

# ADOPTED BUDGET

## FISCAL YEAR 2023-2024

ORLANDO INTERNATIONAL AIRPORT AND ORLANDO EXECUTIVE AIRPORT



GREATER ORLANDO  
AVIATION AUTHORITY  
ORLANDO, FL



# GREATER ORLANDO AVIATION AUTHORITY

## AUTHORITY BOARD



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*Chairman*



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*Board Member*



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## AIRPORT MANAGEMENT

## POSITION

Kevin J. Thibault.....	Chief Executive Officer
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Victoria Jaramillo.....	Executive Vice President, Chief Development Officer
Yovannie Rodriguez .....	Executive Vice President, Chief Administrative Officer
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Marquez Griffin .....	Senior Vice President, MCO Operations
Max Marble .....	Senior Vice President, Capital Programs
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Jay A. Cassens .....	Vice President, Real Estate
Tricia Cottman .....	Vice President, Risk Management
Iranetta Dennis .....	Vice President, Small Business
Robert Furr .....	Vice President, Engineering and Architecture
Brian Gilliam .....	Vice President, Security
Tracy Conner Harris .....	Vice President, Concessions
Dr. Randy Hudgins .....	Vice President, Human Resources
Gary Hunt.....	Vice President, Facilities
Judith-Ann Jarrette .....	Vice President, ORL Operations
Kelly Loll .....	Vice President, Purchasing and Procurement
Pete Pelletier .....	Vice President, Information Technology
Tawana Russell .....	Vice President. Customer Experience
Scott Shedek.....	Vice President, Construction
Brenda Bishop.....	ARFF Fire Chief

## BUDGET DEPARTMENT

## POSITION

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Magaly Rosario ..... Manager OMB  
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## A SPECIAL THANKS...

To all of the Vice Presidents, department budget coordinators and staff who contributed their time and energy to complete this document.



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## LETTER OF TRANSMITTAL

December 13, 2023 Members of the Authority  
Greater Orlando Aviation Authority  
Orlando, Florida

Submitted herein are the Authority's adopted operating and capital budget for the Fiscal Year (FY) 2024. The budget is a culmination of an extensive, collaborative effort, which included workshops with members of the Authority staff who evaluated the operating and capital improvement needs and obligations of the Authority. The budget has been prepared in compliance with the requirements of the Amended and Restated Airport Facilities Revenue Bond Resolution governing the Authority's outstanding indebtedness and takes into account its obligations under state and federal law.

### RELEVANT FINANCIAL POLICIES

An annual budget is prepared on the methodology established in the Resolution relating to Airline Rates and Charges and Airline Operating Terms and Conditions for the Use of Facilities and Services at the Orlando International Airport, which was amended effective October 1, 2019 (the "Rate Resolutions") and the 1978 Airport Facilities Revenue Bond Resolution, as amended and restated September 16, 2015 (the Bond Resolution), for all accounts established by those agreements and resolutions, except construction and debt service accounts. The budgets are on a non-GAAP basis since capital expenditures are included as expenses and depreciation is not budgeted. Budgetary control (the level at which expenditures cannot legally exceed the appropriated amount) is established at the department level. The purchasing and accounts payable subsystems, which automatically encumber budget monies prior to the issuance of purchase orders and disbursement of funds, maintain and strengthen budgetary control.

Transfer of appropriations can be made within a department; however, transfer of appropriations greater than \$250,000 and changes in total appropriations require Board approval. Transfers that shift budget to a new department code or account code without changing the original intended use of the funds do not require Authority Board approval. The Chief Executive Officer or the Chief Financial Officer may authorize transfers from the contingency fund in an emergency.

### ECONOMIC OUTLOOK

Robust air travel, whether for leisure or business purposes, has traditionally been closely connected to the vitality of the national economy. However, in a global marketplace, sustaining passenger traffic and promoting increases are driven by accessibility and passenger confidence. As the world market has rebounded from the losses attributed to the COVID-19 pandemic, air travel is enjoying a resurgence. While the increasing activity is reflected worldwide, economic resiliency needs a strong foundation at the local level. In Central Florida, the diversity and potency of the region's economy exerts significant influence on aviation activity at the airport and the revenues of the Aviation Authority.

According to statistics compiled by Visit Orlando, in 2022 Central Florida was the most popular destination in the United States with just over 74 million visitors. As the region's premier global gateway, Orlando International Airport (MCO) welcomed more than 50.1 million passengers in calendar year 2022. While annual traffic dipped significantly in calendar 2020 to 21.6 million, the post-pandemic resurgence has been remarkable. In calendar year 2022, MCO was the ninth busiest airport in the United States and 17th busiest in the world. MCO is on track to welcome approximately \$58 million annual passengers for calendar year 2023.

The Orlando MSA encompasses one of the largest leisure centers in the world. Seven of the top 10 theme parks, based on attendance, are located in the area. Continuing innovation and development of new attractions at the theme parks are vital to maintaining a high volume of visitors to Central Florida. Several new attractions opened in 2023, such as Walt Disney World's Tron Lightcycle Run, Universal's Illuminations Villain Con Minion Blast and SeaWorld's Pipeline, the Surf Coaster.

Advancing the leisure options in the Central Florida market is an ongoing process. The list of theme park attractions set to debut in 2024 features a mix of shows, water rides, roller coasters and character meet-and-greets.

Walt Disney World announced a pair of updated attractions that build on past fan favorites. Opening in 2024 are Tiana's Bayou Adventure, which replaces Splash Mountain with a New Orleans-inspired theme. The iconic Country Bear Musical Jamboree returns to the Magic Kingdom with new songs and a new act.

Coming to Universal Studios Florida in 2024, DreamWorks Land will be an ode to some of the most cherished DreamWorks animated films like Shrek, Despicable Me and How to Train Your Dragon. Visitors can expect exciting rides and encounters with their favorite DreamWorks characters.

SeaWorld Orlando will unveil its latest rollercoaster, Penguin Trek, in the spring of 2024. This voyage to the heart of Antarctica's mystic wilderness underscores SeaWorld Orlando's pledge to offer not only adventures but also informative explorations.

New attractions or reworks of existing ones provide something new for visitors to experience. Resulting in new hotel stays, ancillary spending and more that contribute to the local economy. Also, the parks' ongoing investments provide good paying jobs for local contractors and specialty service providers.

Central Florida also remains a vigorous location for conventions and trade shows. Corporations and organizations of all sizes recognize the advantages of the more than 450 lodging options and millions of square feet of exhibit and event space available in the region. Robust attendance has been the norm for top events on the Orange County Convention Center calendar. Currently included for 2024 are the NPE Plastics Show with an estimated 56,000 attendees; Surf Expos in the winter and fall with a combined 59,000 expected attendees; the IAAPA Expo expects 41,000 visitors to attend; the Grace Hopper Celebration estimates 26,000 attendees; and POWERGEN, the international power generation exhibition, will bring in 20,000 visitors.

Additionally, Central Florida continues to diversify its economy by emphasizing opportunities for business. Strong increases in the area's population and employment, the strength of Orlando's world-class tourism industry and the continued development of the defense, high-tech and digital media industry sectors have all been strong drivers of business travel, historically. According to the Orlando Economic Partnership, a competitive cost environment has also favored the Orlando economy in attracting new businesses, which in turn, generate additional travel demand.

CMG Clean Tech, a France-based global leader in green energy technology, announced an expansion of its operations to North America with the opening of its first U.S. flagship facility, Green Garden Village, in Osceola County. The company plans to invest nearly a half-billion dollars in the construction of a renewable energy technology manufacturing park, creating 1,200 high-wage green technology jobs with average annual wages of \$75,000 over the next three years. Mass Virtual will be expanding its regional office and adding 117 new jobs. Luminar Technologies announced the expansion of its local headquarters, which will add an estimated 100 jobs to the local economy. Rocket Technology will bring its corporate headquarters to Orlando, with an accompanying 75 new jobs.

Playing a significant role in the economic vitality of the region is Orlando International Airport. As the first and last impression many visitors have of Central Florida, it is important that we strive to improve our facilities and service so customers can enjoy a safe, secure and convenient travel experience. To support that mission along with the projected growth in passenger traffic, MCO opened its brand new Terminal C in September 2022.

In its first year of operation, the new Terminal C processed nearly 6.4 million passengers and operated more than 48,300 flights. With a capacity to handle 10 to 12 million passengers a year, Terminal C is a critical element of airport development and the region's economic growth. Connected to Terminal C, is our Inter-modal Terminal Facility which houses Brightline, a high-speed, intercity rail service which began operations in September 2023. Brightline connects Orlando International Airport with multiple locations in South Florida. The ride between Orlando and West Palm Beach is approximately two hours,

and three hours thirty minutes between Orlando and Miami. The current schedule between Central and South Florida includes 16 daily round trips with hourly northbound and southbound departures.

The Greater Orlando Aviation Authority also completed work on its new 2023 Strategic Plan. The 10-year plan is a systematic process to articulate our future trajectory and develop a comprehensive roadmap to guide that journey into the future.

Domestic and international tourism are necessary to sustain the multi-billion dollar economic engines of the region. Orlando International Airport has always taken great pride in being recognized as an industry leader and a user favorite. Today's traveler demands a higher level of service and efficient connections to other modes of transportation. It is essential that Orlando International Airport strives to seamlessly connect Florida and the world through exceptional experiences, collaboration and creativity, while focusing on becoming the global leader in the evolution of mobility. By devoting the appropriate resources to development, MCO will optimize its ability to set the standard for travel excellence by delivering "The Orlando Experience®."

## MAJOR CAPITAL INITIATIVES

### Orlando International Airport

The projects in the Authority's annual CIP update will continue to be directed toward four major categories, (1) asset preservation and replacement; (2) new capacity; (3) customer experience and (4) revenue enhancement. A particular challenge to this CIP update is balancing the needs to upgrade or replace aging facilities, such as the 42-year-old Airsides 1 and 3, while concurrently providing new capacity to meet growing passenger demand. The approach to this CIP update was to identify and evaluate projects over a longer time horizon of 10 years for potential consideration in future CIPs and to model the projected impact on the Authority's financial metrics. In order to perform that analysis, very preliminary order-of-magnitude estimates were developed for initial financial modeling purposes for several large capital projects that are contemplated to be needed during a 10-year planning horizon. Examples of projects that were considered are renovation or replacement of Airsides 1 and 3, Terminal A and B landside redevelopment, expansion of Terminal C (Phase 2), public parking and rental car facilities, replace terminal A and B baggage systems and campus power upgrades. Full funding for these large potential projects are not included in this update to the CIP pending completion of the strategic planning tasks. Instead, the proposed CIP includes funding for advanced budget, schedule and scoping analysis to address these projects in order to develop well-defined scopes of work, budgets, funding plans and schedules. As these projects are formulated by the General Consultant and their team of project-specific subject matter experts, projects will be considered for inclusion in future updates to the CIP.

The development of the update of the CIP for the years FY 2021-2028 is focused on (1) aligning the funding plans with the scope and budget estimates for the proposed Bipartisan Infrastructure Law (BIL)-funded projects; (2) removing cancelled and completed projects; (3) funding advanced budget, schedule and scoping analysis designed to provide well developed scope and budgets of new projects for current and future CIPs; and (4) updating current project budgets to reflect the Aviation Authority's capital priorities and current construction market conditions. We also considered the need to retain financing capacity for one or more of the future major capital programs listed above.

The estimated total aggregate cost of the 2021-2028 Capital Improvement Program, as approved in October 2023, is approximately \$5.1 billion, including allowances for inflation. In addition to the 2021-2028 Capital Improvement Program, the Authority also undertakes renewal and replacement of major assets on an ongoing basis.

### Substantially Complete and Completed Projects

Major construction programs in the CIP that reached substantial completion and were removed from the program included the Baggage Programs (Pods A-D), East Airfield Taxiways Rehabilitation - Phase 1, RAC-related projects and Office Trailers and Warehouse Renovations.

### North Terminal Projects Planned or Underway

The CIP includes \$787.7 million for capacity enhancements, renovations and expansion for the North Terminal. This includes Airside 2 and 4 APM replacement, North Terminal Baggage Processing System Replacement and upgrades to Baggage Pods, North Terminal Renovations, North Terminal Building System upgrades such as Electrical Bus duct, central plant chiller

replacement and electrical load segregation and switchgear improvements, elevator and escalator replacements and North Terminal Building roof replacements.

## Airfield Projects Planned or Underway

The CIP also includes \$196.9 million in airfield projects. The airfield, which serves both the current Terminals A/B and Terminal C, is undergoing rehabilitation projects, including taxiways G and H and Airsides Apron Rehabilitation projects.

## Ground Transportation Planned or Underway

The CIP also includes \$383.1 million in ground transportation projects. The ground transportation projects includes and increase a budget increase for the multi-modal Ground Transportation Facility Pedestrian Bridge project as well an addition for an advanced budget, schedule and scoping analysis for a rental car expansion program and a Roadway Congestion Management Study, as well as improvements to the RAC counters and back walls in terminals A and B and additional roadway and parking improvements.

## South Terminal Projects Planned or Underway

### Terminal C

The Authority commenced construction of the 16-gate, 21 narrow body equivalents (NBE) Terminal C Phase 1 in the first quarter of 2017 with an expected opening in October 2021. In May 2018, after passenger traffic levels reached 45.8 million annual passengers, the Authority authorized staff to proceed with procurement of professional services for design and early construction activities of Terminal C Phase 1X to add three additional gates for a total of 19 gates (28NBE) with each gate able to accommodate both international and domestic air traffic. However, due to the COVID-19 pandemic, in May 2020, the Authority deferred construction of 4 gates (8 NBE) and decided to open with 15 gates (20 NBE). Terminal C was opened on September 20, 2022. This project is currently in the close out process.

## Orlando Executive Airport

The projects at Orlando Executive Airport are derived from several plans produced by and for the Authority including the Master Plan and Pavement Management Plan and are developed to address airport capacity, asset preservation, safety and security and revenue generation projects. Unlike the Orlando International Airport, most revenue at ORL is generated from aviation and non-aviation ground leases on the airport site. The CIP includes projects that result in a total cost of \$77.7 million for the period FY 2022-2028. This includes approximately \$67.3 million of future grant revenues, \$9.4 million of local funds and \$1.0 million of unfunded local funds for planning purposes used to assist in attaining additional state and federal funding.

## CONCLUSION

Every effort has been made to ensure that the FY 2024 budget reflects the Authority's strategies and initiatives as supported and directed by the Board. This budget also allows the Authority to fulfill its mission to seamlessly connect Florida and the world through exceptional experiences, collaboration and creativity that promote "The Orlando Experience."

## ACKNOWLEDGEMENTS AND AWARDS

The Authority's management has contributed its full support to the development and maintenance of the financial operations of the Airport. Without this leadership, the presentation of this budget and other financial reports would not occur. The timely preparation of this report could not have been accomplished without the efficient and dedicated service of the entire Finance Department. We would like to express our appreciation to all members of the Finance Department who assisted in and contributed to its preparation.

The Authority received the Distinguished Budget Presentation Award from the Government Finance Officers Association (GFOA) for its annual budget for the fiscal year beginning October 1, 2022. This represents the fifth consecutive year that this award has been presented to the Authority. The GFOA established the Distinguished Budget Presentation Awards program in 1984 to encourage and assist state and local governments to prepare budget documents of the very highest quality that reflect both the guidelines established by the National Advisory Council on State and Local Budgeting and the GFOA's best practices on budgeting and then to recognized individual governments that succeed in achieving that goal.

In order to receive this award, a government must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan and as a communications device.

This award is valid for one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to the GFOA to determine its eligibility for another award.

Respectfully submitted,



Kathleen M. Sharman  
Chief Financial Officer



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**Greater Orlando Aviation Authority  
Florida**

For the Fiscal Year Beginning

**October 01, 2022**

*Christopher P. Morill*

Executive Director

# ORGANIZATIONAL CHART





## PROFILE OF THE AUTHORITY

The Greater Orlando Aviation Authority (GOAA) is the governmental entity that operates Orlando International Airport (MCO) and Orlando Executive Airport (ORL) in Orlando, Florida.

GOAA replaced the former City of Orlando Aviation Department in 1976 following the closure of McCoy Air Force Base and its conveyance from the U.S. Air Force to the General Services Administration to the City of Orlando, and its subsequent transition to Orlando International Airport. GOAA is tasked with the operation, maintenance and administration of all public airports in Orange County, Florida, including any public airports, which may be built in Orange County in the future.

The Aviation Authority is governed by a seven-member board. The Governor of the State of Florida appoints five members, subject to confirmation by the State Senate, one member is the Mayor of the City of Orlando and one member is the Mayor of Orange County, Florida. One of the five members of the Board appointed by the Governor is a resident of Osceola County. The Chief Executive Officer is appointed by the Authority's Board and oversees a professional staff of 1,109.5 full-time equivalent employees. The Aviation Authority maintains agreements with airlines, tenants, concessionaires, contractors and vendors that support airport functions and now Brightline, a new Intercity rail service to South Florida, that supports the functions of the intermodal facility.

The Authority was established pursuant to the Greater Orlando Aviation Authority Act, Chapter 57-1658, Special Laws of Florida, 1957, as replaced by Chapter 98-492, Laws of Florida, as amended. The City owns the Orlando International Airport and Orlando Executive Airport. Pursuant to an agreement dated September 27, 1976, the City transferred to the Authority the custody, control and management of the two airports for a period of 50 years subject to certain conditions. The Authority negotiated a new Operation and Use Agreement, effective October 1, 2015, which extended the term until September 30, 2065. At the end of the term, unless otherwise extended, the Authority is obligated to return full ownership and control of all its assets to the City of Orlando.

Each airport functions as a self-supporting enterprise and uses the accrual basis of accounting. For financial reporting purposes, both airports are combined into a single enterprise fund. The Authority and the City reviewed the Governmental Accounting Standards Board (GASB) statements on defining the governmental reporting entity and have concluded the Authority is an independent reporting entity. The Orlando International Airport is located in Central Florida, nine miles southeast of downtown Orlando in Orange County, Florida, occupying 11,605 acres of land. The service region for the airport extends throughout Central Florida, an attribute made possible by its location at the crossroads of Florida's road network and the availability of competitive fares in the market.

The success of MCO's evolution from a former Strategic Air Command base Quonset hut and missile hangar to the award-winning facility it is today can be attributed to vision, community partnerships and a dedicated focus to customer service. Its development has been directed by a group of committed public officials, aviation industry experts and community leaders.

The evolution and success of MCO is the direct benefit of many factors including the initial acquisition of nearly 14,000 acres of land for aviation development, an initial airline lease and use agreement that allowed the cost-effective development of an efficient airfield and terminal complex and the creation of the Aviation Authority as a public entity continually focused on meeting the aviation needs of the community and region.

In addition, the implementation of a design approach known as "The Orlando Experience" best described by the attention to details of aesthetics, environment, efficiency and customer service that position the airport as a premier transportation facility.

Nestled by a stand of trees near the north entry of Orlando International Airport, in a park of its own, a retired Boeing B-52D long-range Air Force bomber reposes in the Florida sunshine. Still wearing its decades-old camouflage, the enormous plane reminds visitors that the Orlando International Airport of today has its origins in a long relationship between the City of Orlando and the United States Government. Two generations of men and women trained and served at Pine Castle Air Force Base, then McCoy Air Force Base, before it closed in 1974. The B-52 Park stands as a memorial to all those stationed here through several

conflicts and the three letter designation for Orlando International Airport remains as a reminder of its military origin at McCoy – “MCO.”

The military legacy of Orlando International Airport is more than just the land on which today’s airport stands. Planners who designated two 12,000-foot runways for the heavy bombers of Strategic Air Command in the early 60s did an enormous favor for the City of Orlando. Today, those two quarter-mile runways are still handling some of the newest, next-generation commercial jet aircraft in the world.

Orlando International Airport’s history and reputation is anchored in the foundation of vision and planning for the future. Its success has been in the acquisition of land and the design and construction of a flexible landside and airside terminal complex with strong aesthetic and environmental features that reflect the community it serves while continuing to grow.

There is no doubt that the early airline lease and use agreement that established a strong air service network, following airline deregulation and the expansion capacity of the airport had an impact on the area’s ability to prosper. It allowed the region to accommodate a high growth rate and meet the demand of an increasingly diverse economic development tract that spans from agriculture and tourism to biomedical research and electronic simulation activity.

It also meant creating landside-airside terminals with the flexibility and willingness to change and adapt to new technologies and challenges that were not dreamed of just 30 years ago.

Since November 1, 2013, the Authority has set rates by resolution rather than by lease agreement. On August 28, 2019, the Authority adopted the Rate Resolution that became effective on October 1, 2019, which applies to all airlines, whether or not any such airline specifically agrees in writing to its terms. The Rate Resolution has no expiration date and may be amended at any time by the Authority as it deems necessary or appropriate.

Certain airlines have executed and delivered to the Authority the Revenue Sharing Agreement and, following execution by the Authority, by virtue of being a party to an effective Revenue Sharing Agreement, are eligible to receive a share of certain Authority revenues in exchange for certain long-term commitments to the Authority. On August 28, 2019, the Authority approved the current form of Revenue Sharing Agreement for Fiscal Years 2020 through 2024.

The Intermodal Terminal Facility, branded currently as the Train Station consists of approximately 1.3 million square feet of terminal space accommodating the Terminal Link (Automated People Mover) Station and up to three regional rail systems (SunRail commuter rail, Brightline inter-city rail and possibly a third system serving the International Drive/Convention Center area). It also supports ground transportation activity including taxis, shuttle buses and public bus operations.

SunRail operates nearly 50 miles of track within 16 stations through Volusia, Seminole, Orange and Osceola counties and a bus link to MCO. The direct rail link to MCO is a priority for the City of Orlando and the airport, and although no date has been published, it is part of the future development plans for SunRail.

Intercity rail service known as Brightline began operations in September 2023, offering service to W. Palm Beach, Ft. Lauderdale and Miami city centers. Additional stops are also planned for Boca Raton and Aventura.

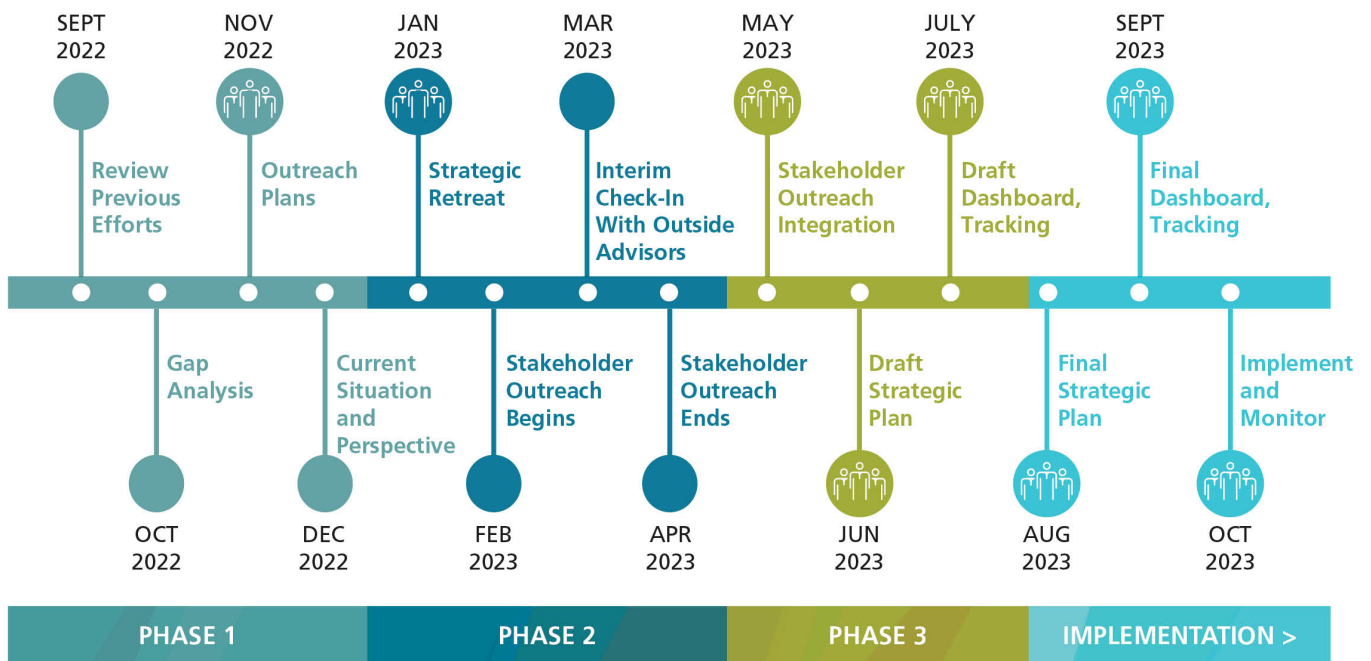
Future success of the airport traveler’s ability to enjoy “The Orlando Experience” will depend greatly on surface and intermodal transportation access as well as increased air service, both domestic and international. The strength of the airport’s positioning will depend on the successful partnerships and support of airlines, governmental agencies and community organizations.

## STRATEGIC GOALS AND INITIATIVES

In September 2023, the Aviation Authority Board approved the 2023-2033 Strategic Plan. The vision for the assets the Aviation Authority manages has evolved over the years, starting with the development of an international airport and recently culminating with the opening of Terminal C and the realization of true multi-modal transportation facilities with Brightline beginning operations.

