Square footage of proposed location indicated in 9.2 :
EXISTING: 148,000 NEW: 105,000

9.6 a) Anticipated commencement date of project: Summer 2019

b) Anticipated timeframe when the project will be completed: Q1 2021

9.7 Amount of incentive award requested from Miami-Dade County \$593,830

Section 10. Project Impact Information

10.1 Miami-Dade County Ordinance 00-98 as amended by Ordinance 18-36 requires that Miami-Dade County review and evaluate the Application based on the following issues. Therefore, thorough and concise responses to the items below are very important

10.2 Incentive Rationale:

Provide a statement, on a separate sheet, indicating why the incentive award is needed to further the project. What role will the incentive award play in the decision of the applicant to locate or expand in Miami-Dade County? Indicate whether there are other communities competing for this project, and if so, which communities, and what incentives are being offered by these communities. Also, specifically address the role the incentive will play in creating Miami-Dade County jobs. This statement should include an analysis of the impact of any incentive awards granted on the viability of the project and the probability that the project will occur in Miami-Dade County if such incentive awards are granted to the applicant, taking into account the expected long-term commitment of the applicant to economic growth and employment in Miami-Dade County.

10.3 Project Impact:

Provide a brief synopsis, on a separate sheet, on the impacts the project is expected to stimulate in the community, the state or regional economy, focusing on economic conditions in the area, including the unemployment rate in the community where the project will be located.

10.4 Corporate Responsibility, Environmental and Growth Management:

Submit a brief review, on a separate sheet, of the applicant's past activities in Miami-Dade County, Florida and in other states, particularly as they relate to environmental and growth management impacts and how these have been handled. Have any awards been recommended or received? (Basically, what kind of corporate citizen has the applicant been?)

10.5 Capital Investment:

a) Describe the capital investment in real and personal property (examples: construction of new facility; remodeling of facility; upgrading, replacing or buying new equipment): Construction of 105,000 sqft from ground (including shell and buildout). This consolidation will also be the occasion to upgrade some industrial equipment (eg: pneumatic bench) to gear up to new platform/technologies.

b) List the amount and type (purchase of machinery/equipment, construction of buildings, etc.) of major capital investment to be made by the applicant in connection with this Miami-Dade County project:

Amount \$ <u>22m</u>	Construction/Renovations	<u>Construction</u>
Amount \$ <u>200k</u>	Manufacturing Equipment	<u>Various industrial equipment</u>
Amount \$ <u>1.2m</u>	Other Equipment	<u>Shop & office furniture & racking</u>

10.6 Indicate other incentive programs the Company will be applying for:

- | | |
|--|---|
| <input type="checkbox"/> Enterprise Zone | <input type="checkbox"/> Opportunity Zones |
| <input type="checkbox"/> Refund of Impact Fees | <input type="checkbox"/> Sales Tax Refunds |
| <input type="checkbox"/> Jobs Tax Credit | <input type="checkbox"/> Transportation "Road Fund" |
| <input type="checkbox"/> Qualified Target Industry | <input type="checkbox"/> Quick Response Training |
| <input checked="" type="checkbox"/> Other <u>Opa Locka 'impact fees' program</u> | |

Section 11. Please initial below indicating your agreement:

- 11.1 X that Miami-Dade County may review and verify the financial and personnel records of the Company and/or perform on site visits to verify employment relating to the new jobs, review said financial and personnel records, and ascertain whether the Company is compliance with the terms of the Application/Agreement and the TJIF program requirements;
- 11.2 X that compliance with the terms and conditions of the approved Application/Agreement and with the TJIF program requirements is a condition precedent for the receipt of any TJIF award in a fiscal year and that the Company's failure to comply with the terms and conditions of the approved Application/Agreement results in the loss of eligibility for receipt of TJIF awards and the revocation by the County Mayor or the County Mayor's Designee of the certification of the Company as a TJIF eligible business;
- 11.3 X that the payment of TJIF awards are conditioned on and subject to specific annual appropriations by the Board sufficient to pay amounts under the approved Application/Agreement;
- 11.4 X that Miami-Dade County shall be notified in writing, within 60 days, of any development that impacts the implementation or operation of this Agreement or the project that this Agreement covers. Such developments will include, but not be limited to: commencement of and full implementation of the project; significant project delays; cancellation of the project; and all material changes of the project; and
- 11.5 X that the Company will maintain personnel and financial records related to jobs, wages, and taxes paid which are the subject of this Agreement and submit summary reports of said records to Miami-Dade County as part of each annual claims-submission. The Company will retain said personnel and financial records for a period of three (3) years after payment of the last cash incentive award.
- 11.6 X that the Company must apply by May 15 in each fiscal year to be considered to receive a TJIF award in the following County fiscal year.
- 11.7 X that no incentive amounts shall be disbursed after the last fiscal year set forth in the TJIF Application/Agreement and the Board-approved TJIF Resolution. Disbursement dates can only be extended by one year and must be waived/approved by the Board.
- 11.8 X that if a Company does not achieve the job creation schedule outlined in its approved resolution, but achieves at least 80% of the required net new jobs, the Company will receive a prorated refund less a 5% penalty of the scheduled award amount for that year. If job creation falls below 80% of the required jobs, the Company will not receive a refund and will be terminated from the program.
- 11.9 X that the Company will not enter into a lease agreement before the final approval, without written permission from the County.

- 11.10 X If a company fails to submit an application for reimbursement within three years of the first job creation benchmarks pursuant to Section 9.5 (c) in this application, the TJIF award will be cancelled without notice.

THE INFORMATION IN SECTIONS 12–15 TO BE COMPLETED BY THE BEACON COUNCIL

Section 12. Projected New Revenue to Miami-Dade County

List the amount and type of projected taxes this project will provide in the form of new revenue to Miami-Dade County:

Amount \$916,353 _____	Property Taxes _____	<u>General Fund</u>
Amount \$ _____	Other Taxes _____	_____ (List)

Section 13. If Project will be locating or expanding in a Designated Priority Area (Check all that apply.)

- X Targeted Urban Area or Enterprise Zones _____ (indicate specific TUA or EZ)
- _____ Opa-Locka _____ (indicate specific TUA or EZ)
- Community Development Block Grant area
- Brownfield site
- X Opportunity Zone

Section 14. Application Confirmation

- 14.1 Company Telephone Contact Number _____
- 14.2 Date Application Received by The Beacon Council 5/10/19
- 14.3 Date Application Completed/Finalized 5/22/19
- 14.4 Date Application presented to Miami-Dade County _____

Section 15. Maximum Award and Agreement End Date

(To be completed by The Beacon Council and/or Miami-Dade County.)

- 15.1 \$593,830 _____: The maximum amount of TJIF cash incentive awards which the Company is eligible to receive on the project.

<u>15.2 Maximum Award in Fiscal Year</u>	<u>Maximum Amount</u>
FY <u>2021-2022</u>	\$ <u>59,383</u>
FY <u>2022-2023</u>	\$ <u>59,383</u>
FY <u>2023-2024</u>	\$ <u>59,383</u>
FY <u>2024-2025</u>	\$ <u>59,383</u>
FY <u>2025-2026</u>	\$ <u>59,383</u>
FY <u>2026-2027</u>	\$ <u>59,383</u>
FY <u>2027-2028</u>	\$ <u>59,383</u>
FY <u>2028-2029</u>	\$ <u>59,383</u>
FY <u>2029-2030</u>	\$ <u>59,383</u>
FY <u>2030-2031</u>	\$ <u>59,383</u>

15.3 The term of this Agreement shall commence upon full execution of this Agreement and continue through 2030-2031, unless terminated earlier in accordance with the Code of Miami-Dade County, Chapter 2, Article LXXXVI, and as further modified by Ordinance No. 11-08, as may be amended.