A three-phase approach was used to develop the 2023 Strategic Plan. The first phase comprised of an assessment of local and global conditions, including the aviation Authority's strengths, weaknesses, opportunities and threats. The second phase entailed a multi-faceted outreach to collect input and perspectives on the organization and considerations for the future from internal and external stakeholders. Phases 1 and 2 guided the development of the Strategic plan during Phase 3. Following the implementation of the Plan's elements, the Aviation Authority will continuously evaluate progress and adapt the plan as necessary to adapt to changing circumstances.

## MILESTONE SCHEDULE



The assessment of our operating environment extended to national and global trends. Key trends in our process include, Resilience and innovation, emerging opportunities and diversification and environmental and social factors. By fostering a culture of innovation, the Aviation Authority can stay competitive and also uncover untapped opportunities, finding creative solutions to problems, ultimately leading to long term success. By diversifying our portfolio and venturing into complementary sectors, the Aviation Authority can leverage our existing expertise and infrastructure to generate additional revenue streams and develop resilience to changing market conditions. And by prioritizing sustainable development, the Authority can enhance our reputation as a leader and catalyst for change. We understand our strengths include our resilient and growing market for residents and visitors alike, as well as our geographic location and land assets. Many of the weaknesses we have identified may be related to challenge associated with the area's rapid growth, highlighting the need to modernize our infrastructure and diversify our organization.

## GOALS, OBJECTIVES AND STRATEGIES

Areas of emphasis and key leadership characteristics and goals implemented throughout the Aviation Authority are elevating performance, operational effectiveness, and organizational excellence and enhancing relationships. Complementing the areas of emphasis are our four strategic priorities, People, Connection, Community and Innovation, which is the foundation to fulfilling our Mission and achieving our Vision. These priorities emphasize putting people first, elevating the quantity and quality of the connections we enable, expanding the Aviation Authority's presence within and benefits to the communities we serve and supporting multi-industry innovation initiatives.

**PEOPLE**



Our employees, customers, residents, visitors, business partners, communities, and stakeholders: but most importantly, our most valuable resource and #1 priority.

**CONNECTION**



Inspiring and elevating the quantity and quality of our networks as they relate to transpiration modes, people, places, information, environments, economies, and experiences.

**COMMUNITY**



Amplifying the Aviation Authority's presence within the communities we serve by broadening, enriching, and diversifying the benefits offered and increasing collaborative partnerships.

**INNOVATION**



Championing a culture for the Aviation Authority, encouraging creativity, and supporting multi-industry innovation initiatives.

Our vision is focused on strategic and practical approaches towards the expansion and diversification of mobility options for our customers and stakeholders. By leveraging existing and future drivers of mobility, and nurturing a culture that supports innovation and continuous improvement in all we do, we aspire to be the global leader in the evolution of mobility. Achieving this Vision will contribute to the delivery of elevated, favorable experiences for our residents and visitors.

Critical to implementing the Aviation Authority's vision is translating the Strategic Priorities, Goals and Objectives into tangible outcomes and results. To measure success, it's important to establish clear and relevant metrics that align with the Aviation Authority's goals. These metrics would encompass aspects such as financial performance, customer satisfaction, operational efficiency, employee engagement, and social impact. By regularly monitoring and assessing progress against these metrics, the Authority can gauge performance, identify areas for improvement, and make necessary adjustments. Additionally, key performance indicators can provide valuable insights into the effectiveness of strategic initiatives and help track the overall success of the plan.

**MISSION**



To seamlessly connect Florida and the world through exceptional experiences, collaboration, and creativity.

**VISION**



Be the global leader in the evolution of mobility.

**VALUES**



Service  
Integrity  
Efficiency  
Excellence  
Transparency

# ORLANDO INTERNATIONAL AIRPORT





## MCO: BY THE NUMBERS

**55,998,369**



Passengers  
Annually  
(FY 2023)

**30,474,853 LBS**

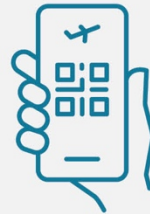


Total Landed  
Weight in thousand  
pound units (FY 23)



**375,436**

Total Plane  
Movements  
(Takeoffs and  
Landings FY 2023)



**44**

Passenger  
Airlines

## TOP 5 DESTINATIONS THAT MCO SERVES (AS OF JUNE 2023)

### DOMESTIC



- 1 EWR** Newark, NJ
- 2 PHL** Philadelphia, PA
- 3 SJU** San Juan, PR
- 4 BOS** Boston, MA
- 5 ORD** Chicago/O'Hare, IL

### INTERNATIONAL



- 1 CUN** Cancun, Mexico
- 2 MEX** Mexico City, Mexico
- 3 SDQ** Santo Domingo, Dom Rep
- 4 BOG** Bogota, Colombia
- 5 SJO** San Jose, Costa Rica

## AIR SERVICE DEVELOPMENT

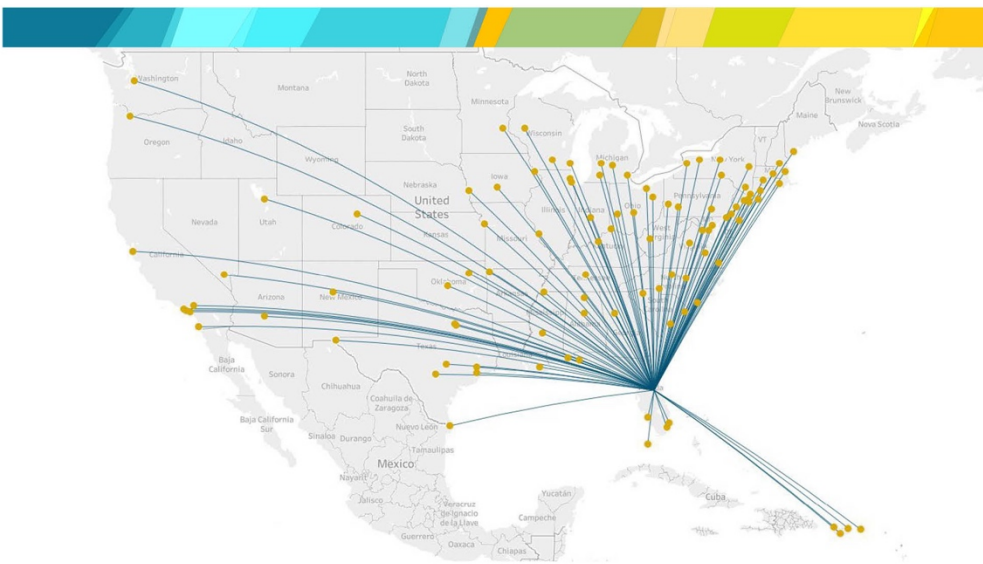
### WHERE WE ARE GOING

2021 saw the world begin to return to air travel, with airlines resuming service and introducing new routes to their Orlando International Airport rosters. The easing of international travel restrictions in 2021 resulted in the restoration of international passengers. Throughout fiscal year 2022 and 2023, MCO has seen steady increases in the number of international passengers.

Preliminary traffic numbers for the fiscal year 2023 show international passengers make up 12% of total enplaned passengers compared to 10% in fiscal year 2022 and only 3.75% in fiscal year 2021.

### 102 DOMESTIC DESTINATIONS

(JUNE 2023)



### 50 INTERNATIONAL DESTINATIONS

(JUNE 2023)



## PROJECTED NEW DESTINATIONS STARTING

(AS OF NOVEMBER 1, 2023)

<b>AIRLINE</b>	<b>SERVICE START</b>	<b>DESTINATION</b>	<b>AIRPORT CODE</b>
Breeze	November 28, 2023	Plattsburgh, NY	PBG
JetBlue	November 4, 2023	Santiago, Dominican Rep	STI
Breeze	December 1, 2023	Springfield, IL	SPI
Viva	May 9, 2024	Monterrey, Mexico	MTY
Southwest	June 4, 2023	Grand Cayman, CI	GCM
Southwest	June 4, 2023	Providenciales, Turks & Caicos	PLS
Southwest	June 4, 2024	Punta Cana, Dominican Rep.	PUJ
Viva	July 1, 2024	Merida, Mexico	MID

## BUDGET SUMMARY

	Budget 2022	Budget 2023	Budget 2024
<b>Anticipated Revenue</b>			
Airline Rentals, Fees and Charges	\$231,123,000	\$308,163,000	\$363,903,000
Nonairline Revenues	287,613,000	370,778,000	445,672,000
Interest Revenue	4,644,000	4,644,000	22,045,000
Federal Relief	55,000,000	-	-
Total Revenue	<u>\$578,380,000</u>	<u>\$683,585,000</u>	<u>\$831,620,000</u>
<b>Less Airport Exclusive Revenue</b>			
Rail Station Building Revenue	(4,071,000)	(5,867,000)	(6,317,000)
Net Anticipated Revenue	<u>\$574,309,000</u>	<u>\$677,718,000</u>	<u>\$825,303,000</u>
<b>Appropriations</b>			
2009 Debt Service Fund	2,489,000	-	-
2010 Debt Service Fund	3,951,000	3,953,000	3,955,000
2011 Debt Service Fund	5,916,000	-	-
2012 Debt Service Fund	469,000	-	-
2013 Debt Service Fund	4,294,000	-	-
2015 Debt Service Fund	12,453,000	12,395,000	12,317,000
2016 Debt Service Fund	29,192,000	19,285,000	14,970,000
2016 Subordinated Debt Service	7,558,000	7,555,000	7,555,000
2017 Subordinated Debt Service	43,375,000	43,377,000	42,904,000
2019 Debt Service Fund	71,615,000	84,855,000	84,844,000
2022 Debt Service Fund	-	18,434,000	18,424,000
FDOT Loan Repayment	-	2,547,000	-
Available PFC Revenues	(80,173,000)	(80,709,000)	(80,214,000)
Operation and Maintenance Fund	377,500,000	464,685,000	514,110,000
Operating Reserve Fund	4,537,000	14,531,000	22,768,000
Central Energy Plant Obligation	<u>5,618,000</u>	<u>10,039,000</u>	<u>10,189,000</u>
Total Appropriations	<u>\$498,097,000</u>	<u>\$600,947,000</u>	<u>\$651,822,000</u>
<b>Remaining Revenues</b>	<b><u>\$76,212,000</u></b>	<b><u>\$76,771,000</u></b>	<b><u>\$173,481,000</u></b>

## BUDGET HIGHLIGHTS

Coordination of the Authority's annual budget and the 2021-2027 Capital Improvement Program is one of the keys to successfully implementing the Authority's Strategic Plan. The key principles on which the budget was developed include:

- ➔ Basic services funded at adequate levels.
- ➔ Revenues estimated at reasonable amounts.
- ➔ Prioritization of capital and maintenance projects.
- ➔ Fair and reasonable rates and charges.

A comparison of the Rates and Charges for Fiscal Year 2024 compared to Fiscal Year 2023 and Fiscal Year 2022 are summarized below:

Rates and Charges	FY 2022 Actual	FY 2023 Budget	FY 2024 Budget
Cost Per Enplaned Passenger	\$9.54	\$11.65	\$10.64
Landing Fees per 1000/lb.	\$1.6289	\$1.9657	\$2.0323
Apron Fee per gate	\$46,434	\$74,471	\$94,397
Terminal Premises Rate per square foot	\$167.50	\$193.21	\$204.43
Airline Equipment Charge per gate	\$69,234	\$87,848	\$97,415
North Inbound Baggage System Fee per deplaned passenger	\$1.53	\$1.70	\$1.84
North Outbound Baggage System Fee per enplaned passenger	\$1.54	\$1.71	\$1.85
South Inbound Baggage System Fee per deplaned passenger	\$2.33	\$2.45	\$2.30
South Outbound Baggage System Fee per enplaned passenger	\$3.16	\$3.28	\$3.10
Terminal C Common Use Bag Make Up Fee	\$469,151	\$545,770	\$580,673
Enplanements	22,362,000	24,847,000	27,932,820

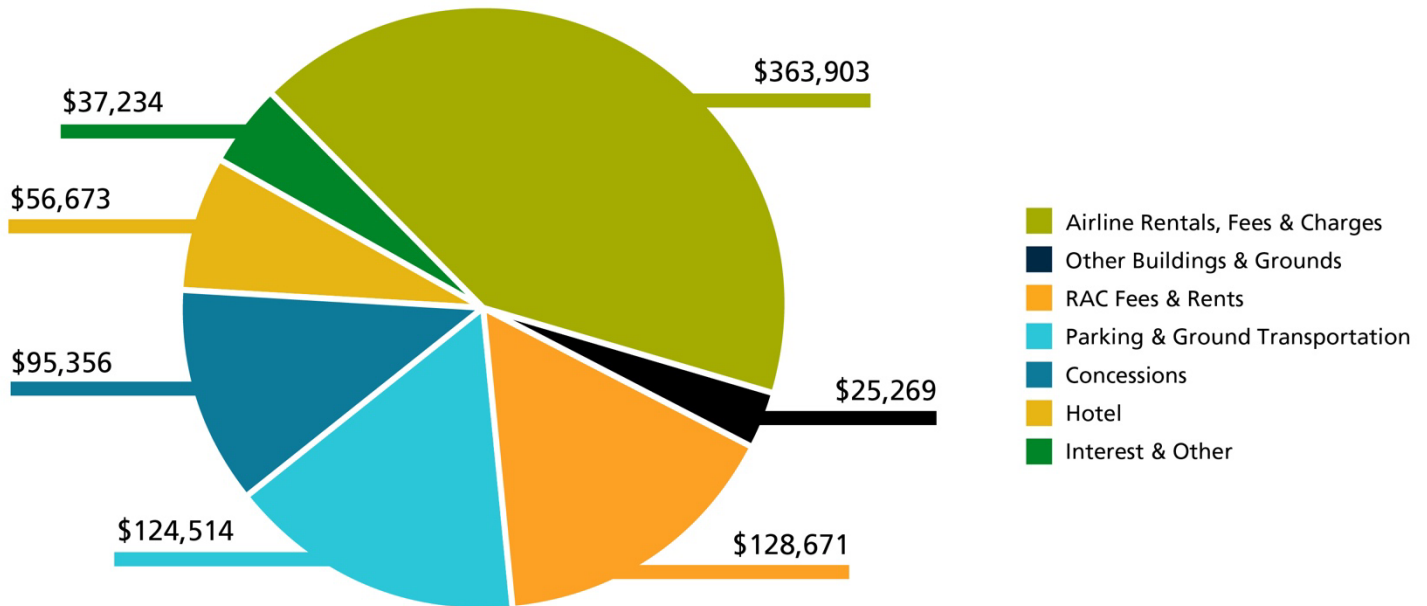
## REVENUE

### Budget Revenue (in thousands)

	FY 2022 Actuals	FY 2023 Budget	FY 2024 Budget	FY 24 vs FY 23	% Change
Airline Rentals, Fees, and Charges	\$220,032	\$308,163	\$363,903	\$55,740	18.1%
Other Buildings and Grounds	23,217	21,947	25,269	3,322	15.1%
RAC Fees and Rents	129,817	109,828	128,671	18,843	17.2%
Parking and Ground Transportation	103,183	94,119	124,514	30,395	32.3%
Concessions	84,190	84,878	95,356	10,478	12.3%
Hotel	49,277	46,902	56,673	9,771	20.8%
Interest and Other	25,416	17,748	37,234	19,486	109.8%
Federal Relief	162,112	0	0	0	0%
<b>TOTAL RATES AND CHARGES REVENUE</b>	<b>\$797,244</b>	<b>\$683,585</b>	<b>\$831,620</b>	<b>\$148,035</b>	<b>21.7%</b>

## Budget Highlights (cont.)

### REVENUE BUDGET (in thousands)



Revenues are projected to increase \$148.0 million over the fiscal year 2023 budget. Airline rentals, fees and charges are projected to increase \$55.7 million due to an overall increase in passenger traffic and rates. Non-airline revenues are projected to increase \$72.8 million due to the increase in passengers. Cost per enplanement is currently estimated at \$10.64 for all airlines.

## Budget Highlights (cont.)

### EXPENDITURES

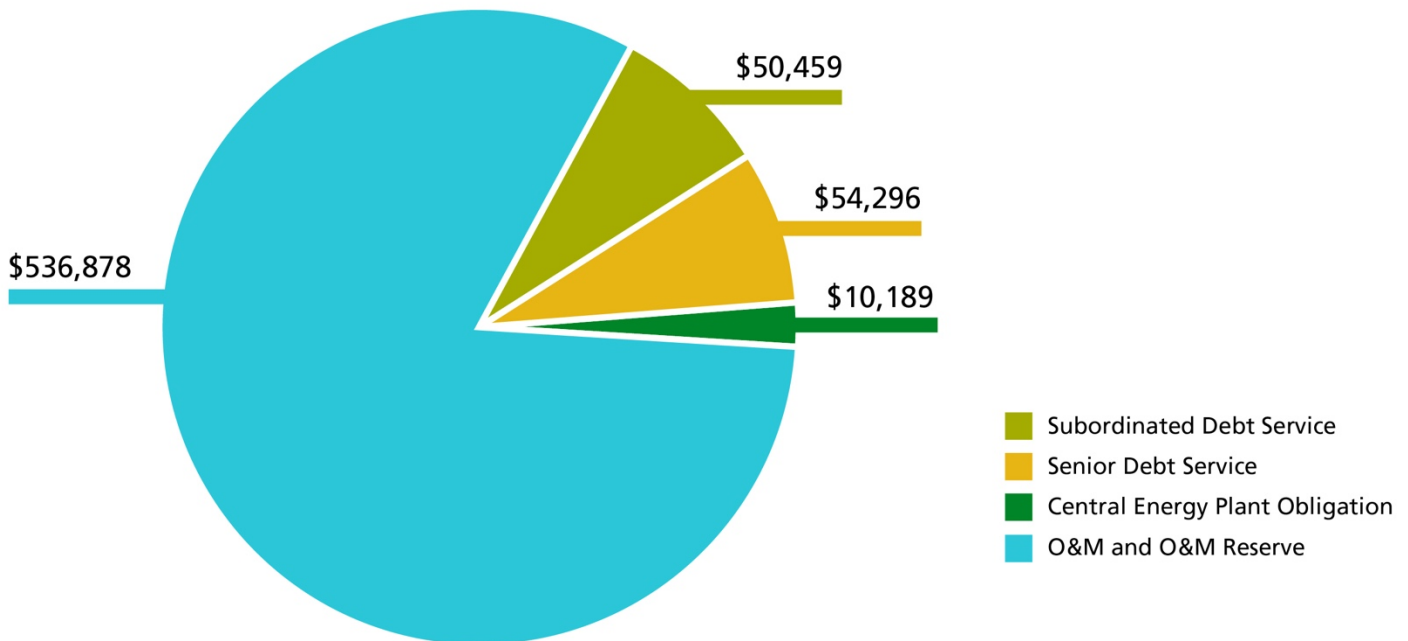
Expenditures include appropriations for Debt Service, Operation and Maintenance (O&M) and Fund Deposits. Expenses are budgeted at \$651.8 million for 2023. This includes Debt Service payments of \$104.8 million and Operation and Maintenance expenses with O&M Reserve of \$536.9 million. At \$536.9 million, the Operation and Maintenance budget, including the O&M Reserve for 2024, is 12% over fiscal year 2023 budget. The Debt Service requirements of \$104.8 million represents \$54.3 million of payments for senior debt and \$50.5 million for subordinated debt.

As we emerge from the COVID-19 pandemic, the Aviation Authority is experiencing a new set of economic challenges, in particular, unprecedented increases in costs of materials, supplies and labor. With labor shortages at record highs, the Aviation Authority is competing with local municipalities and theme parks to hire bus drivers, maintenance workers and even office workers. The cost to hire quality staff as well as to retain current staffing levels is also increasing. The effects of these circumstances are reflected in the proposed fiscal year 2024 budget.

#### Expenditure Budget (in thousands)

	FY 2022 Actual	FY 2023 Budget	FY 2024 Budget	FY 24 vs FY 23	% Change
Senior Debt Service	\$160,054	\$138,921	\$134,510	\$(4,412)	(3.2%)
Subordinated Debt Service	142,172	53,480	50,459	(3,021)	(5.6%)
Less PFC Supported Debt Service	(75,659)	(80,709)	(80,214)	495	(0.6%)
O&M and O&M Reserve	322,812	479,216	536,878	57,663	12.0%
Central Energy Plant Obligation	0	10,039	10,189	150	1.5%
<b>TOTAL EXPENDITURES</b>	<b>\$549,379</b>	<b>\$600,947</b>	<b>\$651,822</b>	<b>\$50,725</b>	<b>8.5%</b>

### EXPENDITURE BUDGET (in thousands)



## BUDGET PROCESS

The Budget Department coordinates the budget process. The formal budgeting process, which begins in February and ends in September, provides the primary mechanism by which key decisions are made regarding the levels and types of services to be provided, given the anticipated level of available resources. Revenues and expenditures are projected based on information provided by Authority Departments, outside sources, current rate structures, historical data and statistical trends.

The budget preparation process provides department Vice Presidents an opportunity to examine their program(s) of operation, to propose changes in current services, to recommend revisions in organizations and methods and to outline requirements for capital items. The Budget Department also receives and summarizes new personnel requests.

During the standard budget review phase, the Budget Department recommends funding levels after analyzing new positions, operating and capital budget requests, service levels and departmental revenue estimates. Budget recommendations regarding requests for new personnel and capital are based on: (1) departmental priorities as submitted by department Vice Presidents; and (2) available funding after core services are addressed. The Budget staff recommendations on operating and capital budgets and new personnel requests are reviewed with department Vice Presidents and then with Executive Management. The Board adopts the budget as a whole, and it may be amended as required, with Board approval, at any time during the year.

## FY 24 BUDGET CALENDAR



## FINANCIAL POLICIES AND GUIDELINES

The Authority uses the budget process to help plan for the future, ensure customer service and satisfaction and maintain effective cost management and overall performance. The Authority also uses financial policies related to budgeting, cash management and investments, capital projects, debt service and reserves to provide structure and to ensure the development of the budget meets its mission, vision and values, as well as aligns with the strategic plan of the Authority.

### FINANCIAL POLICIES

An annual budget is prepared on the methodology established in the Resolution relating to Airline Rates and Charges and Airline Operating Terms and Conditions for the Use of Facilities and Services at the Orlando International Airport, which was amended effective October 1, 2019 (the "Rate Resolutions") and the 1978 Airport Facilities Revenue Bond Resolution, as amended and restated September 16, 2015, for all accounts established by those agreements and resolutions, except construction and debt service accounts. The budgets are on a non-GAAP basis since capital expenditures are included as expenses and depreciation is not budgeted. Budgetary control (the level at which expenditures cannot legally exceed the appropriated amount) is established at the department level. All purchases are required to be encumbered before a purchase order is approved, which allows the Authority to maintain strong budgetary control.

### BASIS OF BUDGETING

The Authority's budget is organized based on funds, each of which is considered a separate accounting entity. The operations of each fund are accounted for with a separate set of self-balancing accounts that include its revenues and expenditures/expenses. Various resources are allocated to and accounted for in individual funds based upon the purposes for which they are to be spent and the means by which the spending activities are controlled.

The Authority's budget is prepared on the accrual basis of accounting. Under this basis of budgeting, revenues are recognized in the accounting period in which they become available and measurable. Thus, revenues received shortly after year-end, but related to the current year, are budgeted in the current year. The basis of budgeting and basis of accounting are identical.

Fund balances presented do not reflect the total equity in the fund, but rather only available and useable resources for the current fiscal period. Unexpended appropriations for non-capital project budgeted funds lapse at fiscal year-end. Encumbrances are utilized in all funds. An independent public accounting firm performs an annual audit of the Authority with the subsequent issuance of the Annual Comprehensive Financial Report (ACFR).

### BALANCED BUDGET

In September of each year, the Aviation Authority Board will adopt an annual balanced budget, defined as all revenues and non-operating expenditures in all funds. Year-end surpluses will be used in maintaining reserves and may be available to the capital expenditure funds or as designated by Board approval.

### BUDGET MONITORING

Throughout the year the budget is monitored and compared to actual expenses. Various departments utilize controls. For example, Procurement verifies requisitions and budget amounts and Human Resources compares wages and hiring with budgets along with managers responsible for their department budgets. Reports are distributed periodically to Executive Management.

### BUDGET AMENDMENT

A transfer of budgeted funds between the operating expenditure group and capital outlay group, between cost centers or between departments, may be initiated by the Department Vice President with the concurrence of the Assistant Vice President of Finance or Deputy Chief Financial Officer and the Chief Financial Officer, up to the requestor's approved expenditure authority levels for each transaction.

Transfers that exceed the Chief Executive Officer's approval level require Aviation Authority Board approval. However, transfers that shift budget to a new department code or account code without changing the original intended use of the funds do not require Aviation Authority Board approval.

In an emergency situation, the Chief Executive Officer or Chief Financial Officer may authorize transfers from the contingency account. Such transfers are reported to the Aviation Authority Board at its next meeting for ratification.

If an item is under budget, then the excess budget may be transferred to contingency, without requiring Aviation Authority Board or City Council approval. In the event that additional funds are required for an intent that is similar to the originally budgeted item, then the Chief Executive Officer or Chief Financial Officer may authorize the transfer. If the additional funds are not for a similar intent, Aviation Authority Board and City Council approvals are required.

Unbudgeted expenditures that are in the Airport Facilities Capital Expenditure Fund, Airport System Renewal and Replacement Fund, Airport Facilities Discretionary Fund and Airport Facilities Improvement and Development Fund must be approved by the Aviation Authority Board and the City Council.