Section 16. Parties

The parties designate the following offices and addresses:

County: Department of Regulatory and Economic Resources
 Miami-Dade County
 111 NW 1st Street – 12th Floor
 Miami, FL 33128

Company:

Section 17. Termination

17.1 This Agreement may be terminated by Miami-Dade County upon failure of the Company to comply with any material term or condition of this Agreement or a decision by the Company not to proceed with the project. A termination will result in the loss of eligibility for receipt of all cash incentive awards previously approved and scheduled, but not paid, as well as the revocation of the certification as a TJIF business. The foregoing notwithstanding, in the event that Miami-Dade County fails to pay the Company a cash incentive award to which the Company is eligible under Agreement as a result of insufficient County funds or for any reason whatsoever, the Company shall have the right to terminate this Agreement and shall be entitled to retain any cash incentive award or credits previously paid or awarded to the Company by Miami-Dade County under this Agreement. Compliance with the terms and conditions of the Agreement, and with all requirements of the TJIF Program as set forth in Miami-Dade County Code Sections 2-1251-1260, is a condition precedent for receipt of cash incentive awards each year. The failure to comply with the terms and conditions of this Agreement and the requirements of the TJIF Program shall result in the loss of eligibility for receipt of all cash incentive awards

previously authorized pursuant to this section, and the revocation of the certification as a qualified applicant by the County Mayor or the County Mayor's Designee.

- 17.2 This Agreement may be terminated by Miami-Dade County if it finds that the Company has provided false or misleading information in any part of this Application and Agreement or if the Company attempts to meet any of its obligations under this TJIF Program through fraud, misrepresentation or material misstatement. If Miami-Dade County terminates this Agreement for breach of this Section 18.2, the Company shall within 90 days refund to the County all cash incentives awards paid to the Company as a result of the false information.
- 17.3 This Agreement may be terminated by Miami-Dade County if the Company is delinquent on any Miami-Dade County taxes for a period of two years or longer.

Section 18. Legal Requirements

- 18.1 This Agreement is executed and entered into in the State of Florida, and will be construed, performed and enforced in all respects in accordance with the laws and rules of the State of Florida. Each party will perform its obligations in accordance with the terms and conditions of this Agreement. Any and all litigation arising under this Agreement shall be brought in the appropriate court in Miami-Dade County, Florida. If any term or provision of the Agreement is found to be illegal and unenforceable, the remainder of the Agreement will remain in full force and effect and such term or provision will be deemed stricken.

IN WITNESS WHEREOF the Parties have caused this Agreement to be executed by their duly authorized representatives on this _____ day of _____, _____.

ATTEST: (SEAL)
FLORIDA

MIAMI-DADE COUNTY,

By: _____
Print: _____
Title: _____

By: _____
Print: _____
Title: _____

Approved as to form and legal sufficiency:

By: _____
Assistant County Attorney

State of Florida)
County of Miami-Dade)

The foregoing instrument was acknowledged before me by _____, County Mayor or Mayor's designee, and _____, Deputy Clerk, respectively, on behalf of Miami-Dade County, Florida, this _____ day of _____, _____.

Notary Public – State of Florida
Print Name: _____

Commission expires: _____

ATTEST: (SEAL)

Company name:

By: _____
Print: _____
Title: _____

By: _____
Print: _____
Title: _____

State of Florida)
County of Miami-Dade)

The foregoing instrument was acknowledged before me by, (Title), on behalf of, (Company), this _____ day of _____, _____.

Notary Public – State of Florida

Print Name: _____

Commission expires: _____

Project Camp

10.2 Incentive rationale:

Project Camp operates out of three (3) facilities in Miami, one (1) in Atlanta (Georgia), one (1) in Louisville (Kentucky) and one (1) in Tempe (Arizona).

To ensure a sustainable growth, Project Camp looks forward to consolidating at least three facilities into one US headquarter. In light of the high capital investment necessary to construct consolidated building (105,000sqft) to host all this activity, incentives will play a major influence in the ultimate decision for the headquarter location.