## CASH MANAGEMENT AND INVESTMENTS

The Authority will maintain prudent unrestricted reserves as a backstop necessary to fund its obligations if unforeseen events occur. The level of unrestricted reserves will be evaluated at least annually. The Authority's unrestricted reserves are defined as the sum of the unrestricted cash and Investments, unrestricted cash designated for capital projects, unrestricted long term investments and O&M reserve. The Authority's unrestricted reserve target is an amount sufficient to fund at least 365 days of operating and maintenance expenses for the fiscal year.

The Authority invests public funds in a manner that will provide the highest level of security while meeting the daily cash needs of the Authority. The safety of principal is the foremost objective of the Aviation Authority.

## ACCOUNTING STRUCTURE

The financial statements of the Authority are prepared in accordance with Generally Accepted Accounting Principles (GAAP) as applied to governmental units.

The Authority uses the accrual basis of accounting. Under the accrual basis, revenue is recorded when susceptible to accrual; i.e., it is both measurable and available. Expenditures are recognized when the related liability is incurred. The exception to this general rule is that principal and interest on general obligation long-term debt and compensated absences, if any, are recognized when due. Authority funds are accounted for under the accrual basis of accounting. Revenues are recognized when earned and expenses are recognized when incurred.

The financial transactions of the Authority are recorded in individual funds. Each fund is accounted for by providing a separate set of self-balancing accounts that comprise its assets, liabilities, reserves, fund equity, revenues and expenditures. Various funds and account groups are reported by generic classification within the financial statements of the ACFR. Identification of funds, their purpose and principal revenue sources received by the Authority are displayed in the following Fund Structure section.

## OPERATING RESERVE

The operating reserve was established by Amended and Restated Airports Facilities Revenue Bond Resolution as at least two months of operating expenses (excluding depreciation). In the event that sufficient operations and maintenance funds are not available, expenses will be paid from the operating reserve. The 2024 operating budget expenses are \$514.1 million and the contributions to the operating reserve account is \$22.8 million.

## DEBT MANAGEMENT

Greater Orlando Aviation Authority's Debt Management Practice is designed to promote effective and efficient management of the Authority's debt program, provide a framework for the structuring and monitoring of debt issuances and demonstrate commitment to long-term financial planning. The practices adopted therein along with the guidance and limitations included in the Authority's annual Capital Improvement Plan (CIP) is intended to ensure that future Authority leaders have reasonable flexibility to address emerging issues within a consistently applied framework.

The Authority has a conservative debt structure: 100% fixed rate debt that is not back loaded, no variable rate debt, except for Line of Credit interim financing and no swap exposure. The Authority's debt service reserves are 100% cash funded. The Authority has set targeted financial metrics that exceed the minimum requirements of the Bond indentures. These metrics are reviewed for appropriateness and relevance to current market conditions.

## OPERATION AND MAINTENANCE (O&M) FUND

The O&M fund provides for the day-to-day operation and maintenance of the Authority's facilities, including public safety services. Included in this program are operating expenses, facility projects and equipment expenses. The Authority's O&M Fund is funded from airline rates and charges and nonairline revenues including concessions and other revenues.

## REVENUE

The Authority monitors revenues on a monthly basis and deviations from budget are identified and explained. One-time revenues include but are not limited to grants, rebates and sales of capital assets. Grants are accounted for as either Non-Operating Income or Capital contributions, and rebates and sales of capital assets are included as Other Non-Operating Income. The Authority monitors the diversification of its revenues to protect from possible short-term fluctuations, including terms in the Second Amended and Restated Rate Resolution that allows the Aviation Authority in the event that all-in debt service coverage is projected to be less than 1.30x or turns out to be less than 1.30x, the airline rate base will include allocable debt service coverage (25% for Senior Bonds, and 10% for Subordinated Indebtedness) for purposes of determining annual rates; however, in the event that the actual all-in coverage exceeds 1.30x, the Authority will reimburse any excess pursuant to the rate true-up process at the end of each year.

Each year the Finance Department projects revenue for the upcoming budget year with the assistance of the Concessions, Real Estate, Operations and General Aviation departments.

## CAPITAL BUDGET

Each year, the Aviation Authority reviews, revises and approves capital projects and adopts a Capital Improvement Plan. The CIP serves as a basis for determining funding requirements and other operational planning decisions. The Aviation Authority aligns the CIP with the Strategic Plans and Master Plans, and recommends assignment of resource allocations in furtherance of the CIP for facility preservation, facility expansion and equipment procurement.

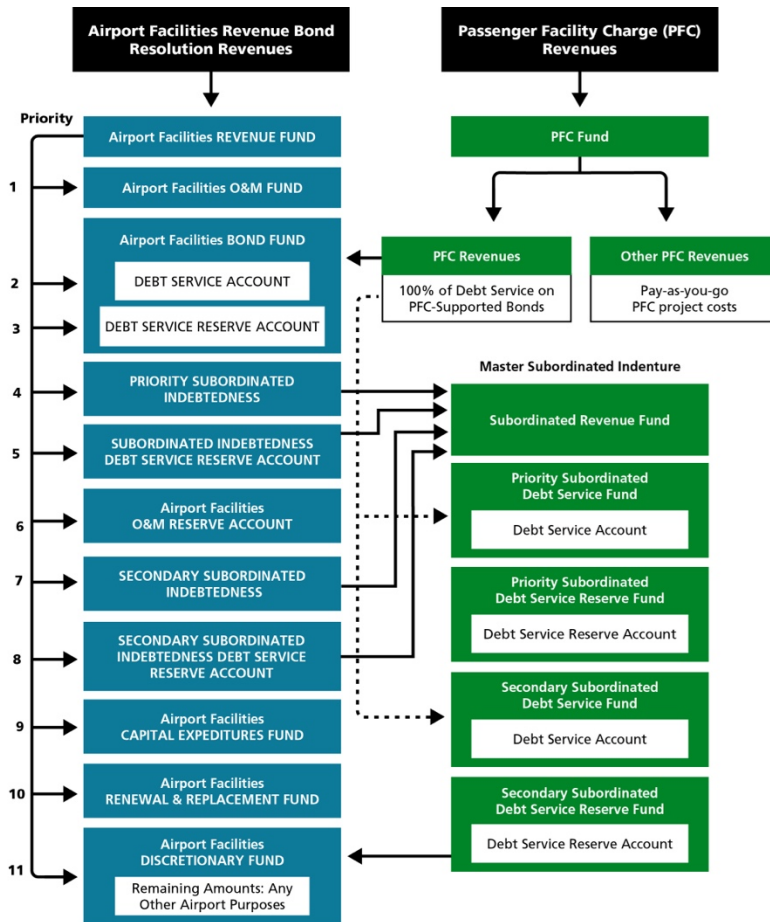
All equipment purchases will be accounted for based on the Authority's capitalization policy, the total cost of each unit must be over \$5,000 and have a useful life that exceeds one year. Additional information on the capital expenditure budget is provided in the Capital Improvement Plan section of this report.

# Greater Orlando Aviation Authority

## FUND STRUCTURE

The Airport Authority is accounted for as an Enterprise Fund, which reports activity for which a fee is charged to users for goods or services. For internal purposes, the Authority maintains funds corresponding to three major functions: Operating Fund, Construction Funds and Debt Service Funds. The budgets for all funds are prepared on the accrual basis of accounting in accordance with GAAP. Section expenses are within the Operating Fund. Construction Funds utilize Bond proceeds, Federal and State Grants, CFCs, PFCs, Interest Earning and Authority Contributions.

The Bond Resolution requires that all Revenues shall be promptly deposited by the Authority into the Revenue Fund. As soon as practical, each month after the deposit of Revenues the transfer to the following Funds or entities in the following order of priority the amounts are set forth below:



	Fund Source							
	O&M Funds	Authority Funds (Cap Ex)	FAA Grants	FDOT Grants	TSA Grants	Passenger Facility Charges	Customer Facility Charges	GARBs
OPERATING FUND	●		●	●	●			
DEBT SERVICE FUND	●					●	●	
CONSTRUCTION FUND		●	●	●	●	●	●	●

## SECTIONS

Sections are the lowest budget level in the organization. Sometimes a group of sections is referred to as a department. These sections are responsible for specific functions that relate to one another. The department format provides Vice Presidents the opportunity to review together related functions that they manage. For example, the Security Department includes the Communication Center, Orlando Police Department, Canine, Security Administration, Security Operations, Security Compliance and Access Control. Additionally, most departments are grouped into Divisions. Additionally there are two sections that are not grouped into divisions, the Internal Audit Department that reports directly to the CEO and Executive administration, which primarily consists of the C-Suite Executives. The Table below shows a listing of sections, departments and divisions in which they reside.

S006 Executive Administration	<b>Security Department</b> S412 Communication Center S431 Orlando Police Department S461 Security Canine S462 Security Access Control S463 Security Administration S464 Security Operations SAMS S465 Security Compliance	<b>ARFF Department</b> S415 Aircraft Rescue & Fire Fighting	
Internal Audit Department			
S011 Internal Audit		<b>Hotel Department</b> S991 Hotel Hyatt	
<b>EXTERNAL AFFAIRS DIVISION</b>		<b>DEVELOPMENT DIVISION</b> S302 Airline Relations S311 Air Service Dev & Marketing S313 Cargo S261 Real Estate	
S021 Public Affairs			
S721 Governmental Affairs			
S531 Board Services	<b>Facilities Department</b> S631 Facilities Administration S632 Utilities S654 Pavement & Grounds S656 Airfield Electrical S682 Carpentry S683 Paint S684 Plumbing S685 HVAC S686 Electronics S687 Terminal Electric S688 Graphics	<b>ADMINISTRATION DIVISION</b> S221 Concessions S511 Human Resources S008 Small Business Development S061 Records Management S062 Federal & State Compliance	
<b>FINANCE DIVISION</b>			
S111 Finance			
S121 Procurement Services			
S513 Risk Management			
<b>CREATIVE DIVISION</b>			
S009 Customer Experience			
S524 Innovation	<b>Operations Department</b> S233 Parking Revenue Control S234 Parking Operations S235 Employee Shuttle S236 Hotel Valet Parking S237 Economy Parking S238 Ground Transportation Services S411 Airport Operations & Administration S413 Airline Division S414 Airfield Operations S416 Waste Management Services S417 Landside Division S418 Emergency Management		
<b>INFORMATION TECHNOLOGY DEPARTMENT</b>			
Information Technology Department			
S521 Information Technology			
S051 Business Applications			
<b>OPERATING DIVISION</b>			
S711 Planning			
S712 Environmental			
<b>CAPITAL PROGRAMS DEPARTMENT</b>			
Capital Programs Department			
S714 Capital Programs			
S715 Construction			
S716 Engineering & Architecture			
S717 Project Controls			

## FUND BALANCE

The Authority Fund Balance is generally defined as the difference between assets and liabilities. The Authority's fund balance is projected to increase by \$200.0 million in fiscal year 2024.

### Combining Schedules of Revenues, Expenses and Changes in Net Position (in thousands)

	Orlando International Airport	Orlando Executive Airport	Total
<b>BUDGET YEAR ENDED SEPT 30, 2024</b>			
<b>Total Net Position, Beginning of Year</b>	\$3,467,552	\$44,269	\$3,511,821
Total Operating Revenues	831,620	5,708	837,328
Total Operating Expenses before depreciation	514,110	5,708	519,818
Operating income (loss) before depreciation	317,510	-	317,510
Depreciation*	(165,000)	(2,500)	(167,500)
Operating income	152,510	(2,500)	150,010
Non-operating Revenues (Expenses)	50,000	-	50,000
Capital Contributions*	-	-	-
Increase (Decrease) in net position	202,510	(2,500)	200,010
<b>TOTAL NET POSITION, END OF YEAR</b>	<b>\$3,670,062</b>	<b>\$41,769</b>	<b>\$3,711,831</b>

### BUDGET YEAR ENDED SEPT 30, 2023

<b>Total Net Position, Beginning of Year</b>	\$3,289,740	\$46,769	\$3,336,509
Total Operating Revenues	683,585	4,765	688,350
Total Operating Expenses before depreciation	464,685	4,765	469,450
Operating income (loss) before depreciation	218,900	-	218,900
Depreciation*	(165,000)	(2,500)	(167,500)
Operating income	53,900	(2,500)	51,400
Non-operating Revenues (Expenses)	123,912	-	123,912
Capital Contributions*	-	-	-
Increase (Decrease) in net position	177,812	(2,500)	175,312
<b>TOTAL NET POSITION, END OF YEAR</b>	<b>\$3,467,552</b>	<b>\$44,269</b>	<b>\$3,511,821</b>

\*Depreciation and Capital Contributions are not subject to appropriation.

## Combining Schedules of Revenues, Expenses and Changes in Net Position (in thousands) (cont.)

	Orlando International Airport	Orlando Executive Airport	Total
<b>FISCAL YEAR ENDED SEPT 30, 2022</b>			
<b>Total Net Position, Beginning of Year</b>	\$3,038,241	\$45,211	\$3,083,452
Total Operating Revenues	609,264	3,578	612,842
Total Operating Expenses before depreciation	312,882	4,389	317,271
Operating income (loss) before depreciation	296,382	(811)	295,571
Depreciation	(168,761)	(2,063)	(170,824)
Operating income	127,621	(2,874)	124,747
Non-operating Revenues (Expenses)	86,599	2,040	88,639
Capital Contributions	37,279	2,392	39,671
Increase (Decrease) in net position	251,499	1,558	253,057
<b>TOTAL NET POSITION, END OF YEAR</b>	<b>\$3,289,740</b>	<b>\$46,769</b>	<b>\$3,336,509</b>
<b>FISCAL YEAR ENDED SEPT 30, 2021</b>			
<b>Total Net Position, Beginning of Year</b>	\$2,784,656	\$46,366	\$2,831,022
Total Operating Revenues	446,634	3,358	449,992
Total Operating Expenses before depreciation	255,221	4,260	259,481
Operating income (loss) before depreciation	191,413	(902)	190,511
Depreciation	(182,349)	(2,108)	(184,457)
Operating income	9,064	(3,010)	6,054
Non-operating Revenues (Expenses)	217,256	1,601	218,857
Capital Contributions	27,265	254	27,519
Increase (Decrease) in net position	253,585	(1,155)	252,430
<b>TOTAL NET POSITION, END OF YEAR</b>	<b>\$3,038,241</b>	<b>\$45,211</b>	<b>\$3,083,452</b>
<b>FISCAL YEAR ENDED SEPT 30, 2020</b>			
<b>Total Net Position, Beginning of Year</b>	\$2,655,636	\$45,359	\$2,698,995
Total Operating Revenues	434,227	3,784	438,011
Total Operating Expenses before depreciation	283,658	3,860	287,518
Operating income (loss) before depreciation	156,569	(76)	150,493
Depreciation	(188,720)	(2,170)	(190,890)
Operating loss	(38,151)	(2,246)	(40,397)
Non-operating Revenues (Expenses)	84,399	840	85,239
Capital Contributions	82,772	4,413	87,185
Increase (Decrease) in net position	129,020	3,007	132,027
<b>TOTAL NET POSITION, END OF YEAR</b>	<b>\$2,784,656</b>	<b>\$46,366</b>	<b>\$2,831,022</b>

## AIRLINE RATES AND CHARGES SUMMARY

Since November 1, 2013, the Authority has set rates by resolution, rather than by lease agreement. On August 28, 2019, the Authority adopted the Rate Resolution that became effective on October 1, 2019, and which applies to all Airlines, whether or not any such Airline specifically agrees in writing to its terms. The Rate Resolution has no expiration date and may be amended at any time by the Authority as it deems necessary or appropriate. The Rate Resolution provides for the payment of fees and charges by the Airlines.

Certain Airlines have executed and delivered to the Authority the Revenue Sharing Agreement and, following execution by the Authority, by virtue of being a party to an effective Revenue Sharing Agreement, are eligible to receive a share of certain Authority revenues in exchange for certain long-term commitments to the Authority. On August 28, 2019, the Authority approved the current form of Revenue Sharing Agreement for Fiscal Years 2020 through 2024.

Under the Revenue Sharing Agreement, the Authority has agreed to pay to the Participating Airlines, for each Fiscal Year from Fiscal Year 2020 through Fiscal Year 2024, an amount equal to such Airline's Revenue Share Percentage of any Net Shared Revenues. The effect of such formula is that the Authority pays all Debt Service, Operating Expenses and Amortization for the entire Airport and, if any revenues (other than certain excluded revenues) remain, the Authority keeps the first \$55 million, gives the Airlines the next \$10 million and shares all remaining non-excluded revenues with the Airlines on a 50/50 basis. Each Airline's proportionate share of Remaining Revenues is based on such Airline's percentage of certain payments made to the Authority by all Airlines.

The Authority is beginning its negotiations with the airlines, so it is unclear what changes if any will be made to the rate methodology. The Authority does not currently anticipate making or accepting any rate methodology changes that would materially reduce the Revenues of the Authority received from the airlines, assuming consistent or increased enplaned passengers as compared to FY 23.

## REVENUE OVERVIEW

The Authority will estimate revenues in a realistic and conservative manner. Aggressive revenue estimates significantly increase the chance of budgetary shortfalls occurring during the year, resulting in either deficit spending or required spending reductions. Realistic and conservative revenue estimates, on the other hand, will serve to minimize the adverse impact of revenue shortfalls and will also reduce the need for mid-year spending reductions.

The Authority aggressively pursues opportunities for federal or state grant funding. An aggressive policy of pursuing opportunities for federal or state grant funding provides assurance that the Authority is striving to obtain all state and federal funds to which it is entitled. In recognition of the severe implications of the pandemic to the aviation industry, Congress enacted legislation to provide economic relief to both airlines and airports, collectively known as COVID grants, of which the Authority was awarded approximately \$384.0 million. Additionally, through the Bipartisan Infrastructure Investment and Jobs Act, also known as BIL, which was passed in December 2021, MCO was allocated approximately \$44.1 million a year for five years. Additionally, the Authority was awarded a \$50 million grant in 2022 \$69 million in 2023 for a total of \$119 million through the Bipartisan Infrastructure Law Airport Terminal Program (ATP). The ATP was created to provide competitive grants for airport terminal development projects that address the aging infrastructure of the nation's airports. MCO has been awarded more ATP grant funds than any other US airport to date.

Rates and charges are used and implemented in a manner that is equitable to all users of the Airport in accordance with the resolution. The rates and charges are reviewed annually to ensure costs associated with the services are being allocated to appropriate cost centers. The major sources of revenue for the Authority are defined below.

## Revenue Overview (cont.)

### AIRLINE REVENUES

Airfield Area Revenue Sources. Sources of Airfield Area revenues include fees for landing passenger and cargo aircraft, apron use and fuel system rental and fees.

In FY 2024, landing fee revenues are budgeted for \$59.8 million, an increase of \$6.7 million over FY 2023 budget. The increase reflects higher net airfield expenses and increased landing fee. The FY 2024 budgeted landing fee rate (per 1,000 pounds of maximum gross landed weight) is increased to \$2.0323 compared to FY 2023 budgeted landing fee of \$1.9657, mainly reflecting an increase in net airfield costs primarily as a result of higher expenses and debt service allocated to the Airfield that are recovered through the landing fee.

FY 2024 aircraft apron fees are projected to generate revenues of \$12.8 million, an increase of \$3.2 million over the FY 2023 budget. These increases primarily reflect an increase in the apron rate per gate.

Terminal Area Revenue Sources. Sources of Terminal area revenues include holdroom space, ticket counter and queue space, bag make up space and curbside check space, baggage fees and other miscellaneous airline fees.

FY 2024 Terminal Area rents are projected to generate revenues of \$134.2 million, an increase of \$14.9 million over the FY 2023 budget.

FY 2024 Baggage Fees are budgeted at \$109.5 million, an increase of \$18.0 million over FY 2023.

FY 2024 Facility and FIS fees are budgeted at \$36.8 million,, an increase of \$1.2 million over FY 2023.

### NON-AIRLINE REVENUES

Terminal Area Revenue Sources. Sources of Terminal area revenues include space rentals, privilege fees for the operation of terminal concessions, baggage fees and other miscellaneous airline fees. Sources of terminal concession revenues are food and beverage concessions, merchandise concessions and other terminal concessions. The Authority has a written statement of policy for awarding concession and consumer service privileges at the Airport. In accordance with such policy, the Authority specifies performance and operating standards in its agreements with concessionaires in furtherance of its public service and revenue goals. Under the various concession agreements, the concessionaires pay to the Authority the greater of a percentage of gross receipts or a minimum annual guarantee.

FY 2024 Terminal Area rents are projected to generate revenues of \$16.8 million, an increase of \$1.8 million over the FY 2023 budget.

FY 2024 Food and Beverage rents are projected to generate revenues of \$38.4 million, an increase of \$2.8 million over the FY 2023 budget.

FY 2024 General Merchandise and Services rents are projected to generate revenues of \$32.5 million, an increase of \$4.5 million over the FY 2023 budget.

## Revenue Overview (cont.)

Ground Transportation Revenue Sources. Ground transportation revenue sources consist of rental car concessions, taxi, transportation network companies (TNC), shuttle and bus ground transportation revenues and public parking revenues.

Revenues received by the Authority in connection with rental car services for Airport passengers are the largest source of non-airline revenue at the Airport, and is one of the largest in the nation. The Authority receives privilege fees and rents (associated with ready/return spaces, terminal counter space and quick turnaround facilities) from rental car companies serving Airport customers pursuant to five automobile rental concession agreements.

According to their terms until August 31, 2032, the Authority estimates that the rental car operators operating at the Airport now serve approximately 95% of rental car customers that use the Airport.

Under the agreements, the rental car operators pay (1) 10% of gross receipts (which are applied to both onsite and offsite operators); however, onsite operators must pay the greater of 10% of gross receipts or a minimum annual guarantee calculated each year based on gross receipts for the prior year, with the exception of the first period; (2) ready/return space rent on a per-space basis; (3) Quick Turn Around (QTA) rent and (4) rent for terminal counters, office and queuing space.

Beginning July 1, 2017, ride share services, also known as transportation network carriers (TNC) were allowed to pick up passengers at the Airport, subject to a charge equal to the pre-arranged taxi charge. Prior to that, only Uber-Black was permitted to pick up passengers at the Airport. Pursuant to the operating agreements the Authority recently entered into with Rasier-DC, LLC (Uber); Lyft, Inc.; and Wingz, the TNCs are required to remit to the Airport a pick-up fee of \$7.00 for each trip arriving at the airport, an increase of \$1.20 from \$5.80 effective October 1, 2023.

Parking facilities located on the Airport provide over 22,000 public automobile parking spaces. The Authority offers four parking options: (1) garage parking located above or adjacent and connected to the North Terminal Complex landside terminal; (2) North Terminal Complex curbside valet parking; (3) garage parking adjacent to and connected to the train station and (4) economy parking located at remote lots less than one mile from the North Terminal Complex. In addition to the public parking spaces, parking revenues are also generated from private parking, hotel parking and employee parking. The Board approved a resolution whereby effective October 1, 2023, parking rates for all garages will increase from \$19 to \$24, and economy lots will increase from \$10 to \$14 per day. Valet parking will increase from \$25 a day to \$35. The Authority has also added 3 additional surface parking lots next to the Intermodal Terminal Facility that will have a rate of \$20 a day (with expected opening during the 2023 Thanksgiving and Christmas holidays) that will provide an additional 800 parking spaces when opened. The Authority is also planning to implement a new reserved parking initiative in the near future with a rate of \$32 a day.

FY 2024 Ground Transportation Support revenues are projected to generate revenues of \$2.7 million, an increase of \$0.6 million over the FY 2023 budget.

FY 2024 Parking Facility fees are projected to generate revenues of \$96.8 million, an increase of \$20.7 million over the FY 2023 budget. This increase is primarily a result of an increase in airline passengers and rates.

FY 2024 Car Rentals are projected to generate revenues of \$128.7 million, an increase of \$18.8 million over the FY 2023 budget. This increase is primarily the result of an increase in airline passengers.

FY 2024 Commercial Lane revenues are projected to generate revenues of \$25.0 million, an increase of \$9.2 million over the FY 2023 budget. This increase is primarily the result of an increase in airline passengers.

Other Buildings and Grounds Revenue Sources. Other buildings and grounds revenues are the fees associated with fixed base operators, cargo apron use, in-flight catering and other building and land rentals. Tenants of buildings and grounds on Tradeport Road and other airport areas pay rentals and fees for the use of such buildings and sites.

## Revenue Overview (cont.)

FY 2024 Other Buildings and Grounds revenues are projected to generate revenues of \$25.3 million, an increase of \$3.3 million over the FY 2023 budget. This increase is due to in-flight catering, which increased due to the return of airlines and passengers after the pandemic.

Hotel Revenue Sources. Hotel revenues are derived from rooms, food and beverage, telecommunications and other rentals and income from the Hotel located at the North Terminal Complex. The Hotel is owned by the Authority and operated under a management contract. The Hyatt Hotels Corporation has operated the Hotel since its opening in 1992 under a management agreement with the Authority. The current management agreement was entered into on January 1, 2015, and is currently effective until September 30, 2035. Under the management agreement, the Authority receives all revenues from the operation of the Hotel and pays all debt service and operating and maintenance costs associated with its operation. The Authority annually pays Hyatt Hotels Corporation a percentage of gross receipts as a management fee, along with certain other amounts. Under the agreement, the management fee paid to Hyatt Hotels Corporation is 2.75% of gross receipts, and an additional percentage of available cash flow (10%) above agreed upon amounts as an incentive for the Hyatt Hotels Corporation to maximize the Hotel's surplus revenues. The agreement also provides that amounts, calculated as 5% of gross receipts, be deposited annually into an account for the replacement of furniture, fixtures and equipment. In addition, the agreement contains performance tests, which, if failed for two consecutive years, grants the Authority the right to either terminate the management agreement or require Hyatt Hotels Corporation to pay a cure amount.

FY 2024 Hotel revenues are projected to generate revenues of \$56.7 million, an increase of \$9.8 million over the FY 2023 budget. This increase is primarily the result of a return in hotel guests after the COVID-19 pandemic.

Rail Station Building. The lease with Brightline began in November 2017, and is a 50-year lease with annual rents being adjusted for FMV every 5 years. The space consists of hold rooms, ticket counters and a back office on the first, second and third floors for baggage operations and Platform on the second floor.

FY 2024 Rail Station revenues are projected to generate revenues of \$6.6 million, an increase of \$0.6 million over the FY 2023 budget. Additional rail revenues are anticipated with the start of service in 2023. The Authority is still analyzing rail passenger projections as well as rate structures with Brightline.

Other Operating Revenue. Other operating revenues primarily include tenant telephone charges, revenues to process identification badges for tenants and any associated contractors and vendors who conduct business at the Airport.

FY 2024 Other Operating Revenues are projected to generate revenues of \$3.0 million, an increase of \$0.2 million over the FY 2023 budget.

## NON-OPERATING REVENUE

Interest Income. Interest Income is revenue derived from interest earned by the Authority on discretionary funds and reserves.

FY 2024 Interest revenues are projected to generate revenues of \$22.0 million, an increase of \$17.4 million over the FY 2023 budget.

General - Other Funding Sources. Federal Grants-in-Aid, FDOT Participation Grants, Passenger Facility Charges and Customer Facility Charges are among some of the other sources of funding available to the Authority, which do not generally constitute Revenues, as defined by the Rate and Revenue Sharing Agreement.

Passenger Facility Charges (PFC). PFC revenue is comprised of a \$4.50 charge (net \$4.39 to the Airport after deduction of \$0.11 for the airline processing fee) paid by each revenue paying ticketed passenger that boards an airplane at the Airport. The FY 2024 PFC is based on the projected number of enplaned passengers for an estimated collection rate of approximately 90%.

## Revenue Overview (cont.)

FY 2024 PFC revenues are projected at \$111.2 million, an increase of \$10.80 million over the FY 2023 projection, reflecting the estimated increase in enplaned passengers.

Customer Facility Charges (CFC). CFC revenue is collected by the car rental concessionaires and remitted to the Authority for each day a car is rented up to seven transaction days. Effective December 1, 2023, the CFC increased from \$3.50 to \$6.00 per day.

FY 2024 CFC revenues are projected at \$70.0 million, an increase of \$30.6 million over the FY 2023 projection.

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## ORLANDO INTERNATIONAL AIRPORT REVENUE

(in thousands)	Actuals 2022	Budget 2023	Budget 2024	Budget FY 24 vs FY 23
<b>AIRFIELD AREA</b>				
Landing Fees	\$40,674	\$55,842	\$62,216	\$6,374
Passenger Airline Apron Use	4,550	9,628	12,821	3,193
Fuel Flow	982	911	2,172	1,261
Fuel System	1,028	3,129	3,139	10
<b>Total Airfield</b>	<b>47,235</b>	<b>69,510</b>	<b>80,347</b>	<b>10,837</b>
<b>TERMINAL AREA</b>				
Terminal Area Rents - Airlines	83,780	118,887	134,195	15,308
Terminal Area Other	921	836	1,166	331
Airline Equipment	4,889	7,204	8,378	1,174
Baggage System	62,950	91,512	109,483	17,971
CUTE/CUSS/CUPPS	3	-	0	0
Terminal Area Rents - Non-Airline	12,556	14,956	16,758	1,802
Advertising	5,302	3,512	4,250	738
Concessions - Food and Beverage	34,469	35,608	38,442	2,833
Concessions - General Merchandise	19,716	21,229	22,103	874
Concessions - Services	9,735	6,778	10,428	3,651
FIS/Facilities	23,194	25,094	36,814	11,720
Other Government Agencies	1,484	1,957	2,206	249
<b>Total Terminal</b>	<b>258,998</b>	<b>327,572</b>	<b>384,223</b>	<b>56,651</b>
<b>OTHER BUILDINGS AND GROUNDS</b>				
Fixed Base Operator Fees	2,500	2,519	2,716	197
Foreign Trade Zone	20	20	20	0
Building Rentals	6,944	6,982	7,000	19
Land Rentals	4,955	4,956	5,348	392
Cargo Apron Use	2,026	1,197	2,211	1,013
Other Buildings and Grounds	6,190	5,694	7,394	1,700
Heintzelman	583	579	579	(0)
<b>Total Other Buildings and Grounds</b>	<b>23,217</b>	<b>21,947</b>	<b>25,269</b>	<b>3,321</b>
<b>HOTEL</b>	<b>49,277</b>	<b>46,902</b>	<b>56,673</b>	<b>9,771</b>
<b>GROUND TRANSPORTATION</b>				
Ground Transportation Support	2,257	2,157	2,725	568
Parking - North	81,123	76,105	96,778	20,673
Onsite Rental Cars	99,228	79,053	92,869	13,816
Facility Rent	18,125	19,031	20,232	1,201
Land Rent	4,377	4,621	6,672	2,051
Offsite RAC	8,088	7,123	8,899	1,775
Commercial Lane	19,803	15,857	25,011	9,154
<b>Total Ground Transportation</b>	<b>233,000</b>	<b>203,946</b>	<b>253,185</b>	<b>49,239</b>
<b>Other Operating Revenue</b>	<b>10,589</b>	<b>2,836</b>	<b>3,022</b>	<b>186</b>
<b>Rail Station Bldg. Premises</b>	<b>4,370</b>	<b>5,979</b>	<b>6,599</b>	<b>620</b>
<b>Non-Operating Revenue</b>	<b>170,558</b>	<b>4,892</b>	<b>22,303</b>	<b>17,411</b>
<b>TOTAL REVENUE</b>	<b>\$797,244</b>	<b>\$683,585</b>	<b>\$831,620</b>	<b>\$148,035</b>

## EXPENDITURE OVERVIEW

Expenses arise from daily operations and are located within the Operation and Maintenance Fund. Expenses are also key factors in determining revenue.

In FY 2024, total operating expenses are budgeted to increase \$49.4 million. Debt Service net of PFC-supported debt is budgeted to decrease \$7.1 million. Airlines and passengers continue to grow resulting in additional operational needs as well as the repairs and maintenance demands on the aging North Terminal (Terminal A and B).

### OPERATING EXPENSES

#### Personnel Expenses

Personnel expenses include salary and wages, overtime and employee benefits. Benefits include payroll taxes, retirement, health insurance, worker's compensation insurance, unemployment insurance, life insurance and short-term disability insurance.

In FY 2024 Salaries and Wages including overtime and benefits are budgeted to increase \$15.9 million, reflecting a cost of living increase for all employees and 73 new full-time equivalent positions.

#### Non-Personnel Expenses

Other Professional Services include various airport consultants and staff support across all departments. For FY 2024, other professional services are budgeted to decrease \$1.4 million.

Outside Services include Ambassador Staff that assist passengers throughout the terminal. For FY 2024, outside services are budgeted to increase \$3.0 million due to the increase in passengers requiring an increase in the Ambassador staff to the terminals with additional locations.

Janitorial Services is budgeted to increase \$5.4 million in FY 2024 due to the increase in the contract rate.

Management and Other Contracts include the Orlando Police Department (OPD) Contract, the hotel management contract and various other contracts. For FY 2024, management and other contracts are budgeted to increase \$21.3 million due to the increase in parking and shuttle contracts due to wage increases and passenger volumes and bus frequencies. In addition, there are new contracts for shuttling passengers between terminals A, B and C, and a bag delivery contract from the terminal to a remote sort location.

Utility Services for FY 2024 are budgeted to increase \$1 million due to the increase for additional power/water usage with the increase in passengers.

Property and Casualty Insurance is budgeted to increase \$3.1 million due to the annual increase in insurance premiums.

Maintenance Contracts include various contracts related to baggage, APMs and other maintenance and IT equipment. For FY 2024 maintenance contracts are budgeted to decrease \$4.2 million due to a contract value decrease for a light maintenance year for the APM.

## Expenditure Overview (cont.)

### FINANCIAL PROJECTIONS

Based on the actual results experienced by the Authority for FY 2022, preliminary results from FY 2023, as well as additional assumptions, the following table shows the budget for FY 2024 and projections for FY 2025, 2026 and 2027. Fiscal years 2025-2027 also assume no change in the rate-making methodology, as the authority is currently in negotiations at this time. These projections assume an average increase of the base O&M of 3.7%, enplanements to increase 2.2% year over year, with total revenues projected to increase an average of 4.65% for the three-year period. The O&M increase goes from 2.2% in FY 25 to 4.4% in FY 26 as the terminal C Phase 1 expansion gates are scheduled to be completed, therefore raising O&M costs.

These projections provide sufficient funding and debt service coverage ratios to meet all requirements of our bond covenants as well as sufficient funding to fund the Authority-required contributions to our capital improvement plan.

Achievements of these projections are dependent upon the occurrence of a variety of future events, many of which are beyond the Authority's control. Therefore, variations are to be expected and may be material.

(in thousands)	Budget FY 24	Projection FY 25	Projection FY 26	Projection FY 27
Enplaned Passengers	27,933	28,547	29,175	29,788
Airline Revenue	\$363,903	\$349,045	\$409,430	\$481,208
Non Airline Revenues	445,672	472,379	490,450	500,409
Interest and Other Non Op Revenue	22,045	24,990	47,167	94,318
Less Airport Exclusive Revenue	(6,317)	(17,344)	(17,465)	(17,591)
<b>Total Revenues</b>	<b>\$825,303</b>	<b>\$829,243</b>	<b>\$869,371</b>	<b>\$926,378</b>
O&M and O&M Reserve	536,878	528,951	571,610	594,886
Debt Service	104,755	104,091	102,908	171,147
Central Energy Plant Obligation	10,189	10,039	10,039	10,039
<b>Total Airport Requirement</b>	<b>\$651,822</b>	<b>\$643,081</b>	<b>\$684,557</b>	<b>\$776,072</b>
Remaining Revenues	\$173,481	\$186,162	\$184,814	\$150,306

## AUTHORITY STAFFING BUDGET

Staffing levels were increased by 46, 87.5 and 73 new positions in FYs 2022, 2023 and 2024 respectively. The Increases are primarily related to the opening of Terminal C in late FY 2022.

<b>Department</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>FY 2024</b>
Air Service Development and Marketing	8.0	8.0	6.0
Aircraft Rescue/Firefighting	85.0	91.0	100.0
Airline Relations	0.0	0.0	3.0
Board Services	2.0	3.0	3.0
Business Applications	4.0	4.0	4.0
Cargo Development	0.0	0.0	1.0
Concessions	7.0	10.0	12.0
Customer Experience	24.0	34.0	35.0
Executive Administration	16.0	14.0	14.0
Facilities	193.0	225.0	245.0
Federal and State Compliance	0.0	0.0	1.0
Finance	48.0	49.0	48.0
Government Affairs	1.0	1.0	1.0
Human Resources	15.0	15.0	15.0
Information Technology	60.0	67.0	69.0
Internal Audit	9.0	10.0	11.0
Operations	282.0	300.5	316.5
Planning/Environmental/Engineering/Construction	24.0	33.0	42.0
Public Affairs	8.0	8.0	9.0
Public Safety	95.0	95.0	97.0
Procurement Services	29.0	29.0	31.0
Real Estate	9.0	9.0	9.0
Records Management	0.0	0.0	3.0
Risk Management/Safety	7.0	7.0	8.0
Small Business Development	8.0	8.0	10.0
Orlando Executive Airport	15.0	16.0	16.0
<b>Total</b>	<b>949.0</b>	<b>1,036.5</b>	<b>1,109.5</b>

For fiscal year 2024 with the update to the organizational chart by the CEO, the Authority has added several new sections, and has taken this opportunity to break out other sections that may be combining functions such as Engineering and Construction that we have further split functions such as Project Controls, Construction and Engineering and Architecture that were previously combined into one section.

## OPERATION AND MAINTENANCE FUND, FISCAL YEAR 2022–2024

	Actuals FY 2022	Budget FY 2023	Budget FY 2024	Budget FY 24 vs FY 23
Executive Administration	\$3,538,679	\$5,809,567	\$6,588,970	\$779,403
Small Business Development	1,127,451	2,068,737	2,134,670	65,933
Customer Service	4,328,515	9,041,517	13,388,810	4,347,293
Internal Audit	991,999	1,634,015	1,902,880	268,865
Public Affairs	1,258,799	1,604,279	1,856,450	252,171
Business Applications	459,691	715,786	751,160	35,374
Records Management	-	-	391,830	391,830
Federal and State Compliance	-	-	200,790	200,790
Finance	11,354,389	12,641,352	14,114,910	1,473,558
Procurement Services	1,925,573	3,298,934	4,052,920	753,986
Concessions	898,933	1,949,119	2,422,300	473,181
Parking Revenue Control	739,841	981,509	1,172,990	191,481
Parking Operations	8,236,995	10,098,508	11,956,850	1,858,342
Employee Shuttle	2,917,294	4,931,500	6,043,230	1,111,730
Hotel Valet Parking	710,586	821,400	1,031,720	210,320
Economy Parking	5,833,459	8,934,640	10,309,060	1,374,420
Ground Transportation Services	1,491,077	2,799,168	5,363,410	2,564,242
Real Estate	833,826	1,684,357	1,947,810	263,453
Airline Relations	-	-	1,704,490	1,704,490
Air Service Dev and Marketing	1,917,159	3,011,060	2,592,050	(419,010)
Cargo	-	-	297,290	297,290
Airport Operations Services	1,669,923	2,313,364	1,895,360	(418,004)
Communication Center	2,864,703	3,443,107	3,607,220	164,113
Airline Division	33,931,853	52,537,578	60,416,060	7,878,482
Airfield Operations	3,269,494	4,653,927	6,154,780	1,500,853
ARFF	13,003,429	14,491,125	17,175,300	2,684,175
Waste Management Services	1,638,361	1,941,153	2,118,780	177,627
Landside Division	5,803,329	8,543,318	11,064,470	2,521,152
Emergency Management	-	-	686,570	686,570
Airport Police Sworn	16,113,034	19,468,790	21,306,800	1,838,010
Security Canine	1,200,139	1,333,905	1,463,740	129,835
Security Access Control	1,761,382	2,457,119	2,545,400	88,281
Security Administration	917,422	1,208,170	1,456,650	248,480
Security Operations (SAMs)	17,159,798	27,862,917	30,292,050	2,429,133

# Orlando International Airport

## OPERATION AND MAINTENANCE FUND, FISCAL YEAR 2022–2024 (cont.)

	Actuals FY 2022	Budget FY 2023	Budget FY 2024	Budget FY 24 vs FY 23
Security Compliance	\$526,849	\$703,999	\$921,390	\$217,391
Human Resources	2,207,425	2,948,725	2,903,900	(44,825)
Safety and Risk Management	7,262,004	12,887,337	16,106,720	3,219,383
Information Technology	19,881,963	36,488,514	31,548,290	(4,940,224)
Board Services	500,919	673,816	727,300	53,484
Maintenance Admin	65,718,666	100,690,686	102,562,290	1,871,604
Utilities	18,581,120	30,548,590	31,465,050	916,460
Pavement and Grounds	3,261,653	3,691,993	4,381,920	689,927
Airfield Electrical	1,978,757	2,557,472	3,001,500	444,028
Carpentry	569,882	935,883	1,139,100	203,217
Paint	516,692	882,835	1,018,380	135,545
Plumbing	1,702,066	2,415,077	2,972,710	557,633
HVAC	1,666,229	2,917,584	3,438,620	521,036
Electronics	1,007,411	1,362,241	1,439,010	76,769
Terminal Electrical	1,846,810	2,416,394	2,854,550	438,156
Graphics	508,836	638,712	760,110	121,398
Planning	1,968,310	2,356,240	2,876,560	520,320
Environmental	855,180	1,591,598	1,889,190	297,592
Engineering and Construction	7,726,905	11,267,500	-	(11,267,500)
Capital Programs	-	-	1,763,010	1,763,010
Construction	-	-	3,253,590	3,253,590
Engineering and Architecture	-	-	4,496,810	4,496,810
Project Controls	-	-	1,513,830	1,513,830
Government Relations	432,851	634,163	765,940	131,777
Other Operating Expenses	2,139,768	4,820,530	5,399,400	578,870
Reimbursements	(1,481,671)	(1,300,000)	(1,300,000)	-
Hotel Hyatt	31,000,061	30,275,190	35,803,060	5,527,870
<b>TOTAL OPERATING EXPENSES</b>	<b>\$318,275,819</b>	<b>\$464,685,000</b>	<b>\$514,110,000</b>	<b>\$49,425,000</b>



## OPERATION AND MAINTENANCE FUND

### Executive Administration

The Executive Administration department provides leadership and direction to Authority staff in accomplishing the Authority's Strategic Goals and Objectives. The Executive Administration department also works to establish a cooperative and collaborative relationship among Authority employees, airlines, various business partners, relevant government agencies and stakeholder groups.

Executive Administration		Actuals FY 2022	Budget FY 2023	Budget FY 2024	Budget FY 24 vs FY 23
5001000	Personnel Services	\$1,440,010	\$2,777,767	\$4,003,300	\$1,225,533
5310005	General Consultant	5,888	100,000	100,000	-
5310006	Legal Fees	356,765	450,600	450,600	-
5310009	Other Professional Services	890,382	1,870,130	1,190,130	(680,000)
5310014	Outside Services	81,973	50,000	-	(50,000)
5340001	Temporary Help	(0)	34,520	34,520	-
5400001	Travel and Per Diem	13,751	37,660	252,400	214,740
5400002	Training and Education	6,939	9,000	67,000	58,000
5410001	Telecommunications	16,589	18,020	40,000	21,980
5410002	Postage and Express Mail Delivery	81	1,000	1,000	-
5460001	Maintenance Contracts	897	1,100	1,100	-
5470001	Printing and Binding	64	-	-	-
5480002	Other Promotional Activities	417,843	158,000	135,000	(23,000)
5490003	Other Current Charges and Obligations	37,761	-	-	-
5520001	Operating Supplies and Expenses	7,029	8,000	31,000	23,000
5520003	Uniforms	-	500	1,000	500
5540001	Books, Publications, Subscriptions	15,925	18,230	4,730	(13,500)
5540002	Dues and Memberships	246,782	274,590	276,740	2,150
5540003	Licenses and Certification Fees	-	450	450	-
<b>TOTAL OPERATING EXPENSES</b>		<b>\$3,538,679</b>	<b>\$5,809,567</b>	<b>\$6,588,970</b>	<b>\$779,403</b>
<b>FULL TIME EQUIVALENTS</b>		<b>16</b>	<b>15</b>	<b>14</b>	

## OPERATION AND MAINTENANCE FUND

### Internal Audit

The Internal Audit department is an independent business unit within the Authority. The objective of Internal Audit is to assist management in the effective implementation of its responsibilities by providing an objective assurance activity and consulting (non-audit) service designed to add value and improve the Authority's operations. Internal Audit helps the Authority accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve effectiveness of business risk management, control and governance processes.

Internal Audit		Actuals FY 2022	Budget FY 2023	Budget FY 2024	Budget FY 24 vs FY 23
5001000	Personnel Services	\$888,330	\$1,437,645	\$1,656,200	\$218,555
5310006	Legal Fees	4,639	10,000	10,000	-
5310009	Other Professional Services	15,000	-	-	-
5320003	Other Auditors	26,033	75,000	75,000	-
5340007	Other Contractual Services	10,000	60,000	110,000	50,000
5400001	Travel and Per Diem	3,304	5,000	7,500	2,500
5400002	Training and Education	8,735	26,320	20,000	(6,320)
5410001	Telecommunications	3,780	4,670	4,670	-
5410002	Postage and Express Mail Delivery	-	20	20	-
5460001	Maintenance Contracts	5,719	-	-	-
5460002	Other Repairs and Maintenance	-	5,810	6,680	870
5470001	Printing and Binding	20	100	100	-
5480002	Other Promotional Activities	21,006	-	-	-
5520001	Operating Supplies and Expenses	924	1,500	1,500	-
5520002	Operating FFE	-	800	500	(300)
5520003	Uniforms	-	150	150	-
5540001	Books, Publications, Subscriptions	2,234	2,650	2,710	60
5540002	Dues and Memberships	2,275	4,200	4,200	-
5540003	Licenses and Certification Fees	-	150	3,650	3,500
<b>TOTAL OPERATING EXPENSES</b>		<b>\$991,999</b>	<b>\$1,634,015</b>	<b>\$1,902,880</b>	<b>\$268,865</b>
<b>FULL TIME EQUIVALENTS</b>		<b>9</b>	<b>10</b>	<b>11</b>	

## OPERATION AND MAINTENANCE FUND

### External Affairs Division

Lead by the Chief -External Affairs, they represent GOAA's interest and provide guidance and advice to the CEO, Aviation Authority leadership and internal departments on a wide variety of matters related to Public Affairs, Governmental Affairs, Board Services work for the Aviation Authority.

### Public Affairs

The role of the Public Affairs department is to support and promote the goals of the Authority, Orlando International Airport and Orlando Executive Airport. Public Affairs informs and educates the media, airport partners, stakeholders and local and worldwide communities to promote a positive image of the Authority and its airports through innovative and creative public relations programs.

Public Affairs provides direct support to senior management in the preparation of message points, media inquiries, speeches and briefings for international visitors, industry and government groups.

Through the design and production of a variety of multi-media collateral materials, Public Affairs develops internal and external messaging to reinforce Orlando International Airport's role in supporting global travel, which drives the economic success of the Central Florida region. As part of the Emergency Response Team, Public Affairs serves as the organization's primary point of contact for the news media and the community during an emergency.

Public Affairs		Actuals FY 2022	Budget FY 2023	Budget FY 2024	Budget FY 24 vs FY 23
5001000	Personnel Services	\$1,040,770	\$1,243,129	\$1,448,850	\$205,721
5310006	Legal Fees	14,261	5,300	5,300	-
5310009	Other Professional Services	76,772	112,600	150,000	37,400
5310014	Outside Services	5,780	7,000	7,000	-
5400001	Travel and Per Diem	2,116	10,400	10,400	-
5400002	Training and Education	860	10,800	22,800	12,000
5410001	Telecommunications	10,723	8,500	8,500	-
5410002	Postage and Express Mail Delivery	381	3,000	3,000	-
5440001	Rentals and Leases	-	8,000	10,000	2,000
5460002	Other Repairs and Maintenance	42,988	37,500	37,500	-
5470001	Printing and Binding	5,160	75,350	57,000	(18,350)
5480002	Other Promotional Activities	(2,114)	18,000	78,000	60,000
5520001	Operating Supplies and Expenses	34,292	9,000	10,000	1,000
5520003	Uniforms	1,902	2,200	2,200	-
5520007	Fuel Expense	478	500	900	400
5540001	Books, Publications, Subscriptions	1,031	3,000	5,000	2,000
5540002	Dues and Memberships	23,400	50,000	-	(50,000)
<b>TOTAL OPERATING EXPENSES</b>		<b>\$1,258,799</b>	<b>\$1,604,279</b>	<b>\$1,856,450</b>	<b>\$252,171</b>
<b>FULL TIME EQUIVALENTS</b>		<b>8</b>	<b>8</b>	<b>9</b>	

# Orlando International Airport

## OPERATION AND MAINTENANCE FUND

Governmental Affairs is responsible for advising, leading and assisting the Aviation Authority with the planning and implementation of strategic Initiatives set forth by the Board and CEO, liaising with governmental and regulatory agencies.

<b>Governmental Affairs</b>		<b>Actuals FY 2022</b>	<b>Budget FY 2023</b>	<b>Budget FY 2024</b>	<b>Budget FY 24 vs FY 23</b>
5001000	Personnel Services	\$190,275	\$204,273	\$209,600	\$5,327
5310006	Legal Fees	4,172	20,000	20,000	-
5310009	Other Professional Services	144,000	288,000	486,000	198,000
5400001	Travel and Per Diem	14,326	21,690	21,690	-
5400002	Training and Education	1,585	2,760	2,760	-
5410001	Telecommunications	2,073	2,640	2,640	-
5410002	Postage and Express Mail Delivery	-	960	960	-
5460002	Other Repairs and Maintenance	-	120	120	-
5470001	Printing and Binding	-	2,040	2,040	-
5480001	Advertising Costs	2,540	-	-	-
5480002	Other Promotional Activities	69,025	87,080	15,080	(72,000)
5520001	Operating Supplies and Expenses	456	-	450	450
5540001	Books, Publications, Subscriptions	4,125	4,100	4,100	-
5540002	Dues and Memberships	275	500	500	-
<b>TOTAL OPERATING EXPENSES</b>		<b>\$432,851</b>	<b>\$634,163</b>	<b>\$765,940</b>	<b>\$131,777</b>
<b>FULL TIME EQUIVALENTS</b>		<b>1</b>	<b>1</b>	<b>1</b>	

## OPERATION AND MAINTENANCE FUND

### Board Services

Board Services has the complete and full responsibility for documenting and maintaining the official records of the Aviation Authority as prescribed by law, which includes handling, coordinating and supervising the production of documentary records under Sunshine Law provisions, Authority Board meetings, Finance Committee, Capital Management Committee, Commercial Properties Development Committee, Capital Program Review Panel and the Concessions/Procurement Committee. Another function of Board Services is to provide advanced, technical, analytical and administrative work assisting the CEO, board members and executive senior management.