The different states contacted (Georgia, South Carolina, Wisconsin) consider the Project Camp activity (MRO & manufacturing) strategic and are ready to offer incentives for relocation. The job creation incentive is a key component from it, as they would all assess the total headcounts and not only the increase (325 heads times a value ranging from \$1,750 in the greater Atlanta metropolitan area to 10% of average yearly salary in Wisconsin – Carlsle being one successful example of relocation to Milwaukee last year. The Capital investment incentive is the second key component that is offered by most states, where it is expected that Miami-Dade can advantageously compensate for the other state incentives for job creation. At last, some states, like Wisconsin, also offer substantial waiver to the state's corporate income tax.

10.3 Project Impact:

The location which Project Camp is contemplating in Florida for its long term settlement, Opa-Locka Executive Airport, is on the edge of the HUB Zone and as such is one of the rare areas in Miami considered as under-utilized. Bringing a dense workforce of over 300 people (over 100,000sqft) should positively affect the growth of the area. This encompasses the development of new businesses that will offer amenities (restaurant and shops), decrease of unemployment rate, etc...

From Miami-Dade standpoint heavily recruits its employees locally, including from George T. Baker Technical College, with Project Camp being a well-established company that contributes to the overall day-to-day training of a high skilled workforce (aircraft parts related technicians), which the United States, as a whole, are experiencing a shortage of.

10.4 Corporate Responsibility, Environmental and Growth Management:

Project Camp is a wholly-owned subsidiary of European Aviation Group

As a global business, we connect people, economies and cultures, driving economic growth and social progress. The Group assumes its responsibilities and acts to reconcile growth with environmental protection, social value and local development at its hubs and destinations. The Group's commitment is laid out in its **Corporate Social Responsibility Statement, Social Rights and Ethics Charter and Climate Action Plan**. To integrate sustainability in its business and operations, the Group works alongside all of its stakeholder groups on four key priorities: environment, customer experience, responsible human resources and local development.

Environment: Reduce our environmental footprint by improving our operations, by innovating in the supply chain and by mobilizing our entire staff and the industry.

Customer experience: Integrate sustainability within the entire value chain to offer customers sustainable and innovative products and services.

Responsible human resources: Maintain a responsible social policy and encourage personal development to ensure the motivation and professionalism of our employees.

Local development: Create economic and social value at our hubs and destinations.

Corporate Social Responsibility achievements recognized: The Group is assessed annually by the major international non-financial rating agencies, including RobecoSAM, Vigeo, Eiris and OEKOM. For the 9th year running, the Group is recognized by two Dow Jones Sustainability Indexes (DJSI World and DJSI Europe) and has been ranked leader in the "airlines" industry by RobecoSAM. Moreover, for the fifth year running, the Group is ranked leader of the broader "Transportation" category, covering air, rail, sea and road transport as well as airport activities. In this way the Group perpetuates the ranking at the 24 most sustainable companies in the world. Thanks to this performance the Group retained its listing on FTSE4Good Index Series and on the Vigeo indexes (World 120, Europe 120, Eurozone 120, France 20 and Ethibel Sustainable Index (ESI) excellence Europe). The Group is included in the Carbon Disclosure Leadership Index (CDLI) France 2013, which ranks the 10% companies having the best scores for transparency, among the largest companies by market capitalization in France. Moreover, the Group is included in the Climate Performance Leader Index (CPLI) France 2013, which includes companies having achieved a grade A.

The Group has always been cautious of the environmental impact of their respective activity and lead by example with a very strict management of chemical/waste management.

Besides the existing opportunities, the design of the future headquarters will integrate "green" components that limit the environmental footprint of the premises (such as optimized insulation walls/roof to reduce AC power costs, sensor detector lighting to reduce electricity consumption...).

The train connectivity is also an interesting element for part of the workforce, as they are already coming today to Miami International Airport with Tri-Rail. Some, working in Doral, do not have this opportunity existing today and are contemplating this option, would Opa-Locka be the retained location for the future headquarters.