Board Services		Actuals FY 2022	Budget FY 2023	Budget FY 2024	Budget FY 24 vs FY 23
5001000	Personnel Services	\$198,917	\$280,326	\$333,810	\$53,484
5310006	Legal Fees	198,027	180,000	180,000	-
5310009	Other Professional Services	13,543	-	-	-
5310014	Outside Services	2,634	32,400	32,400	-
5400001	Travel and Per Diem	4,656	6,000	6,000	-
5400002	Training and Education	1,600	2,000	3,000	1,000
5410001	Telecommunications	5,721	9,360	9,360	-
5410002	Postage and Express Mail Delivery	7,299	25,280	25,280	-
5440001	Rentals and Leases	20,161	18,450	18,450	-
5470001	Printing and Binding	198	-	-	-
5490002	Legal Notices	466	1,000	1,000	-
5520001	Operating Supplies and Expenses	35,033	110,320	109,320	(1,000)
5520002	Operating FFE	12,328	4,000	4,000	-
5520003	Uniforms	-	500	500	-
5540001	Books, Publications, Subscriptions	121	3,750	3,750	-
5540002	Dues and Memberships	216	-	-	-
5540003	Licenses and Certification Fees	-	430	430	-
<b>TOTAL OPERATING EXPENSES</b>		<b>\$500,919</b>	<b>\$673,816</b>	<b>\$727,300</b>	<b>\$53,484</b>
<b>FULL TIME EQUIVALENTS</b>		<b>3</b>	<b>3</b>	<b>3</b>	

## OPERATION AND MAINTENANCE FUND

### Finance Division

The Finance, Procurement Services and Risk Management department is responsible for supporting the mission of the Authority, the Board, Vice Presidents, management, employees and other stakeholders by providing strategic financial management. The goal is to execute a Plan of Finance that provides the financial resources necessary to achieve the FY 2024 budgetary requirements while providing a strong financial position to achieve the goals and objectives in the Authority's Strategic Plan.

Finance is responsible for all financial operations of the Authority including treasury, financial planning and budget development; administers fiscal responsibilities, accounting, payroll and management of debt issuance programs; analyzes rates and charges and prepares financial forecasting.

Finance		Actuals FY 2022	Budget FY 2023	Budget FY 2024	Budget FY 24 vs FY 23
5001000	Personnel Services	\$4,443,700	\$6,100,262	\$6,050,640	\$(49,622)
5310002	Arbitrage Rebate Services	4,000	40,000	30,000	(10,000)
5310004	Financial Advisor	47,885	200,000	220,000	20,000
5310006	Legal Fees	89,950	183,000	183,000	-
5310007	Bond Counsel	77,056	80,000	80,000	-
5310009	Other Professional Services	1,662,966	1,675,000	3,409,750	1,734,750
5310014	Outside Services	-	500	500	-
5320001	Independent Auditors	192,660	179,080	210,000	30,920
5340001	Temporary Help	156,830	181,000	200,000	19,000
5340007	Other Contractual Services	90,527	108,280	76,500	(31,780)
5400001	Travel and Per Diem	23,376	10,000	10,000	-
5400002	Training and Education	5,789	10,000	3,000	(7,000)
5410001	Telecommunications	34,099	30,000	35,000	5,000
5410002	Postage and Express Mail Delivery	10,000	20,000	15,000	(5,000)
5440001	Rentals and Leases	15,011	17,190	17,000	(190)
5460001	Maintenance Contracts	501,826	537,960	577,000	39,040
5470001	Printing and Binding	40,553	49,440	50,000	560
5480002	Other Promotional Activities	13,744	25,000	25,000	-
5490001	Bad Debt Expense	2,047,833	126,830	125,000	(1,830)
5490002	Legal Notices	914	1,000	1,020	20
5490003	Other Current Charges and Obligations	1,701,426	2,771,450	2,487,500	(283,950)
5490009	Licenses and Taxes	80	500	500	-
5520001	Operating Supplies and Expenses	38,340	49,490	50,000	510
5520002	Operating FFE	-	15,000	15,000	-
5520004	Inventory Shortages Overages	3,780	30,000	30,000	-
5540001	Books, Publications, Subscriptions	140,988	189,980	203,000	13,020
5540002	Dues and Memberships	10,776	8,890	9,000	110
5540003	Licenses and Certification Fees	280	1,500	1,500	-
<b>TOTAL OPERATING EXPENSES</b>		<b>\$11,354,389</b>	<b>\$12,641,352</b>	<b>\$14,114,910</b>	<b>\$1,473,558</b>
<b>FULL TIME EQUIVALENTS</b>		<b>48</b>	<b>49</b>	<b>48</b>	

## OPERATION AND MAINTENANCE FUND

Procurement Services is responsible for the procurement of materials, supplies, equipment and services for the Authority in a timely manner, at the lowest possible cost, consistent with the quality required and in compliance with all applicable procurement legislation.

Procurement Services		Actuals FY 2022	Budget FY 2023	Budget FY 2024	Budget FY 24 vs FY 23
5001000	Personnel Services	\$1,739,031	\$2,850,354	\$3,399,200	\$548,846
5310006	Legal Fees	106,801	120,000	328,000	208,000
5310009	Other Professional Services	-	110,000	92,000	(18,000)
5340003	Computer Technical Support	1,725	1,750	-	(1,750)
5340007	Other Contractual Services	4,580	60,000	78,000	18,000
5400001	Travel and Per Diem	946	30,000	30,000	-
5400002	Training and Education	4,213	21,550	21,550	-
5410001	Telecommunications	22,328	20,000	20,000	-
5410002	Postage and Express Mail Delivery	206	1,320	1,000	(320)
5440001	Rentals and Leases	4,256	15,240	16,690	1,450
5470001	Printing and Binding	-	450	250	(200)
5490002	Legal Notices	933	9,800	5,000	(4,800)
5520001	Operating Supplies and Expenses	28,924	44,400	44,400	-
5520003	Uniforms	2,350	5,310	6,810	1,500
5520007	Fuel Expense	2,268	2,920	3,420	500
5540001	Books, Publications, Subscriptions	2,781	760	1,500	740
5540002	Dues and Memberships	4,230	5,080	5,100	20
<b>TOTAL OPERATING EXPENSES</b>		<b>\$1,925,573</b>	<b>\$3,298,934</b>	<b>\$4,052,920</b>	<b>\$753,986</b>
<b>FULL TIME EQUIVALENTS</b>		<b>29</b>	<b>29</b>	<b>31</b>	

## OPERATION AND MAINTENANCE FUND

### Risk Management

The Risk Management department is responsible for identifying, evaluating and prioritizing risks followed by coordinated application of resources to minimize, monitor and control the probability or impact of a loss. This is accomplished through cost effective insurance program administration, timely claims processing and recovery, comprehensive employee and workplace safety program design and implementation and collaborative emergency response and business continuity planning.

Risk Management		Actuals FY 2022	Budget FY 2023	Budget FY 2024	Budget FY 24 vs FY 23
5001000	Personnel Services	\$635,315	\$926,877	\$1,083,580	\$156,703
5310006	Legal Fees	9,269	15,000	10,000	(5,000)
5310009	Other Professional Services	122,623	250,000	258,800	8,800
5340007	Other Contractual Services	31,584	36,820	85,000	48,180
5400001	Travel and Per Diem	4,036	14,780	14,780	-
5400002	Training and Education	5,397	7,600	10,000	2,400
5410001	Telecommunications	6,003	9,950	9,950	-
5410002	Postage and Express Mail Delivery	110	450	150	(300)
5450001	Property and Casualty	5,370,822	9,371,450	12,512,470	3,141,020
5450002	General Liability	764,619	719,500	790,970	71,470
5450003	Auto Liability	93,039	105,570	100,500	(5,070)
5450005	Other Insurance and Bonds	201,807	1,203,390	1,000,270	(203,120)
5450006	Other Property and Auto Claims	12,921	175,000	175,000	-
5480002	Other Promotional Activities	-	8,000	11,500	3,500
5490006	Accident Repair Costs	-	15,000	15,000	-
5520001	Operating Supplies and Expenses	1,230	3,050	3,050	-
5520002	Operating FFE	-	1,000	1,000	-
5520003	Uniforms	520	250	350	100
5520007	Fuel Expense	567	500	500	-
5540001	Books, Publications, Subscriptions	-	20,000	20,700	700
5540002	Dues and Memberships	2,030	3,150	3,150	-
5540003	Licenses and Certification Fees	112	-	-	-
<b>TOTAL OPERATING EXPENSES</b>		<b>\$7,262,004</b>	<b>\$12,887,337</b>	<b>\$16,106,720</b>	<b>\$3,219,383</b>
<b>FULL TIME EQUIVALENTS</b>		<b>7</b>	<b>7</b>	<b>8</b>	

## OPERATION AND MAINTENANCE FUND

### Creative Division

The Creative Division is responsible for the overall activities of the Innovation, Information Technology and Customer Experience functions of the Authority. This division should lead the entire creative team of the Authority by proposing design ideas and setting the overall creative direction that best aligns with the Authority's business objectives. This creative division also champions the Strategic Priority "Innovation," which is to create a culture for the Aviation Authority, encouraging creativity and supporting multi-industry innovation initiatives.

### Innovation

There is not currently a budget for the Innovation department in FY 24, as the Authority wanted to secure the Chief Creative Officer before it developed a plan for the Innovation department. With the recent completion of the Strategic Plan Update for 2023, it is anticipated that the Innovation department will play a critical role in helping the Authority meet its goals and objectives, as one of the four priorities centers around Innovation.

### Customer Experience

The Customer Experience department is responsible for supporting one of the core values of the Authority, which is Service. They support the mission of the Authority in exceeding the expectations of the traveling public through close collaboration with our airport partners and the community. Customer Experience also has a common purpose, which is to delight and value each guest with the finest airport experience in the world and to promote "The Orlando Experience."

Customer Experience		Actuals FY 2022	Budget FY 2023	Budget FY 2024	Budget FY 24 vs FY 23
5001000	Personnel Services	\$1,659,647	\$2,933,037	\$3,505,110	\$572,073
5310006	Legal Fees	2,933	-	-	-
5310009	Other Professional Services	2,929	90,000	90,000	-
5310014	Outside Services	2,402,311	5,198,870	8,236,200	3,037,330
5340007	Other Contractual Services	77,663	73,000	650,000	577,000
5400001	Travel and Per Diem	10,520	20,000	25,000	5,000
5400002	Training and Education	2,500	10,000	20,000	10,000
5410001	Telecommunications	30,166	51,500	65,000	13,500
5410002	Postage and Express Mail Delivery	-	1,500	1,500	-
5440001	Rentals and Leases	-	4,000	4,000	-
5470001	Printing and Binding	6,105	25,000	45,000	20,000
5480001	Advertising Costs	-	16,000	50,000	34,000
5480002	Other Promotional Activities	22,620	295,500	395,000	99,500
5520001	Operating Supplies and Expenses	23,807	94,000	69,000	(25,000)
5520002	Operating FFE	-	97,390	81,000	(16,390)
5520003	Uniforms	11,034	21,720	32,000	10,280
5540001	Books, Publications, Subscriptions	76,282	110,000	110,000	-
5540002	Dues and Memberships	-	-	10,000	10,000
<b>TOTAL OPERATING EXPENSES</b>		<b>\$4,328,515</b>	<b>\$9,041,517</b>	<b>\$13,388,810</b>	<b>\$4,347,293</b>
<b>FULL TIME EQUIVALENTS</b>		<b>24</b>	<b>34</b>	<b>35</b>	

## OPERATION AND MAINTENANCE FUND

### Information Technology Department

The Information Technology (IT) department is responsible for acquiring or developing, implementing and maintaining beneficial, dependable and adaptable voice and data communications services and computer controlled processes, equipment and software that meet enterprise goals and objectives. These range in scope from business solutions such as Finance and Human Resources to operations solutions such as passenger processing systems, CCTV and Access Control. Department goals and objectives include:

- ➔ Develop and document strategic and tactical IT plans that are consistent with enterprise goals and objectives.
- ➔ Research technologies, equipment and systems that range from mature to innovative and combinations.
- ➔ Develop project concepts and relate business needs and project benefits; define capital operating and maintenance, human and other assets needed and associated costs and schedules; acquire or allocate IT asset resources to implement the project.
- ➔ Design, develop and test project deliverable components, systems and documentation; oversee project implementation.
- ➔ Operate and maintain IT assets including hardware and software.

Information Technology		Actuals FY 2022	Budget FY 2023	Budget FY 2024	Budget FY 24 vs FY 23
5001000	Personnel Services	\$7,354,091	\$10,363,264	\$11,259,740	\$896,476
5310006	Legal Fees	6,762	25,000	25,000	-
5310008	Engineering Consultant	13,157	-	-	-
5310009	Other Professional Services	5,691,378	11,747,080	8,091,780	(3,655,300)
5340007	Other Contractual Services	2,015,430	4,023,700	3,120,000	(903,700)
5400001	Travel and Per Diem	6,884	120,000	50,000	(70,000)
5400002	Training and Education	47,178	261,400	100,000	(161,400)
5410001	Telecommunications	1,004,799	1,020,800	1,050,800	30,000
5410002	Postage and Express Mail Delivery	572	5,000	5,000	-
5410004	Online Services	304,549	567,500	567,500	-
5440001	Rentals and Leases	6,402	25,800	28,000	2,200
5460001	Maintenance Contracts	2,830,829	6,755,430	5,626,930	(1,128,500)
5460002	Other Repairs and Maintenance	21,961	6,100	6,100	-
5470001	Printing and Binding	-	1,900	1,900	-
5480002	Other Promotional Activities	-	940	940	-
5490003	Other Current Charges and Obligations	-	7,000	7,000	-
5520001	Operating Supplies and Expenses	276,249	482,500	487,500	5,000
5520002	Operating FFE	198,931	931,500	971,500	40,000
5520007	Fuel Expense	12,750	7,000	7,000	-
5540001	Books, Publications, Subscriptions	43,219	97,900	97,900	-
5540002	Dues and Memberships	45,623	38,700	43,700	5,000
5540003	Licenses and Certification Fees	1,200	-	-	-
<b>TOTAL OPERATING EXPENSES</b>		<b>\$19,881,963</b>	<b>\$36,488,514</b>	<b>\$31,548,290</b>	<b>\$(4,940,224)</b>
<b>FULL TIME EQUIVALENTS</b>		<b>60</b>	<b>67</b>	<b>69</b>	

## OPERATION AND MAINTENANCE FUND

### Business Applications

The Business Application Team (BAT) is responsible for supporting mission-critical, Authority-wide business applications. Responsibilities include assisting departments with business application requirements gathering, implementations, upgrades, project management, process improvement, training and integration with other business applications as well as functioning as a liaison between IT and the end user community.

Business Applications		Actuals FY 2022	Budget FY 2023	Budget FY 2024	Budget FY 24 vs FY 23
5001000	Personnel Services	\$455,324	\$681,526	\$724,300	\$42,774
5310009	Other Professional Services	-	10,000	10,000	-
5400001	Travel and Per Diem	-	5,000	2,000	(3,000)
5400002	Training and Education	-	12,200	5,200	(7,000)
5410001	Telecommunications	3,143	4,200	5,200	1,000
5520001	Operating Supplies and Expenses	129	1,660	1,660	-
5540002	Dues and Memberships	1,095	1,200	600	(600)
5540003	Licenses and Certification Fees	-	-	2,200	2,200
<b>TOTAL OPERATING EXPENSES</b>		<b>\$459,691</b>	<b>\$715,786</b>	<b>\$751,160</b>	<b>\$35,374</b>
<b>FULL TIME EQUIVALENTS</b>		<b>4</b>	<b>4</b>	<b>4</b>	

## OPERATION AND MAINTENANCE FUND

### Operating Division

The Operating Division is responsible for complying with legislative mandates and operating requirements for the airports. These include local, state and federal laws and state and federal security rules and regulations. The division frequently coordinates with regulatory agencies to accomplish the Authority's goals. The Division works to meet the safety and operational needs of the traveling public, both landside and airside.

The Operating Division includes Planning, Environmental, Capital Programs, Security, Facilities, Operations, ARFF and Hotel Departments.

### Planning

The Planning and Environmental Department provides strategic analysis and recommendation to the CEO including the review and economic analysis of major projects being considered by the Authority and support of the economic development efforts.

Planning		Actuals FY 2022	Budget FY 2023	Budget FY 2024	Budget FY 24 vs FY 23
5001000	Personnel Services	\$406,609	\$633,010	\$1,251,960	\$618,950
5310005	General Consultant	896,871	855,000	500,000	(355,000)
5310006	Legal Fees	101,201	70,000	100,000	30,000
5310008	Engineering Consultant	18,821	140,000	90,000	(50,000)
5310009	Other Professional Services	4,980	40,000	40,000	-
5310013	Land Use or Transportation Consultant	524,324	588,810	840,000	251,190
5400001	Travel and Per Diem	4,414	15,000	15,000	-
5400002	Training and Education	1,230	4,000	7,500	3,500
5410001	Telecommunications	4,516	2,520	7,000	4,480
5410002	Postage and Express Mail Delivery	336	100	100	-
5440001	Rentals and Leases	-	-	6,000	6,000
5480002	Other Promotional Activities	-	1,000	2,000	1,000
5490002	Legal Notices	(985)	2,000	2,000	-
5520001	Operating Supplies and Expenses	318	-	6,000	6,000
5520002	Operating FFE	-	1,500	3,000	1,500
5520003	Uniforms	-	300	1,000	700
5520007	Fuel Expense	4,121	1,000	1,000	-
5540001	Books, Publications, Subscriptions	330	-	-	-
5540002	Dues and Memberships	275	1,000	3,000	2,000
5540003	Licenses and Certification Fees	950	1,000	1,000	-
<b>TOTAL OPERATING EXPENSES</b>		<b>\$1,968,310</b>	<b>\$2,356,240</b>	<b>\$2,876,560</b>	<b>\$520,320</b>
<b>FULL TIME EQUIVALENTS</b>		<b>3</b>	<b>4</b>	<b>6</b>	

# Orlando International Airport

## OPERATION AND MAINTENANCE FUND

Environmental		Actuals FY 2022	Budget FY 2023	Budget FY 2024	Budget FY 24 vs FY 23
5001000	Personnel Services	\$282,760	\$373,958	\$424,340	\$ 50,382
5310010	Environmental Consultant	569,788	1,211,500	1,442,000	230,500
5400001	Travel and Per Diem	-	-	5,000	5,000
5400002	Training and Education	-	1,000	5,000	4,000
5410001	Telecommunications	2,432	2,940	5,000	2,060
5410002	Postage and Express Mail Delivery	-	100	100	-
5520002	Operating FFE	-	500	750	250
5520003	Uniforms	-	100	3,000	2,900
5520007	Fuel Expense	-	500	1,000	500
5540002	Dues and Memberships	-	-	1,000	1,000
5540003	Licenses and Certification Fees	200	1,000	2,000	1,000
<b>TOTAL OPERATING EXPENSES</b>		<b>\$855,180</b>	<b>\$1,591,598</b>	<b>\$1,889,190</b>	<b>\$297,592</b>
<b>FULL TIME EQUIVALENTS</b>		<b>2</b>	<b>3</b>	<b>4</b>	

### Capital Programs Department

#### Engineering and Construction

The Engineering and Construction department is responsible for overseeing all aspects of Engineering, Construction and Grant activities at the Authority including oversight of the design, bid and contract award process for capital projects; coordination with governmental agencies for grant preparation; approval and closeout process. In FY24, this section was separated in to four new sections: Capital Programs, Construction, Engineering and Architecture and Project Controls.

Engineering and Construction		Actuals FY 2022	Budget FY 2023	Budget FY 2024	Budget FY 24 vs FY 23
5001000	Personnel Services	\$2,005,888	\$3,623,760	-	\$(3,623,760)
5310005	General Consultant	285,098	564,000	-	(564,000)
5310006	Legal Fees	448,943	465,000	-	(465,000)
5310008	Engineering Consultant	218,031	340,000	-	(340,000)
5310009	Other Professional Services	4,526,346	6,075,420	-	(6,075,420)
5400001	Travel and Per Diem	3,621	56,000	-	(56,000)
5400002	Training and Education	2,810	12,000	-	(12,000)
5410001	Telecommunications	34,517	34,280	-	(34,280)
5410002	Postage and Express Mail Delivery	510	2,000	-	(2,000)
5440001	Rentals and Leases	41,378	45,850	-	(45,850)
5460002	Other Repairs and Maintenance	184	250	-	(250)
5480002	Other Promotional Activities	772	900	-	(900)
5490002	Legal Notices	18,470	10,000	-	(10,000)
5520001	Operating Supplies and Expenses	19,011	18,940	-	(18,940)
5520002	Operating FFE	975	3,500	-	(3,500)
5520003	Uniforms	-	4,000	-	(4,000)
5520007	Fuel Expense	-	2,000	-	(2,000)
5540001	Books, Publications, Subscriptions	118,641	6,600	-	(6,600)
5540002	Dues and Memberships	1,623	2,000	-	(2,000)
5540003	Licenses and Certification Fees	86	1,000	-	(1,000)
<b>TOTAL OPERATING EXPENSES</b>		<b>\$7,726,905</b>	<b>\$11,267,500</b>	<b>-</b>	<b>\$(11,267,500)</b>
<b>FULL TIME EQUIVALENTS</b>		<b>19</b>	<b>29</b>	<b>-</b>	

## OPERATION AND MAINTENANCE FUND

<b>Capital Programs</b>		<b>Actuals FY 2022</b>	<b>Budget FY 2023</b>	<b>Budget FY 2024</b>	<b>Budget FY 24 vs FY 23</b>
5001000	Personnel Services	-	-	\$1,493,780	\$1,493,780
5310009	Other Professional Services	-	-	210,000	210,000
5400001	Travel and Per Diem	-	-	12,500	12,500
5400002	Training and Education	-	-	4,100	4,100
5410001	Telecommunications	-	-	9,200	9,200
5410002	Postage and Express Mail Delivery	-	-	540	540
5440001	Rentals and Leases	-	-	12,300	12,300
5480002	Other Promotional Activities	-	-	270	270
5490002	Legal Notices	-	-	4,040	4,040
5520001	Operating Supplies and Expenses	-	-	5,610	5,610
5520002	Operating FFE	-	-	2,150	2,150
5520003	Uniforms	-	-	1,350	1,350
5520007	Fuel Expense	-	-	1,350	1,350
5540001	Books, Publications, Subscriptions	-	-	5,010	5,010
5540002	Dues and Memberships	-	-	540	540
5540003	Licenses and Certification Fees	-	-	270	270
Total Operating Expenses		\$-	\$-	\$1,763,010	\$1,763,010
<b>FULL TIME EQUIVALENTS</b>		-	-	<b>7</b>	

<b>Construction</b>		<b>Actuals FY 2022</b>	<b>Budget FY 2023</b>	<b>Budget FY 2024</b>	<b>Budget FY 24 vs FY 23</b>
5001000	Personnel Services	-	-	\$750,890	\$750,890
5310005	General Consultant	-	-	157,500	157,500
5310006	Legal Fees	-	-	310,000	310,000
5310009	Other Professional Services	-	-	2,000,000	2,000,000
5400001	Travel and Per Diem	-	-	8,500	8,500
5400002	Training and Education	-	-	2,400	2,400
5410001	Telecommunications	-	-	5,200	5,200
5410002	Postage and Express Mail Delivery	-	-	310	310
5440001	Rentals and Leases	-	-	7,050	7,050
5480002	Other Promotional Activities	-	-	150	150
5490002	Legal Notices	-	-	2,300	2,300
5520001	Operating Supplies and Expenses	-	-	3,210	3,210
5520002	Operating FFE	-	-	1,230	1,230
5520003	Uniforms	-	-	770	770
5520007	Fuel Expense	-	-	770	770
5540001	Books, Publications, Subscriptions	-	-	2,860	2,860
5540002	Dues and Memberships	-	-	300	300
5540003	Licenses and Certification Fees	-	-	150	150
<b>TOTAL OPERATING EXPENSES</b>		\$-	\$-	<b>\$3,253,590</b>	<b>\$3,253,590</b>
<b>FULL TIME EQUIVALENTS</b>		-	-	<b>6</b>	

# Orlando International Airport

## OPERATION AND MAINTENANCE FUND

<b>Engineering and Architecture</b>		<b>Actuals FY 2022</b>	<b>Budget FY 2023</b>	<b>Budget FY 2024</b>	<b>Budget FY 24 vs FY 23</b>
5001000	Personnel Services	-	-	\$1,087,820	\$1,087,820
5310005	General Consultant	-	-	332,500	332,500
5310008	Engineering Consultant	-	-	1,300,000	1,300,000
5310009	Other Professional Services	-	-	1,725,000	1,725,000
5400001	Travel and Per Diem	-	-	11,500	11,500
5400002	Training and Education	-	-	3,500	3,500
5410001	Telecommunications	-	-	7,800	7,800
5410002	Postage and Express Mail Delivery	-	-	460	460
5440001	Rentals and Leases	-	-	10,600	10,600
5480002	Other Promotional Activities	-	-	230	230
5490002	Legal Notices	-	-	3,460	3,460
5520001	Operating Supplies and Expenses	-	-	4,810	4,810
5520002	Operating FFE	-	-	1,850	1,850
5520003	Uniforms	-	-	1,150	1,150
5520007	Fuel Expense	-	-	1,150	1,150
5540001	Books, Publications, Subscriptions	-	-	4,290	4,290
5540002	Dues and Memberships	-	-	460	460
5540003	Licenses and Certification Fees	-	-	230	230
<b>TOTAL OPERATING EXPENSES</b>		<b>\$-</b>	<b>\$-</b>	<b>\$4,496,810</b>	<b>\$4,496,810</b>
<b>FULL TIME EQUIVALENTS</b>		<b>-</b>	<b>-</b>	<b>26</b>	

<b>Project Controls</b>		<b>Actuals FY 2022</b>	<b>Budget FY 2023</b>	<b>Budget FY 2024</b>	<b>Budget FY 24 vs FY 23</b>
5001000	Personnel Services	-	-	\$933,950	\$933,950
5310009	Other Professional Services	-	-	525,000	525,000
5410001	Telecommunications	-	-	11,800	11,800
5410002	Postage and Express Mail Delivery	-	-	690	690
5440001	Rentals and Leases	-	-	15,900	15,900
5480002	Other Promotional Activities	-	-	350	350
5490002	Legal Notices	-	-	5,200	5,200
5520001	Operating Supplies and Expenses	-	-	7,220	7,220
5520002	Operating FFE	-	-	2,770	2,770
5520003	Uniforms	-	-	1,730	1,730
5520007	Fuel Expense	-	-	1,730	1,730
5540001	Books, Publications, Subscriptions	-	-	6,440	6,440
5540002	Dues and Memberships	-	-	700	700
5540003	Licenses and Certification Fees	-	-	350	350
<b>TOTAL OPERATING EXPENSES</b>		<b>\$-</b>	<b>\$-</b>	<b>\$1,513,830</b>	<b>\$1,513,830</b>
<b>FULL TIME EQUIVALENTS</b>		<b>-</b>	<b>-</b>	<b>10</b>	

## OPERATION AND MAINTENANCE FUND

### Security Department

Orlando International Airport has a comprehensive security program that provides for the safety and security of the traveling public as well as aircraft operating in domestic or international air transportation. The Public Safety department has several divisions that provide a layered approach to the overall security of the airport. The Access Control office handles badging and access throughout the airport property via electronic access control doors and gates as well as the issuance of keys and vehicle access decals. The Authority Communications Center handles police, fire, 911 and medical dispatch, as well as response to other incidents that occur at MCO. The Security Compliance division ensures that the airport remains in compliance with federal rules and regulations through inspections, audits, observations, testing and training. The K-9 division patrols the airport looking for improvised explosive devices, provides a roving security presence and responds to unattended or otherwise suspicious items. The Orlando Police Department has a dedicated Airport Division that provides the armed law enforcement support necessary to protect the entire MCO campus and respond to all law enforcement related emergencies. Security Operations provide 24/7 operational support at over 30 staffed locations throughout the 23 square mile campus, which is accomplished through both Authority personnel and multiple security contractors.

The Public Safety department supports the Authority's goal of Operating Safe and Secure Facilities by integrating safety strategies into all facilities and processes.

The Public Safety department includes the following sections:

- Communication Center
- Orlando Police Department
- Security Canine (K-9)
- Security Administration
- Security Operations SAMS
- Security Compliance
- Security Access Control

# Orlando International Airport

## OPERATION AND MAINTENANCE FUND

Communication Center		Actuals FY 2022	Budget FY 2023	Budget FY 2024	Budget FY 24 vs FY 23
5001000	Personnel Services	\$2,164,531	\$2,561,077	\$2,724,940	\$163,863
5340007	Other Contractual Services	73,836	78,080	61,350	(16,730)
5400001	Travel and Per Diem	-	-	4,000	4,000
5400002	Training and Education	2,151	2,200	3,000	800
5410001	Telecommunications	445,221	554,090	554,090	-
5410002	Postage and Express Mail Delivery	37	250	300	50
5410004	Online Services	1,555	2,100	2,300	200
5440001	Rentals and Leases	1,285	3,000	3,000	-
5460001	Maintenance Contracts	160,224	221,500	228,500	7,000
5480002	Other Promotional Activities	-	-	250	250
5520001	Operating Supplies and Expenses	5,311	9,200	9,200	-
5520002	Operating FFE	1,276	4,000	4,000	-
5520003	Uniforms	-	-	4,500	4,500
5540001	Books, Publications, Subscriptions	8,295	5,000	5,180	180
5540003	Licenses and Certification Fees	983	2,610	2,610	-
<b>TOTAL OPERATING EXPENSES</b>		<b>\$2,864,703</b>	<b>\$3,443,107</b>	<b>\$3,607,220</b>	<b>\$164,113</b>
<b>FULL TIME EQUIVALENTS</b>		<b>27</b>	<b>27</b>	<b>27</b>	

Orlando Police Department		Actuals FY 2022	Budget FY 2023	Budget FY 2024	Budget FY 24 vs FY 23
5310009	Other Professional Services	\$445,885	\$493,000	\$493,000	-
5340006	Management Contracts	15,577,841	18,815,790	20,753,800	1,938,010
5520001	Operating Supplies and Expenses	239	100,000	-	(100,000)
5520007	Fuel Expense	89,070	60,000	60,000	-
<b>TOTAL OPERATING EXPENSES</b>		<b>\$16,113,034</b>	<b>\$19,468,790</b>	<b>\$21,306,800</b>	<b>\$1,838,010</b>

# Orlando International Airport

## OPERATION AND MAINTENANCE FUND

<b>Security Canine (K-9)</b>		<b>Actuals FY 2022</b>	<b>Budget FY 2023</b>	<b>Budget FY 204</b>	<b>Budget FY 24 vs FY 23</b>
5001000	Personnel Services	\$1,076,003	\$1,172,205	\$1,302,040	\$129,835
5340007	Other Contractual Services	42,260	45,000	45,000	-
5400001	Travel and Per Diem	-	500	500	-
5400002	Training and Education	1,347	-	-	-
5410001	Telecommunications	8,323	7,500	7,500	-
5410002	Postage and Express Mail Delivery	132	-	-	-
5440001	Rentals and Leases	1,816	2,000	2,000	-
5460002	Other Repairs and Maintenance	2,634	2,500	2,500	-
5490003	Other Current Charges and Obligations	300	7,200	7,200	-
5520001	Operating Supplies and Expenses	21,359	37,000	37,000	-
5520002	Operating FFE	873	-	-	-
5520003	Uniforms	3,873	5,000	5,000	-
5520007	Fuel Expense	41,219	55,000	55,000	-
<b>TOTAL OPERATING EXPENSES</b>		<b>\$1,200,139</b>	<b>\$1,333,905</b>	<b>\$1,463,740</b>	<b>\$129,835</b>
<b>FULL TIME EQUIVALENTS</b>		<b>11</b>	<b>11</b>	<b>11</b>	

<b>Security Access Control</b>		<b>Actuals FY 2022</b>	<b>Budget FY 2023</b>	<b>Budget FY 2024</b>	<b>Budget FY 24 vs FY 23</b>
5001000	Personnel Services	\$1,199,701	\$1,557,089	\$1,653,200	\$96,111
5340003	Computer Technical Support	10,026	-	-	-
5340007	Other Contractual Services	63,365	40,000	80,000	40,000
5400002	Training and Education	3,761	2,500	2,500	-
5410001	Telecommunications	21,079	20,000	20,000	-
5440001	Rentals and Leases	1,637	2,000	2,000	-
5460001	Maintenance Contracts	154,703	278,360	292,360	14,000
5460002	Other Repairs and Maintenance	3,942	-	-	-
5470001	Printing and Binding	-	520	-	(520)
5520001	Operating Supplies and Expenses	292,011	545,150	482,840	(62,310)
5520002	Operating FFE	-	-	-	-
5520003	Uniforms	4,211	5,000	6,000	1,000
5520007	Fuel Expense	6,947	6,500	6,500	-
<b>TOTAL OPERATING EXPENSES</b>		<b>\$1,534,853</b>	<b>\$2,045,764</b>	<b>\$2,457,119</b>	<b>\$411,355</b>
<b>FULL TIME EQUIVALENTS</b>		<b>22</b>	<b>22</b>	<b>21</b>	

# Orlando International Airport

## OPERATION AND MAINTENANCE FUND

<b>Security Administration</b>		<b>Actuals FY 2022</b>	<b>Budget FY 2023</b>	<b>Budget FY 2024</b>	<b>Budget FY 24 vs FY 23</b>
5001000	Personnel Services	\$785,313	\$894,480	\$1,196,610	\$302,130
5310006	Legal Fees	21,043	21,000	21,000	-
5310009	Other Professional Services	-	120,000	60,000	(60,000)
5340007	Other Contractual Services	4,115	-	5,000	5,000
5400001	Travel and Per Diem	-	-	5,000	5,000
5400002	Training and Education	-	2,500	2,500	-
5410001	Telecommunications	16,501	35,000	35,000	-
5410002	Postage and Express Mail Delivery	22	100	100	-
5440001	Rentals and Leases	3,916	3,960	3,960	-
5460002	Other Repairs and Maintenance	-	20,130	17,480	(2,650)
5470001	Printing and Binding	-	1,000	1,000	-
5490003	Other Current Charges and Obligations	-	20,000	20,000	-
5520001	Operating Supplies and Expenses	15,539	16,000	16,000	-
5520002	Operating FFE	17,400	20,000	20,000	-
5520007	Fuel Expense	5,572	4,000	4,000	-
5540001	Books, Publications, Subscriptions	48,000	50,000	48,000	(2,000)
5540002	Dues and Memberships	-	-	1,000	1,000
<b>TOTAL OPERATING EXPENSES</b>		<b>\$917,422</b>	<b>\$1,208,170</b>	<b>\$1,456,650</b>	<b>\$248,480</b>
<b>FULL TIME EQUIVALENTS</b>		<b>5</b>	<b>5</b>	<b>8</b>	

### Security Operations (SAMS)

<b>Account</b>	<b>Description</b>	<b>Actuals FY 2022</b>	<b>Budget FY 2023</b>	<b>Budget FY 2024</b>	<b>Budget FY 24 vs FY 23</b>
5001000	Personnel Services	\$1,356,008	\$1,620,837	\$1,815,910	\$195,073
5310009	Other Professional Services	15,628,038	25,755,380	27,971,440	2,216,060
5340007	Other Contractual Services	1,598	-	-	-
5400002	Training and Education	-	700	700	-
5410001	Telecommunications	14,806	12,000	12,000	-
5440001	Rentals and Leases	8,051	20,000	20,000	-
5460001	Maintenance Contracts	94,846	382,000	420,000	38,000
5460002	Other Repairs and Maintenance	9,930	8,000	8,000	-
5520001	Operating Supplies and Expenses	2,119	15,000	15,000	-
5520002	Operating FFE	29,810	30,000	10,000	(20,000)
5520003	Uniforms	2,328	7,000	7,000	-
5520007	Fuel Expense	12,264	12,000	12,000	-
<b>TOTAL OPERATING EXPENSES</b>		<b>\$17,159,798</b>	<b>\$27,862,917</b>	<b>\$30,292,050</b>	<b>\$2,429,133</b>
<b>FULL TIME EQUIVALENTS</b>		<b>21</b>	<b>21</b>	<b>21</b>	

# Orlando International Airport

## OPERATION AND MAINTENANCE FUND

### Security Compliance

Account	Description	Actuals FY 2022	Budget FY 2023	Budget FY 2024	Budget FY 24 vs FY 23
5001000	Personnel Services	\$508,401	\$661,249	\$878,640	\$217,391
5400002	Training and Education	-	750	750	-
5410001	Telecommunications	11,477	20,000	20,000	-
5440001	Rentals and Leases	-	1,000	1,000	-
5520001	Operating Supplies and Expenses	6,486	4,000	4,000	-
5520002	Operating FFE	-	1,000	1,000	-
5520003	Uniforms	486	4,000	4,000	-
5520007	Fuel Expense	-	12,000	12,000	-
<b>TOTAL OPERATING EXPENSES</b>		<b>\$526,849</b>	<b>\$703,999</b>	<b>\$921,390</b>	<b>\$217,391</b>
<b>FULL TIME EQUIVALENTS</b>		<b>9</b>	<b>9</b>	<b>9</b>	

## OPERATION AND MAINTENANCE FUND

### Facilities Department

The Maintenance department is a customer-service oriented department with a commitment to excellence. The department has many responsibilities for the airport facilities and grounds throughout its borders. It is committed to understanding customers' needs, communicating effectively and delivering value with timely, cost effective and reliable service. The department provides round-the-clock contracted building services, general building maintenance and airfield and grounds services. It utilizes firms that are some of the best in the business to accomplish this while at the same time assisting the local developing business growth and gain experience in this industry.

The Maintenance department achieves a higher level of economic productivity through diversification, technological upgrading and innovation and focuses on streamlined processes. The department is primarily a cost center, is mindful of expenses and controls the budget despite the historic growth in the industry. The department is also proactive with energy and water upgrades further reducing the overall utility expenditures each year.

The Maintenance department provides an environment of teamwork through trust, commitment, collaboration, direction and cooperation to provide a safe and secure work environment for all. The department serves the public, the airport, its employees and business partners by providing updated, regularly tested and inspected life safety systems. These include all fire alarm, fire suppression, smoke evacuation and fire door systems on the entire airport controlled facilities.

The Maintenance Department includes the following sections:

- Facilities Administration
- Utilities
- Pavement and Grounds
- Airfield Electrical
- Carpentry
- Paint
- Plumbing
- HVAC
- Electronics
- Terminal Electrical
- Graphics

# Orlando International Airport

## OPERATION AND MAINTENANCE FUND

<b>Facilities Administration</b>		<b>Actuals FY 2022</b>	<b>Budget FY 2023</b>	<b>Budget FY 2024</b>	<b>Budget FY 24 vs FY 23</b>
5001000	Personnel Services	\$5,469,968	\$7,571,526	\$8,013,710	\$442,184
5310006	Legal Fees	36,705	-	26,000	26,000
5310008	Engineering Consultant	40,000	50,000	100,000	50,000
5310009	Other Professional Services	166,835	500,000	550,520	50,520
5310014	Outside Services	6,177	-	-	-
5340004	Landscaping	3,023,174	4,098,270	5,676,200	1,577,930
5340005	Janitorial Services	25,443,508	39,477,330	44,873,300	5,395,970
5340007	Other Contractual Services	581,130	183,330	183,330	-
5400001	Travel and Per Diem	739	8,000	8,000	-
5400002	Training and Education	9,281	25,000	20,000	(5,000)
5410001	Telecommunications	164,357	200,000	200,000	-
5410002	Postage and Express Mail Delivery	986	1,000	1,000	-
5440001	Rentals and Leases	24,924	46,940	46,940	-
5460001	Maintenance Contracts	25,017,564	41,780,490	35,830,740	(5,949,750)
5460002	Other Repairs and Maintenance	2,729,180	2,610,000	2,871,000	261,000
5520001	Operating Supplies and Expenses	2,561,962	3,695,360	3,695,360	-
5520002	Operating FFE	42,058	85,500	85,500	-
5520003	Uniforms	95,301	122,000	122,000	-
5520007	Fuel Expense	297,672	225,750	248,500	22,750
5540001	Books, Publications, Subscriptions	4,605	2,000	2,000	-
5540002	Dues and Memberships	135	3,390	3,390	-
5540003	Licenses and Certification Fees	2,396	4,800	4,800	-
<b>TOTAL OPERATING EXPENSES</b>		<b>\$65,718,666</b>	<b>\$100,690,686</b>	<b>\$102,562,290</b>	<b>\$1,871,604</b>
<b>FULL TIME EQUIVALENTS</b>		<b>61</b>	<b>69</b>	<b>73</b>	

<b>Utilities</b>		<b>Actuals FY 2022</b>	<b>Budget FY 2023</b>	<b>Budget FY 2024</b>	<b>Budget FY 24 vs FY 23</b>
5430001	Utility Services	\$18,581,120	\$30,548,590	\$31,465,050	\$916,460
<b>TOTAL OPERATING EXPENSES</b>		<b>\$18,581,120</b>	<b>\$30,548,590</b>	<b>\$31,465,050</b>	<b>\$916,460</b>

# Orlando International Airport

## OPERATION AND MAINTENANCE FUND

<b>Pavement and Grounds</b>		<b>Actuals FY 2022</b>	<b>Budget FY 2023</b>	<b>Budget FY 2024</b>	<b>Budget FY 24 vs FY 23</b>
5001000	Personnel Services	\$2,530,695	\$3,066,333	\$3,566,260	\$499,927
5440001	Rentals and Leases	177,263	15,000	30,000	15,000
5460002	Other Repairs and Maintenance	496,419	576,960	740,960	164,000
5520001	Operating Supplies and Expenses	57,038	33,700	44,700	11,000
5520003	Uniforms	237	-	-	-
<b>TOTAL OPERATING EXPENSES</b>		<b>\$3,261,653</b>	<b>\$3,691,993</b>	<b>\$4,381,920</b>	<b>\$689,927</b>
<b>FULL TIME EQUIVALENTS</b>		<b>42</b>	<b>47</b>	<b>46</b>	

<b>Airfield Electrical</b>		<b>Actuals FY 2022</b>	<b>Budget FY 2023</b>	<b>Budget FY 2024</b>	<b>Budget FY 24 vs FY 23</b>
5001000	Personnel Services	\$1,209,637	\$1,457,282	\$1,901,310	\$444,028
5400002	Training and Education	510	-	-	-
5440001	Rentals and Leases	61	10,000	10,000	-
5460001	Maintenance Contracts	23,142	102,040	102,040	-
5460002	Other Repairs and Maintenance	702,845	974,550	974,550	-
5520001	Operating Supplies and Expenses	41,722	13,600	13,600	-
<b>TOTAL OPERATING EXPENSES</b>		<b>\$1,978,757</b>	<b>\$2,557,472</b>	<b>\$3,001,500</b>	<b>\$444,028</b>
<b>FULL TIME EQUIVALENTS</b>		<b>14</b>	<b>15</b>	<b>19</b>	

<b>Carpentry</b>		<b>Actuals FY 2022</b>	<b>Budget FY 2023</b>	<b>Budget FY 2024</b>	<b>Budget FY 24 vs FY 23</b>
5001000	Personnel Services	\$456,009	\$716,883	\$714,260	\$(2,623)
5340007	Other Contractual Services	4,375	-	7,500	7,500
5460002	Other Repairs and Maintenance	103,899	212,000	409,750	197,750
5520001	Operating Supplies and Expenses	5,600	7,000	7,590	590
<b>TOTAL OPERATING EXPENSES</b>		<b>\$569,882</b>	<b>\$935,883</b>	<b>\$1,139,100</b>	<b>\$203,217</b>
<b>FULL TIME EQUIVALENTS</b>		<b>8</b>	<b>8</b>	<b>8</b>	

# Orlando International Airport

## OPERATION AND MAINTENANCE FUND

<b>Paint</b>		<b>Actuals FY 2022</b>	<b>Budget FY 2023</b>	<b>Budget FY 2024</b>	<b>Budget FY 24 vs FY 23</b>
5001000	Personnel Services	\$463,220	\$790,335	\$854,940	\$64,605
5440001	Rentals and Leases	-	1,000	6,500	5,500
5460002	Other Repairs and Maintenance	53,462	91,500	150,940	59,440
5520001	Operating Supplies and Expenses	10	-	2,500	2,500
5520002	Operating FFE	-	-	3,500	3,500
<b>TOTAL OPERATING EXPENSES</b>		<b>\$516,692</b>	<b>\$882,835</b>	<b>\$1,018,380</b>	<b>\$135,545</b>
<b>FULL TIME EQUIVALENTS</b>		<b>9</b>	<b>11</b>	<b>11</b>	

<b>Plumbing</b>		<b>Actuals FY 2022</b>	<b>Budget FY 2023</b>	<b>Budget FY 2024</b>	<b>Budget FY 24 vs FY 23</b>
5001000	Personnel Services	\$1,291,609	\$1,926,077	\$2,483,710	\$557,633
5340007	Other Contractual Services	56,635	30,000	30,000	-
5460001	Maintenance Contracts	15,317	-	-	-
5460002	Other Repairs and Maintenance	335,110	409,000	409,000	-
5520001	Operating Supplies and Expenses	1,412	50,000	50,000	-
5520003	Uniforms	1,984	-	-	-
<b>TOTAL OPERATING EXPENSES</b>		<b>\$1,702,066</b>	<b>\$2,415,077</b>	<b>\$2,972,710</b>	<b>\$557,633</b>
<b>FULL TIME EQUIVALENTS</b>		<b>18</b>	<b>22</b>	<b>27</b>	

<b>HVAC</b>		<b>Actuals FY 2022</b>	<b>Budget FY 2023</b>	<b>Budget FY 2024</b>	<b>Budget FY 24 vs FY 23</b>
5001000	Personnel Services	\$874,204	\$1,711,584	\$2,232,620	\$521,036
5340007	Other Contractual Services	-	3,000	3,000	-
5440001	Rentals and Leases	-	5,000	5,000	-
5460002	Other Repairs and Maintenance	770,842	1,129,000	1,129,000	-
5520001	Operating Supplies and Expenses	19,987	49,000	49,000	-
5520002	Operating FFE	-	20,000	20,000	-
5520003	Uniforms	1,196	-	-	-
<b>TOTAL OPERATING EXPENSES</b>		<b>\$1,666,229</b>	<b>\$2,917,584</b>	<b>\$3,438,620</b>	<b>\$521,036</b>
<b>FULL TIME EQUIVALENTS</b>		<b>14</b>	<b>20</b>	<b>25</b>	

# Orlando International Airport

## OPERATION AND MAINTENANCE FUND

<b>Electronics</b>		<b>Actuals FY 2022</b>	<b>Budget FY 2023</b>	<b>Budget FY 2024</b>	<b>Budget FY 24 vs FY 23</b>
5001000	Personnel Services	\$878,979	\$1,159,541	\$1,236,310	\$76,769
5340007	Other Contractual Services	-	5,000	5,000	-
5400001	Travel and Per Diem	490	-	-	-
5460002	Other Repairs and Maintenance	121,043	187,100	187,100	-
5520001	Operating Supplies and Expenses	6,899	10,600	10,600	-
<b>TOTAL OPERATING EXPENSES</b>		<b>\$1,007,411</b>	<b>\$1,362,241</b>	<b>\$1,439,010</b>	<b>\$76,769</b>
<b>FULL TIME EQUIVALENTS</b>		<b>10</b>	<b>12</b>	<b>12</b>	

<b>Terminal Electrical</b>		<b>Actuals FY 2022</b>	<b>Budget FY 2023</b>	<b>Budget FY 2024</b>	<b>Budget FY 24 vs FY 25</b>
5001000	Personnel Services	\$1,092,780	\$1,391,794	\$1,859,950	\$468,156
5440001	Rentals and Leases	11,690	24,500	24,500	-
5460001	Maintenance Contracts	250,871	286,400	286,400	-
5460002	Other Repairs and Maintenance	490,147	710,700	680,700	(30,000)
5520001	Operating Supplies and Expenses	727	3,000	3,000	-
5520003	Uniforms	595	-	-	-
<b>TOTAL OPERATING EXPENSES</b>		<b>\$1,846,810</b>	<b>\$2,416,394</b>	<b>\$2,854,550</b>	<b>\$438,156</b>
<b>FULL TIME EQUIVALENTS</b>		<b>12</b>	<b>14</b>	<b>19</b>	

<b>Graphics</b>		<b>Actuals FY 2022</b>	<b>Budget FY 2023</b>	<b>Budget FY 2024</b>	<b>Budget FY 24 vs FY 23</b>
5001000	Personnel Services	\$448,681	\$583,712	\$633,780	\$50,068
5460002	Other Repairs and Maintenance	16,234	40,000	83,330	43,330
5520001	Operating Supplies and Expenses	43,920	15,000	43,000	28,000
<b>TOTAL OPERATING EXPENSES</b>		<b>\$508,836</b>	<b>\$638,712</b>	<b>\$760,110</b>	<b>\$121,398</b>
<b>FULL TIME EQUIVALENTS</b>		<b>5</b>	<b>7</b>	<b>7</b>	

## OPERATION AND MAINTENANCE FUND

### Operations Department

The Operations department's core responsibility is to ensure safe, orderly and efficient movement of passengers, aircraft and vehicles, both at Orlando International and Orlando Executive Airports. This is accomplished by ensuring safe, expedient service at the terminal and on the surrounding roadways; safe and efficient aircraft movement on the airfield; assisting the traveling public by providing direction and information, escorts and crowd control; and providing safe, convenient and affordable parking and commercial ground transportation services, achieving these through as environmentally sustainable means as possible. Additionally, the Operations department provides emergency medical services for both the airport and surrounding roadways, liases with our community to minimize the impacts of noise and assists with the emergency preparedness of the airport community.

Airport Operations primary goals is to operate a Safe and Secure Facilities, (1) improve passenger and baggage security screening; (2) promote "The Orlando Experience" in all airport facilities; (3) increase use of technology to improve passenger, baggage and business processes.

The Airport Operations department includes the following sections:

- Parking Revenue Control
- Airline Division
- Parking Operations
- Airfield Operations
- Employee Shuttle
- Emergency Management
- Hotel Valet Parking
- Waste Management Services
- Satellite Parking
- Landside Division
- Ground Transportation Services
- Airport Operations and Administration

# Orlando International Airport

## OPERATION AND MAINTENANCE FUND

<b>Parking Revenue Control</b>		<b>Actuals FY 2022</b>	<b>Budget FY 2023</b>	<b>Budget FY 2024</b>	<b>Budget FY 24 vs FY 23</b>
5001000	Personnel Services	\$621,698	\$896,369	\$1,069,440	\$173,071
5400001	Travel and Per Diem	-	2,500	2,500	-
5400002	Training and Education	-	750	750	-
5410001	Telecommunications	2,370	2,220	2,370	150
5410002	Postage and Express Mail Delivery	-	380	380	-
5460002	Other Repairs and Maintenance	6,757	22,090	22,090	-
5520001	Operating Supplies and Expenses	75,316	40,800	58,450	17,650
5520002	Operating FFE	27,182	10,250	10,250	-
5520003	Uniforms	3,017	3,240	3,240	-
5520007	Fuel Expense	3,502	2,760	3,370	610
5540002	Dues and Memberships	-	150	150	-
<b>TOTAL OPERATING EXPENSES</b>		<b>\$739,841</b>	<b>\$981,509</b>	<b>\$1,172,990</b>	<b>\$191,481</b>
<b>FULL TIME EQUIVALENTS</b>		<b>7</b>	<b>9</b>	<b>10</b>	

<b>Parking Operations</b>		<b>Actuals FY 2022</b>	<b>Budget FY 2023</b>	<b>Budget FY 2024</b>	<b>Budget FY 24 vs FY 23</b>
5001000	Personnel Services	\$746,667	\$1,110,288	\$1,220,150	\$109,862
5310009	Other Professional Services	-	10,000	108,000	98,000
5340006	Management Contracts	5,310,003	6,731,920	7,926,180	1,194,260
5340007	Other Contractual Services	1,807,562	1,852,240	2,287,900	435,660
5400001	Travel and Per Diem	-	2,500	2,500	-
5400002	Training and Education	-	750	750	-
5410001	Telecommunications	68,925	66,500	78,300	11,800
5410002	Postage and Express Mail Delivery	350	240	240	-
5440001	Rentals and Leases	4,279	2,600	2,600	-
5460001	Maintenance Contracts	238,360	280,580	280,580	-
5470001	Printing and Binding	-	600	600	-
5490003	Other Current Charges and Obligations	301	600	600	-
5520001	Operating Supplies and Expenses	20,081	21,150	21,150	-
5520002	Operating FFE	-	5,160	5,160	-
5520003	Uniforms	1,040	5,280	5,280	-
5520007	Fuel Expense	39,428	7,400	16,160	8,760
5540002	Dues and Memberships	-	700	700	-
<b>TOTAL OPERATING EXPENSES</b>		<b>\$8,236,995</b>	<b>\$10,098,508</b>	<b>\$11,956,850</b>	<b>\$1,858,342</b>
<b>FULL TIME EQUIVALENTS</b>		<b>11</b>	<b>13</b>	<b>13</b>	

# Orlando International Airport

## OPERATION AND MAINTENANCE FUND

<b>Employee Shuttle</b>		<b>Actuals FY 2022</b>	<b>Budget FY 2023</b>	<b>Budget FY 2024</b>	<b>Budget FY 24 vs FY 23</b>
5340006	Management Contracts	\$2,436,264	\$4,448,400	\$5,369,490	\$921,090
5520007	Fuel Expense	481,030	483,100	673,740	190,640
<b>TOTAL OPERATING EXPENSES</b>		<b>\$2,917,294</b>	<b>\$4,931,500</b>	<b>\$6,043,230</b>	<b>\$1,111,730</b>

<b>Hotel Valet Parking</b>		<b>Actuals FY 2022</b>	<b>Budget FY 2023</b>	<b>Budget FY 2024</b>	<b>Budget FY 24 vs FY 23</b>
5340006	Management Contracts	\$687,972	\$796,370	\$1,006,690	\$210,320
5340007	Other Contractual Services	22,613	25,030	25,030	-
<b>TOTAL OPERATING EXPENSES</b>		<b>\$710,586</b>	<b>\$821,400</b>	<b>\$1,031,720</b>	<b>\$210,320</b>

<b>Economy Parking</b>		<b>Actuals FY 2022</b>	<b>Budget FY 2023</b>	<b>Budget FY 2024</b>	<b>Budget FY 24 vs FY 23</b>
5340006	Management Contracts	\$4,870,951	\$7,665,910	\$9,032,890	\$1,366,980
5340007	Other Contractual Services	433,753	430,280	519,490	89,210
5440001	Rentals and Leases	104,328	124,050	124,050	-
5480001	Advertising Costs	11,165	97,700	97,700	-
5520001	Operating Supplies and Expenses	3,600	3,600	3,600	-
5520007	Fuel Expense	409,662	613,100	531,330	(81,770)
<b>TOTAL OPERATING EXPENSES</b>		<b>\$5,833,459</b>	<b>\$8,934,640</b>	<b>\$10,309,060</b>	<b>\$1,374,420</b>

# Orlando International Airport

## OPERATION AND MAINTENANCE FUND

Ground Transportation Services		Actuals FY 2022	Budget FY 2023	Budget FY 2024	Budget FY 24 vs FY 23
5001000	Personnel Services	\$1,117,674	\$1,634,318	\$1,725,670	\$91,352
5310006	Legal Fees	9,954	-	-	-
5310009	Other Professional Services	-	5,000	5,000	-
5340007	Other Contractual Services	291,793	1,062,080	3,523,580	2,461,500
5400001	Travel and Per Diem	-	5,000	5,000	-
5400002	Training and Education	-	500	500	-
5410001	Telecommunications	20,363	11,950	20,400	8,450
5410002	Postage and Express Mail Delivery	-	120	120	-
5440001	Rentals and Leases	4,027	26,100	26,100	-
5460002	Other Repairs and Maintenance	-	400	400	-
5470001	Printing and Binding	1,286	1,250	1,250	-
5490002	Legal Notices	1,120	1,500	1,500	-
5490003	Other Current Charges and Obligations	5,500	8,250	8,250	-
5520001	Operating Supplies and Expenses	35,121	32,260	35,200	2,940
5520002	Operating FFE	536	2,500	2,500	-
5520003	Uniforms	3,702	6,910	6,910	-
5540001	Books, Publications, Subscriptions	-	100	100	-
5540002	Dues and Memberships	-	930	930	-
<b>TOTAL OPERATING EXPENSES</b>		<b>\$1,491,077</b>	<b>\$2,799,168</b>	<b>\$5,363,410</b>	<b>\$2,564,242</b>
<b>FULL TIME EQUIVALENTS</b>		<b>15</b>	<b>19.5</b>	<b>23</b>	

# Orlando International Airport

## OPERATION AND MAINTENANCE FUND

Airport Operations Administration		Actuals FY 2022	Budget FY 2023	Budget FY 2024	Budget FY 24 vs FY 23
5001000	Personnel Services	\$1,157,504	\$1,695,694	\$1,420,580	\$(275,114)
5310006	Legal Fees	170,707	146,300	101,650	(44,650)
5310009	Other Professional Services	78,930	171,350	89,700	(81,650)
5340007	Other Contractual Services	165,856	164,860	165,860	1,000
5400001	Travel and Per Diem	7,457	16,800	10,000	(6,800)
5400002	Training and Education	29,215	22,500	5,900	(16,600)
5410001	Telecommunications	16,508	20,210	17,330	(2,880)
5410002	Postage and Express Mail Delivery	-	500	500	-
5460001	Maintenance Contracts	12,500	12,500	12,500	-
5470001	Printing and Binding	70	200	200	-
5480002	Other Promotional Activities	-	1,500	31,500	30,000
5520001	Operating Supplies and Expenses	4,145	28,210	16,730	(11,480)
5520002	Operating FFE	-	4,460	2,900	(1,560)
5520007	Fuel Expense	6,389	6,880	8,660	1,780
5540001	Books, Publications, Subscriptions	19,978	19,820	9,920	(9,900)
5540002	Dues and Memberships	665	1,580	1,430	(150)
<b>TOTAL OPERATING EXPENSES</b>		<b>\$1,669,923</b>	<b>\$2,313,364</b>	<b>\$1,895,360</b>	<b>\$(418,004)</b>
<b>FULL TIME EQUIVALENTS</b>		<b>6</b>	<b>10</b>	<b>8</b>	

# Orlando International Airport

## OPERATION AND MAINTENANCE FUND

Airline Division		Actuals FY 2022	Budget FY 2023	Budget FY 2024	Budget FY 24 vs FY 23
5001000	Personnel Services	\$6,998,846	\$8,378,628	\$10,169,940	\$1,791,312
5310009	Other Professional Services	501,773	2,801,470	2,801,470	-
5340007	Other Contractual Services	5,825,296	9,605,840	12,865,030	3,259,190
5400001	Travel and Per Diem	12,074	10,000	10,000	-
5400002	Training and Education	4,329	3,290	3,290	-
5410001	Telecommunications	209,514	309,420	309,420	-
5410002	Postage and Express Mail Delivery	4,399	1,300	1,300	-
5410004	Online Services	14,505	176,110	176,110	-
5440001	Rentals and Leases	423,680	436,300	436,300	-
5460001	Maintenance Contracts	19,294,968	30,081,480	32,903,230	2,821,750
5460002	Other Repairs and Maintenance	15,026	41,600	41,600	-
5470001	Printing and Binding	96	420	420	-
5520001	Operating Supplies and Expenses	438,900	535,100	535,100	-
5520002	Operating FFE	28,098	46,440	46,440	-
5520003	Uniforms	15,155	17,880	17,880	-
5520007	Fuel Expense	5,974	2,040	4,370	2,330
5540001	Books, Publications, Subscriptions	138,671	88,600	92,500	3,900
5540002	Dues and Memberships	550	1,660	1,660	-
<b>TOTAL OPERATING EXPENSES</b>		<b>\$33,931,853</b>	<b>\$52,537,578</b>	<b>\$60,416,060</b>	<b>\$7,878,482</b>
<b>FULL TIME EQUIVALENTS</b>		<b>89.5</b>	<b>94.5</b>	<b>106.5</b>	

# Orlando International Airport

## OPERATION AND MAINTENANCE FUND

<b>Airfield Operations</b>		<b>Actuals FY 2022</b>	<b>Budget FY 2023</b>	<b>Budget FY 2024</b>	<b>Budget FY 24 vs FY 23</b>
5001000	Personnel Services	\$2,586,478	\$3,134,887	\$3,626,180	\$491,293
5310009	Other Professional Services	19,408	95,000	95,000	-
5340007	Other Contractual Services	551,744	1,287,300	2,277,960	990,660
5400001	Travel and Per Diem	1,301	5,000	5,000	-
5400002	Training and Education	675	10,000	10,000	-
5410001	Telecommunications	15,078	15,570	15,570	-
5410002	Postage and Express Mail Delivery	779	500	500	-
5430001	Utility Services	1,764	3,500	3,500	-
5440001	Rentals and Leases	3,409	3,800	3,800	-
5460001	Maintenance Contracts	880	-	-	-
5460002	Other Repairs and Maintenance	765	-	-	-
5470001	Printing and Binding	64	1,000	1,000	-
5520001	Operating Supplies and Expenses	26,222	38,970	38,970	-
5520002	Operating FFE	4,125	5,000	5,000	-
5520003	Uniforms	3,480	5,450	5,450	-
5520007	Fuel Expense	53,323	44,000	62,900	18,900
5540001	Books, Publications, Subscriptions	-	1,000	1,000	-
5540002	Dues and Memberships	-	2,450	2,450	-
5540003	Licenses and Certification Fees	-	500	500	-
<b>TOTAL OPERATING EXPENSES</b>		<b>\$3,269,494</b>	<b>\$4,653,927</b>	<b>\$6,154,780</b>	<b>\$1,500,853</b>
<b>FULL TIME EQUIVALENTS</b>		<b>32</b>	<b>31</b>	<b>33</b>	

<b>Waste Management Services</b>		<b>Actuals FY 2022</b>	<b>Budget FY 2023</b>	<b>Budget FY 2024</b>	<b>Budget FY 24 vs FY 23</b>
5001000	Personnel Services	\$333,497	\$456,843	\$412,910	\$ (43,933)
5340007	Other Contractual Services	863,086	998,460	1,178,870	180,410
5430001	Utility Services	434,409	464,230	505,380	41,150
5440001	Rentals and Leases	-	3,200	3,200	-
5460002	Other Repairs and Maintenance	285	6,150	6,150	-
5520001	Operating Supplies and Expenses	4,291	7,770	7,770	-
5520003	Uniforms	301	2,100	2,100	-
5520007	Fuel Expense	2,491	2,340	2,340	-
5540003	Licenses and Certification Fees	-	60	60	-
<b>TOTAL OPERATING EXPENSES</b>		<b>\$1,638,361</b>	<b>\$1,941,153</b>	<b>\$2,118,780</b>	<b>\$177,627</b>
<b>FULL TIME EQUIVALENTS</b>		<b>6</b>	<b>6</b>	<b>6.5</b>	

# Orlando International Airport

## OPERATION AND MAINTENANCE FUND

Landside Division		Actuals FY 2022	Budget FY 2023	Budget FY 2024	Budget FY 24 vs FY 23
5001000	Personnel Services	\$5,688,529	\$8,417,378	\$7,779,260	\$(638,118)
5340001	Temporary Help	-	14,850	14,850	-
5340007	Other Contractual Services	-	-	3,159,270	3,159,270
5400001	Travel and Per Diem	22	5,000	5,000	-
5400002	Training and Education	-	4,500	4,500	-
5410001	Telecommunications	17,951	19,770	19,770	-
5410002	Postage and Express Mail Delivery	329	500	500	-
5440001	Rentals and Leases	3,522	3,100	3,100	-
5460001	Maintenance Contracts	2,230	-	-	-
5460002	Other Repairs and Maintenance	5,829	1,250	1,250	-
5470001	Printing and Binding	1,062	1,000	1,000	-
5480002	Other Promotional Activities	6,391	-	-	-
5520001	Operating Supplies and Expenses	34,422	30,070	30,070	-
5520002	Operating FFE	12,375	6,900	6,900	-
5520003	Uniforms	18,757	28,020	28,020	-
5520007	Fuel Expense	11,911	9,270	9,270	-
5540001	Books, Publications, Subscriptions	-	500	500	-
5540002	Dues and Memberships	-	1,210	1,210	-
<b>TOTAL OPERATING EXPENSES</b>		<b>\$5,803,329</b>	<b>\$8,543,318</b>	<b>\$11,064,470</b>	<b>\$2,521,152</b>
<b>FULL TIME EQUIVALENTS</b>		<b>115.5</b>	<b>115.5</b>	<b>113.5</b>	

Emergency Management		Actuals FY 2022	Budget FY 2023	Budget FY 2024	Budget FY 24 vs FY 23
5001000	Personnel Services	-	-	\$508,900	\$508,900
5310009	Other Professional Services	-	-	53,700	53,700
5400001	Travel and Per Diem	-	-	5,000	5,000
5400002	Training and Education	-	-	55,070	55,070
5410001	Telecommunications	-	-	2,880	2,880
5410002	Postage and Express Mail Delivery	-	-	100	100
5470001	Printing and Binding	-	-	100	100
5520001	Operating Supplies and Expenses	-	-	11,480	11,480
5520002	Operating FFE	-	-	1,560	1,560
5540001	Books, Publications, Subscriptions	-	-	46,480	46,480
5540002	Dues and Memberships	-	-	1,300	1,300
<b>TOTAL OPERATING EXPENSES</b>		<b>\$-</b>	<b>\$-</b>	<b>\$686,570</b>	<b>\$686,570</b>
<b>FULL TIME EQUIVALENTS</b>		<b>-</b>	<b>-</b>	<b>3</b>	

# Orlando International Airport

## OPERATION AND MAINTENANCE FUND

### Aircraft Rescue and Fire Fighting (ARFF)

Aircraft Rescue and Fire Fighting (ARFF)		Actuals FY 2022	Budget FY 2023	Budget FY 2024	Budget FY 24 vs FY 23
5001000	Personnel Services	\$11,982,366	\$13,206,195	\$15,820,780	\$2,614,585
5310006	Legal Fees	-	2,750	2,750	-
5340007	Other Contractual Services	372,476	554,200	571,100	16,900
5400001	Travel and Per Diem	8,595	28,800	28,800	-
5400002	Training and Education	66,936	98,610	98,610	-
5410001	Telecommunications	35,035	33,480	33,480	-
5410002	Postage and Express Mail Delivery	807	1,000	1,000	-
5410004	Online Services	580	700	700	-
5430001	Utility Services	-	1,650	1,650	-
5440001	Rentals and Leases	17,037	16,660	16,660	-
5460001	Maintenance Contracts	15,574	13,300	13,300	-
5460002	Other Repairs and Maintenance	20,310	5,500	5,500	-
5470001	Printing and Binding	10	1,950	1,950	-
5490003	Other Current Charges and Obligations	26,889	75,000	75,000	-
5520001	Operating Supplies and Expenses	263,258	243,160	263,300	20,140
5520002	Operating FFE	2,001	15,200	15,200	-
5520003	Uniforms	71,704	93,850	93,850	-
5520007	Fuel Expense	99,397	66,950	99,500	32,550
5540001	Books, Publications, Subscriptions	7,620	13,680	13,680	-
5540002	Dues and Memberships	9,772	13,290	13,290	-
5540003	Licenses and Certification Fees	-	5,200	5,200	-
<b>TOTAL OPERATING EXPENSES</b>		<b>\$13,003,429</b>	<b>\$14,491,125</b>	<b>\$17,175,300</b>	<b>\$2,684,175</b>
<b>FULL TIME EQUIVALENTS</b>		<b>85</b>	<b>91</b>	<b>100</b>	

# Orlando International Airport

## OPERATION AND MAINTENANCE FUND

### Development Division

The Development Division is responsible for a wide variety of matters related to the aeronautical and non-aeronautical business development, including the Air Service Development, Airlines Relations, Cargo Development, Marketing and Real Estate Development.

<b>Airline Relations</b>		<b>Actuals FY 2022</b>	<b>Budget FY 2023</b>	<b>Budget FY 2024</b>	<b>Budget FY 24 vs FY 23</b>
5001000	Personnel Services	-	-	\$500,770	\$500,770
5310005	General Consultant	-	-	227,480	227,480
5310006	Legal Fees	-	-	17,000	17,000
5310009	Other Professional Services	-	-	666,970	666,970
5400001	Travel and Per Diem	-	-	15,000	15,000
5400002	Training and Education	-	-	5,000	5,000
5410001	Telecommunications	-	-	5,210	5,210
5410002	Postage and Express Mail Delivery	-	-	500	500
5440001	Rentals and Leases	-	-	3,010	3,010
5520001	Operating Supplies and Expenses	-	-	1,000	1,000
5540001	Books, Publications, Subscriptions	-	-	262,250	262,250
5540002	Dues and Memberships	-	-	300	300
<b>TOTAL OPERATING EXPENSES</b>		<b>\$-</b>	<b>\$-</b>	<b>\$1,704,490</b>	<b>\$1,704,490</b>
<b>FULL TIME EQUIVALENTS</b>				<b>3</b>	

<b>Air Service Development and Marketing</b>		<b>Actuals FY 2022</b>	<b>Budget FY 2023</b>	<b>Budget FY 2024</b>	<b>Budget FY 24 vs FY 23</b>
5001000	Personnel Services	\$1,066,694	\$1,394,680	\$919,550	\$(475,130)
5310006	Legal Fees	4,457	10,000	5,000	(5,000)
5310009	Other Professional Services	130,905	222,000	227,000	5,000
5400001	Travel and Per Diem	105,051	132,000	137,000	5,000
5400002	Training and Education	34,247	25,000	19,500	(5,500)
5410001	Telecommunications	8,574	14,550	10,050	(4,500)
5410002	Postage and Express Mail Delivery	463	750	750	-
5470001	Printing and Binding	1,323	3,000	3,000	-
5480001	Advertising Costs	346,146	910,500	960,500	50,000
5480002	Other Promotional Activities	81,257	162,500	152,000	(10,500)
5520001	Operating Supplies and Expenses	1,818	4,500	4,500	-
5520002	Operating FFE	-	500	500	-
5520003	Uniforms	270	-	-	-
5540001	Books, Publications, Subscriptions	65,784	64,080	85,600	21,520
5540002	Dues and Memberships	70,169	67,000	67,100	100
<b>TOTAL OPERATING EXPENSES</b>		<b>\$1,917,159</b>	<b>\$3,011,060</b>	<b>\$2,592,050</b>	<b>\$(419,010)</b>
<b>FULL TIME EQUIVALENTS</b>		<b>8</b>	<b>8</b>	<b>6</b>	

# Orlando International Airport

## OPERATION AND MAINTENANCE FUND

<b>Cargo Development</b>		<b>Actuals FY 2022</b>	<b>Budget FY 2023</b>	<b>Budget FY 2024</b>	<b>Budget FY 24 vs FY 23</b>
5001000	Personnel Services	-	-	\$190,790	\$190,790
5310006	Legal Fees	-	-	10,000	10,000
5310009	Other Professional Services	-	-	35,000	35,000
5400001	Travel and Per Diem	-	-	10,000	10,000
5400002	Training and Education	-	-	5,000	5,000
5410001	Telecommunications	-	-	2,000	2,000
5470001	Printing and Binding	-	-	3,000	3,000
5480001	Advertising Costs	-	-	20,000	20,000
5480002	Other Promotional Activities	-	-	18,000	18,000
5520001	Operating Supplies and Expenses	-	-	1,000	1,000
5520002	Operating FFE	-	-	500	500
5540001	Books, Publications, Subscriptions	-	-	2,000	2,000
<b>TOTAL OPERATING EXPENSES</b>		<b>\$-</b>	<b>\$-</b>	<b>\$297,290</b>	<b>\$297,290</b>
<b>FULL TIME EQUIVALENTS</b>				<b>1</b>	

### Real Estate

The mission of the Real Estate department is to increase revenue through increased marketing and development of Authority-owned property, economic development opportunities and to increase non-airline revenues to diversify income, mitigate economic risk and maintain competitive airline fees.

<b>Real Estate</b>		<b>Actuals FY 2022</b>	<b>Budget FY 2023</b>	<b>Budget FY 2024</b>	<b>Budget FY 24 vs FY 23</b>
5001000	Personnel Services	\$600,085	\$1,033,217	\$1,271,870	\$238,653
5310001	Appraisals	34,641	60,000	60,000	-
5310005	General Consultant	25,776	30,540	31,380	840
5310006	Legal Fees	142,459	236,000	236,000	-
5310009	Other Professional Services	16,780	282,500	281,660	(840)
5400001	Travel and Per Diem	-	-	15,000	15,000
5400002	Training and Education	-	5,000	5,000	-
5410001	Telecommunications	6,615	9,000	9,000	-
5410002	Postage and Express Mail Delivery	2,629	5,000	1,700	(3,300)
5470001	Printing and Binding	32	100	1,000	900
5480001	Advertising Costs	-	5,000	15,000	10,000
5520001	Operating Supplies and Expenses	4,396	10,000	10,000	-
5520002	Operating FFE	-	3,000	3,000	-
5520003	Uniforms	-	-	700	700
5520007	Fuel Expense	-	-	1,500	1,500
5540001	Books, Publications, Subscriptions	413	3,000	3,000	-
5540002	Dues and Memberships	-	2,000	2,000	-
<b>TOTAL OPERATING EXPENSES</b>		<b>\$833,826</b>	<b>\$1,684,357</b>	<b>\$1,947,810</b>	<b>\$263,453</b>
<b>FULL TIME EQUIVALENTS</b>		<b>9</b>	<b>9</b>	<b>9</b>	

## OPERATION AND MAINTENANCE FUND

### Administration Division

Lead by the Chief Administrative officer, they represent the Authority's Interest and provide guidance and advice to the CEO, Vice Presidents, and Internal departments on a wide variety of administrative matters related to all aspects of the Authority. Responsible for the overall activities of concessions, small business development, public records, and title VI functions of the Authority. Assist the CEO In achieving strategic development of the Authority by directing administrative objectives and administrative controls, policies and procedures resulting in the efficient and effective accomplishment of strategic and tactical objectives.

The records management section was separated from the executive administration section In FY 24 as part of an overall organizational restructure. The Federal and State Compliance section is new for FY 2024, added to assist with monitoring, investigating and enforcing state and local regulations to verify and confirm the Authority's regulatory compliance In applicable programs.

<b>Records Management</b>		<b>Actuals FY 2022</b>	<b>Budget FY 2023</b>	<b>Budget FY 2024</b>	<b>Budget FY 24 vs FY 23</b>
5001000	Personnel Services	-	-	\$317,020	\$317,020
5310014	Outside Services	-	-	50,000	50,000
5400001	Travel and Per Diem	-	-	4,460	4,460
5400002	Training and Education	-	-	2,000	2,000
5540001	Books, Publications, Subscriptions	-	-	18,000	18,000
5540002	Dues and Memberships	-	-	350	350
<b>TOTAL OPERATING EXPENSES</b>		<b>\$-</b>	<b>\$-</b>	<b>\$391,830</b>	<b>\$391,830</b>
<b>FULL TIME EQUIVALENTS</b>		<b>-</b>	<b>-</b>	<b>3</b>	

<b>Federal and State Compliance</b>		<b>Actuals FY 2022</b>	<b>Budget FY 2023</b>	<b>Budget FY 2024</b>	<b>Budget FY 24 vs FY 23</b>
5001000	Personnel Services	-	-	\$190,790	\$190,790
5400001	Travel and Per Diem	-	-	3,500	3,500
5400002	Training and Education	-	-	2,500	2,500
5410001	Telecommunications	-	-	600	600
5520001	Operating Supplies and Expenses	-	-	1,400	1,400
5540001	Books, Publications, Subscriptions	-	-	1,000	1,000
5540002	Dues and Memberships	-	-	1,000	1,000
<b>TOTAL OPERATING EXPENSES</b>		<b>\$-</b>	<b>\$-</b>	<b>\$200,790</b>	<b>\$200,790</b>
<b>FULL TIME EQUIVALENTS</b>		<b>-</b>	<b>-</b>	<b>1</b>	

## OPERATION AND MAINTENANCE FUND

### Small Business Development

The Small Business Development department supports the Aviation Authority Board, Executive Management and small businesses through a number of programs and services. The department reports directly to the Chief Administrative Officer. Consistent with the Mission and Goals of GOAA, the Mission of the Small Business Development department is: "To ensure the maximum participation and growth of small businesses at GOAA through opportunities in construction, concession, purchasing and other professional services."

This Mission is achieved by:

- Ensuring the maximum inclusion of Minority, Women, Local Developing and Veteran-Owned businesses in the Aviation Authority's procurement programs (Professional Services, Construction, Procurement Maintenance and Concession).
- Encouraging the growth of Small Businesses through capacity building and development programs.
- Serving as an advocate promoting the interests and needs of Small Businesses.
- Ensuring that majority firms and other prime contractors are diligent in their efforts to partner with and support small businesses.

Project monitoring, data analysis and reporting, advocacy and intervention and outreach services are ongoing department operations directed to the success of the Authority's small businesses.

Small Business Development		Actuals FY 2022	Budget FY 2023	Budget FY 2024	Budget FY 24 vs FY 23
5001000	Personnel Services	\$717,927	\$1,003,177	\$1,361,910	\$358,733
5310006	Legal Fees	34,363	173,000	100,000	(73,000)
5310009	Other Professional Services	223,471	470,000	100,000	(370,000)
5310014	Outside Services	-	6,000	16,000	10,000
5340001	Temporary Help	-	43,200	43,200	-
5400001	Travel and Per Diem	13,183	11,500	15,000	3,500
5400002	Training and Education	2,980	7,500	10,000	2,500
5410001	Telecommunications	9,838	7,700	10,000	2,300
5410002	Postage and Express Mail Delivery	75	1,000	1,000	-
5440001	Rentals and Leases	4,573	13,000	13,000	-
5470001	Printing and Binding	2,367	3,560	13,560	10,000
5480001	Advertising Costs	8,175	55,000	65,000	10,000
5480002	Other Promotional Activities	43,367	200,000	300,000	100,000
5490002	Legal Notices	162	500	500	-
5520001	Operating Supplies and Expenses	4,324	11,700	16,700	5,000
5520002	Operating FFE	-	3,500	7,000	3,500
5540001	Books, Publications, Subscriptions	49,548	55,000	55,000	-
5540002	Dues and Memberships	13,100	3,400	6,800	3,400
<b>TOTAL OPERATING EXPENSES</b>		<b>\$1,127,451</b>	<b>\$2,068,737</b>	<b>\$2,134,670</b>	<b>\$65,933</b>
<b>FULL TIME EQUIVALENTS</b>		<b>8</b>	<b>8</b>	<b>10</b>	

## OPERATION AND MAINTENANCE FUND

### Concessions

The mission of the Concessions department is to increase terminal concession services and selection, customer satisfaction and concession revenues from existing operations and new opportunities to increase non-airline revenues to diversify income, mitigate economic risk and maintain competitive airline fees.

Concessions		Actuals FY 2022	Budget FY 2023	Budget FY 2024	Budget FY 24 vs FY 23
5001000	Personnel Services	\$617,544	\$1,238,619	\$1,629,300	\$390,681
5310001	Appraisals	17,454	180,000	200,000	20,000
5310005	General Consultant	44,416	50,000	50,000	-
5310006	Legal Fees	164,853	200,500	200,500	-
5310009	Other Professional Services	37,176	200,000	250,000	50,000
5310014	Outside Services	-	25,000	25,000	-
5400001	Travel and Per Diem	460	10,000	15,000	5,000
5400002	Training and Education	-	3,000	4,500	1,500
5410001	Telecommunications	6,124	8,000	8,000	-
5410002	Postage and Express Mail Delivery	482	3,000	3,000	-
5470001	Printing and Binding	32	3,000	3,000	-
5480002	Other Promotional Activities	5,737	16,000	16,000	-
5490002	Legal Notices	850	5,000	10,000	5,000
5520001	Operating Supplies and Expenses	3,370	5,000	6,000	1,000
5540001	Books, Publications, Subscriptions	436	2,000	2,000	-
<b>TOTAL OPERATING EXPENSES</b>		<b>\$898,933</b>	<b>\$1,949,119</b>	<b>\$2,422,300</b>	<b>\$473,181</b>
<b>FULL TIME EQUIVALENTS</b>		<b>7</b>	<b>10</b>	<b>12</b>	

## OPERATION AND MAINTENANCE FUND

### Human Resources

The Human Resources department is responsible for providing and administering both strategic and transactional services in labor relations, compensation, benefits, payroll, recruitment, testing and career development; and promoting diversity, fairness and equal opportunity in employment. The Human Resources department's mission is to provide services that promote a work environment that is characterized by fair treatment of staff, open communications, personal accountability, trust, mutual respect, creativity and innovation.

The Human Resources department's goal is to develop, implement and support programs and processes that add value to the Authority and its employees; leading to improved employee welfare, empowerment, growth and retention, while remaining committed to the Authority's key business drivers, its management and prosperity for its customers, employees and other stakeholders.

Human Resources		Actuals FY 2022	Budget FY 2023	Budget FY 2024	Budget FY 24 vs FY 23
5001000	Personnel Services	\$1,773,242	\$2,118,405	\$2,104,880	\$(13,525)
5310006	Legal Fees	82,750	230,160	230,160	-
5310009	Other Professional Services	15,263	186,280	137,280	(49,000)
5340001	Temporary Help	5,225	-	-	-
5340007	Other Contractual Services	116,595	135,630	135,630	-
5400001	Travel and Per Diem	2,626	12,950	12,950	-
5400002	Training and Education	9,901	20,050	20,050	-
5410001	Telecommunications	11,126	11,820	11,820	-
5410002	Postage and Express Mail Delivery	-	600	600	-
5440001	Rentals and Leases	4,477	4,920	9,840	4,920
5470001	Printing and Binding	-	1,000	1,000	-
5480002	Other Promotional Activities	585	-	-	-
5490002	Legal Notices	15,299	22,500	22,500	-
5520001	Operating Supplies and Expenses	34,807	41,000	43,680	2,680
5520002	Operating FFE	-	2,200	2,200	-
5520003	Uniforms	1,846	750	850	100
5540001	Books, Publications, Subscriptions	126,952	154,300	164,300	10,000
5540002	Dues and Memberships	6,252	5,150	5,150	-
5540003	Licenses and Certification Fees	479	1,010	1,010	-
<b>TOTAL OPERATING EXPENSES</b>		<b>\$2,207,425</b>	<b>\$2,948,725</b>	<b>\$2,903,900</b>	<b>\$(44,825)</b>
<b>FULL TIME EQUIVALENTS</b>		<b>15</b>	<b>15</b>	<b>15</b>	

# Orlando International Airport

## OPERATION AND MAINTENANCE FUND

### Hotel Hyatt

The Hyatt Hotel opened in 1992 and has 445 guest rooms with approximately 42,000 square feet of public meeting space including three restaurants, a pool and fitness center. The Hotel operates under a Hotel Management Agreement effective January 1, 2015, through September 30, 2035.



Hotel Hyatt		Actuals FY 2022	Budget FY 2023	Budget FY 2024	Budget FY 24 vs FY 23
5340006	Rooms	\$7,335,640	\$6,879,708	\$8,060,960	\$1,181,252
5340006	Food and Beverage	9,770,069	9,863,264	11,700,688	1,837,424
5340006	Other Operating	4,421	4,965	5,074	109
5340006	Admin and General	3,307,553	3,216,076	3,671,130	455,054
5340006	Info and Telecom Systems	901,269	890,797	1,042,913	152,116
5340006	Sales and Marketing	2,663,678	2,837,278	3,367,625	530,347
5340006	Repairs and Maintenance	1,831,181	1,740,058	1,954,920	214,862
5340006	Utilities	1,461,784	1,458,559	1,607,742	149,183
5340006	Insurance and Other	440,045	434,148	567,734	133,586
5340006	Basic Management Fee	1,256,427	1,186,524	1,441,478	254,954
5340006	Incentive Fee	654,522	372,783	720,796	348,013
5340007	Other Contractual Services	1,844	4,000	12,000	8,000
5490010	Property Taxes	1,371,627	1,387,030	1,650,000	262,970
<b>TOTAL OPERATING EXPENSES</b>		<b>\$31,000,061</b>	<b>\$30,275,190</b>	<b>\$35,803,060</b>	<b>\$5,527,870</b>





**DEBT**  
MANAGEMENT



## DEBT MANAGEMENT

The acquisition and construction of facilities at the Authority have been substantially financed by the issuance of General Airport Revenue Bonds (GARBs), Passenger Facility Supported Bonds and other obligations. Periodically the Authority approves the issuance of bonds to refund outstanding bonds for interest savings. Debt service amounts appearing in the budget are based on payments of principle, interest and fees for the revenue bonds. The projection for debt service expenses is \$104.8 million for FY 2024 and could change based on refunding's and interest rates in effect at the time of new issuances.

### GENERAL AIRPORT REVENUE BONDS

The Authority initially adopted the Airport Facilities Revenue Bond Resolution Authorizing Airport Facilities Revenue bonds of the City of Orlando on June 13, 1978, codified by the Authority on September 17, 2008 and Amended and Restated on September 16, 2015, having an effective date of May 1, 2017. The Authority can also Issue debt supported by CFC revenues.

Airport revenue bond covenants require that revenue available to pay debt service, as defined in the Bond Resolution, be equal to or greater than 1.25 times the debt service on the senior lien airport revenue bonds, and 1.00 times the debt service on subordinated bonds. Further, the Master Subordinated Indenture of Trust provides that the coverage requirement will be equal or greater than 1.10 times the debt service on Priority Subordinated Obligations. The Authority has no statutory debt limits.

### DEBT RATING

The following table outlines the credit ratings for the Authority's outstanding bond issues as of November 2023 (excluding CFC backed debt).

	<b>Standard &amp; Poor's</b>	<b>Moody's</b>	<b>Fitch</b>	<b>Kroll</b>
Senior Debt	AA-	Aa3	AA-	AA
Subordinate Debt	A+	A1	A+	Not rated
Outlook	Stable	Stable	Positive	Stable

# Orlando International Airport

## Debt Service Coverage (in thousands)

The following table shows debt service coverage on the aggregate senior and subordinate lien debt.

		Actuals FY 2022	Budget FY 2023	Budget FY 2024
<b>Bond Resolution Rate Covenant</b>				
Revenues per bond resolution		\$797,244	\$683,585	\$831,620
Less:				
Operations and maintenance expenses per bond resolution		(318,276)	(464,685)	(514,110)
Net revenues available for debt service	A	\$478,968	\$218,900	\$317,510
Aggregate Debt service on senior lien bonds		132,556	138,921	134,510
Less PFC Supported Bonds		(75,659)	(80,709)	(80,214)
Net debt service on senior lien bonds	B	56,897	58,213	54,296
Debt service on subordinated bonds and other parity indebtedness	C	48,137	53,480	50,459
Total debt service senior lien bonds and subordinated indebtedness and other parity indebtedness	[D=B+C]	\$226,567	\$111,693	\$104,755

## Debt Service Coverage

Coverage ratio for senior lien debt	[A/B]	8.42	3.76	5.85
Coverage ratio for all indebtedness	[A/D]	2.11	1.48	2.04

## Subordinate Indenture Rate Covenant

Available Net Revenues	[E=A-B]	\$422,071	\$160,687	\$263,214
Subordinate Debt Service Coverage	[E/C]	8.77	3.00	5.22

## TOTAL DEBT SERVICE REQUIREMENTS – ALL BONDS INCLUDING CFC SUPPORTED DEBT

As of September 30, 2023 (in thousands)

Calendar Year	Interest	Principal	Total
2023 (1)	\$63,419	\$76,802	\$140,221
2024	123,228	86,163	209,391
2025	119,389	89,889	209,278
2026	115,369	92,737	208,106
2027	111,193	83,707	194,900
2028	107,508	64,600	172,108
2029	104,383	61,515	165,898
2030	101,874	64,020	165,894
2031	99,243	72,345	171,588
2032	95,729	75,865	171,594
2033	92,064	76,410	168,474
2034	88,312	80,165	168,477
2035	84,385	84,100	168,485
2036	80,538	87,955	168,493
2037	76,246	92,245	168,491
2038	72,115	96,355	168,470
2039	67,492	100,995	168,487
2040	62,994	95,475	158,469
2041	58,524	99,935	158,459
2042	53,797	104,670	158,467
2043	48,845	109,605	158,450
2044	43,687	114,770	158,457
2045	38,280	120,185	158,465
2046	32,611	111,905	144,516
2047	27,367	109,690	137,057
2048	22,392	114,665	137,057
2049	17,464	119,590	137,054
2050	12,328	84,795	97,123
2051	8,870	88,255	97,125
2052	5,271	91,855	97,126
2053	1,511	18,880	20,391
2054	770	19,620	20,390
	<b>\$2,037,198</b>	<b>\$2,789,763</b>	<b>\$4,826,961</b>

(1) The amount shown for calendar year 2023 includes only the amounts outstanding as of September 30, 2023.



Photo credit: Joe Brooks Photography



**CAPITAL**



## CAPITAL IMPROVEMENT PLAN

### SUMMARY OF CAPITAL EXPENDITURES

The Capital Improvement Program (CIP) is a multi-year plan of major capital projects linked to the Aviation Authority's strategic goals that establishes target years for implementation of projects and associated expected funding sources. The projects are developed to address airport capacity, asset preservation and safety and security as well as the demand for air service to Central Florida. At least annually, the Aviation Authority evaluates and updates the CIP to ensure resources are allocated in the most effective, efficient and appropriate manner to manage capital needs and evolving funding priorities for Orlando International Airport. As a working plan, the CIP will need to evolve and be modified to accommodate demand-driven traffic activity as well as changes to economic and regulatory conditions, which could result in increases or decreases to the costs of the CIP or to accelerate or extend the timing to complete certain improvements.

Since 2015, a considerable amount of attention within the CIP has been dedicated to Terminal C, as those projects constituted a significant portion of the Authority's capital program during that timeframe. Now that Terminal C is open and in operation, the Authority is shifting its focus for the capital programs captured in the CIP and is in the process of preparing an updated Master Plan which will take approximately two years to complete. In the interim, the Authority is proposing to embark on a series of project planning tasks. These tasks will identify scopes and budgets for new capital projects and programs to address demand-driven project needs as well as infrastructure preservation and upgrades. As of September 2023, MCO passenger traffic has reached an all-time high of 56 million passengers on a rolling 12-month basis, with projections of 58 million by December 2023.

On November 15, 2021, the President signed the H.R. 3684, Infrastructure Investment and Jobs Act (Public Law 117-58) of 2021, commonly known as the Bipartisan Infrastructure Law (BIL). Under one section of BIL, the Federal Aviation Administration's (FAA) Office of Airports will administer approximately \$20 billion in grant funds to airport sponsors. Of the \$20 billion available, \$15 billion is available, over 5 years, for Airport Infrastructure Grants (AIG), including approximately \$14.45 billion of formulated allocations that are referred to as AIG Allocated. The total annual share of AIG Allocated funding over five years starting in 2022 for MCO and the Orlando Executive Airport (ORL) is estimated at \$219.475 million and \$3.671 million, respectively. BIL also includes approximately \$5 billion for Competitive Airport Terminal Program (ATP) funding to upgrade, modernize and rebuild our nation's airport terminals, including multi-modal terminal development, on-airport rail access and airport owned towers.

Since the program's inception, the Aviation Authority has achieved remarkable success in securing discretionary ATP funding under BIL. In FY 2022, GOAA received an ATP grant in the amount of \$50.99 million for the Terminal C ASC Gates C250-C253 project. In FY 2023, GOAA received a second ATP grant for the aforementioned project in the amount of \$49.0 million. The Aviation Authority also received a FY 2023 ATP grant in the amount of \$20.0 million for the Multi-Modal Ground Transportation Facility Pedestrian Bridge project. To date, the Aviation Authority has received \$119.99 million in ATP grants due to the readiness of several large shovel-ready projects. This amount of competitive discretionary funding leads the nation in dollar value of BIL ATP grants received for all US airports to date. Three more years remain in the program, which provides the opportunity for GOAA to pursue additional ATP grants.

The projects in the Aviation Authority's annual CIP update will continue to be directed toward four major categories: asset preservation and replacement, new capacity, customer experience and revenue enhancement. A particular challenge to this CIP update was balancing the needs to upgrade or replace aging facilities, such as the 42-year-old Airsides 1 and 3, while concurrently providing new capacity to meet growing passenger demand. The approach to this CIP update was to identify and evaluate projects over a longer time horizon of 10 years for potential consideration in the current and future CIPs and to model the projected impact on the Authority's financial metrics. In order to perform that analysis, very preliminary order-of-magnitude estimates were developed for initial financial modeling purposes for several large capital projects that are contemplated to be needed during a 10-year planning horizon. Examples of projects that were considered are as follows: renovate or replace Airsides 1 and 3, Terminal A and B landside redevelopment, expansion of Terminal C (Phase 2), public parking and rental car facilities, replace Terminal A and B baggage systems and campus power upgrades. Full funding for

these large potential projects are not included in this update to the CIP pending completion of the strategic planning tasks. Instead, the CIP includes funding for advanced budget, schedule and scoping analysis to address these projects in order to develop well-defined scopes of work, budgets, funding plans and schedules. As these projects are formulated by the General Consultant and their team of project-specific subject matter experts, projects will be considered for inclusion in future updates to the CIP.

The updated 2021-2028 CIP focused on (1) aligning the funding plans with the scope and budget estimates for the proposed BIL-funded projects; (2) removing cancelled and completed projects; (3) funding advanced budget, schedule and scoping analysis designed to provide well-developed scope and budgets of new projects for future CIPs; and (4) updating current project budgets to reflect the Aviation Authority's capital priorities and current construction market conditions. The estimated total aggregate cost of the 2021-2028 CIP is approximately \$5.1 billion, including allowances for inflation. In addition to the 2021-2028 CIP, the Aviation Authority also undertakes renewal and replacement of major assets on an ongoing basis referred to as an R&R project. The Aviation Authority anticipates spending approximately \$50-\$55 million per year for such improvements.

The Aviation Authority reassesses its capital needs at least annually and will modify the 2021-2028 CIP as necessary to accommodate demand-driven traffic activity, security needs, any needed receipt of required environmental and other regulatory approvals and other factors which could result in increases or decreases to the size or number of projects in the 2021-2028 CIP or extend or accelerate the timing to complete certain projects as well as incorporate changes in funding sources. The 2021-2028 CIP is expected to be funded through a combination of the proceeds of the Series 2022 Bonds, certain other Outstanding Senior Bonds, Proposed Future Bonds, Federal Grants in aid, FDOT Participation Grants, PFC Revenues, CFCs, third party sources and other Airport funds. The Aviation Authority may elect to defer or to change the funding plan for any of the CIP projects.

The 2021-2028 CIP was last approved by the Aviation Authority Board on August 16, 2023, and updated on October 18, 2023, to accommodate the following changes: an increase to the Airside 2 and 4 APM Replacement program budget, institute a standalone program for Terminal C Landscaping, budget adjustments to the Terminal C Phase 1 and Phase 1X programs for the Turner-Kiewit final settlements and the addition of a program for executive lobby, office and conference room renovations.

## CAPITAL PRIORITIES

### ➔ Terminal C Phase 1 and expansion

The Aviation Authority commenced construction of the 16-gate (20 aircraft parking positions) Terminal C Phase 1 in the first quarter of 2017 with an expected opening in October 2021. In May 2018, after passenger traffic levels reached 45.8 million annual passengers, the Aviation Authority authorized staff to proceed with procurement of professional services for design and early construction activities of Terminal C Phase 1X to add three additional gates for a total of 19 gates (28 airport parking positions) with each gate able to accommodate both international and domestic air traffic. However, due to the COVID-19 pandemic, in May 2020, the Aviation Authority deferred construction of 4 gates and decided to open with 15 gates (20 airport parking positions). Terminal C was opened on September 20, 2022.

### ➔ Terminal C Phase 2

The preliminary design for Terminal C Phase 2 is included in the CIP to reflect current trends in passenger traffic. The early work effort will provide the Aviation Authority with updated design documents necessary to refine the scope of work and develop cost estimates.

### ➔ Terminal C Additional Projects

The Terminal C additional projects include the Terminal C ASC Gates C250-C253 (8 airport parking positions), Terminal C Gates C250-C253 Ramp, RON and Airfield project, Terminal C enhancement projects, Passenger Conveyance Systems, Terminal C landscaping and South Computer Room buildout. As applicable, these program budgets have been revised to reflect current FAA approvals for the BIL Airport Terminal Program (ATP) competitive funding, as well as revised cost estimates to reflect current market conditions.

## → North Terminal Complex (NTC) Terminals A and B

Improvements to the North Terminal Complex included in the 2021-2028 as before CIP are designed to (1) increase the capacity limits of various functional elements (e.g., gates, curbs, security checkpoints, baggage); (2) expedite passenger processing and; (3) improve the overall travel experience. The existing North Terminal Complex provides 93 gates on four airside. The 2021–2028 Capital Improvement Program also includes \$225 million for the Airside 2 and 4 APM System Replacement, \$170 million for Baggage Processing Systems and \$57.7 million for an Airline Terminal Improvements program to relocate Airlines and modify space to rebalance terminal utilization. A few projects such as improvements to comply with changing regulatory requirements and health and safety projects provide benefits to the North and South Terminal Complex. The North Terminal Complex improvements have an estimated cost of \$787.7 million with the majority of the projects expected to be completed prior to Fiscal Year 2026.

## → Ground Transportation

The \$381.1 million budget for ground transportation projects includes RAC Quick-Turnaround (QTA) projects, Terminal A&B rental car counter and lobby improvements, ongoing roadway and signage improvements, a rental car expansion program, an employee parking lot, a multi-modal ground transportation facility pedestrian bridge, roadway congestion management projects and other parking improvements.

## → Other Projects

The \$140.6 million budget for other projects includes a series of renovations to buildings, information technology and security projects, environmental mitigation and wildlife attractant removal projects, a masterplan update, infrastructure and power system upgrades, advanced budget, schedule and scoping analysis projects for several potential large projects and others.

# Greater Orlando Aviation Authority

## ORLANDO INTERNATIONAL AIRPORT Proposed Capital Improvement Program (CIP) 2021-2028

Description	Oct 2023 CIP Update	Funding Sources					
		AIP Grants	BIL AIG Allocated	BIL ATP Competitive	BIL Grants	Federal Grants	FDOT Grants
<b>Terminal</b>							
Baggage Program Enhancements	5,140,819	-	-	-	-	-	-
Baggage Handling System	187,000,000	-	77,032,918	-	77,032,918	77,032,918	12,838,820
CCTV Projects	10,037,910	-	-	-	-	-	3,250,000
Changing Regulatory Requirements	25,500,000	-	-	-	-	-	-
Airside 2 and 4 APM System Updates	5,882,436	-	-	-	-	-	-
Airside 2 and 4 APM System Replacement	225,000,000	-	-	-	-	-	47,978,293
North Terminal Restroom Upgrades - Phase 1	20,000,000	-	-	-	-	-	-
North Terminal Security Checkpoints	27,081,838	-	-	-	-	-	-
Passenger Processing Efficiency Systems	18,807,000	-	-	-	-	-	-
Airline Terminal Improvement Account	57,703,731	-	-	-	-	-	-
Security Enhancement Program ( Incl Access Control)	12,014,276	-	-	-	-	-	2,789,896
Signage - Terminal	4,725,500	-	-	-	-	-	-
Health & Safety Renovations - General	1,750,000	-	-	-	-	-	-
Health & Safety Renovations - Virtual Ramp Control (VRC)	8,250,000	-	-	-	-	-	-
Health & Safety Renovations - Self Service Bag Drop Projects	5,000,000	-	-	-	-	-	-
North Terminal Buildings' Roof Replacement	20,000,000	-	-	-	-	-	-
North Terminal Vertical Circulation Improvements	42,000,000	-	-	-	-	-	-
North Terminal Renovations	51,687,500	-	-	-	-	-	-
North Terminal Building System Upgrade	50,161,818	-	-	-	-	-	-
Operational Efficiency Relocations	10,000,000	-	-	-	-	-	-
<b>Terminal Total</b>	<b>\$ 787,742,828</b>	<b>\$ -</b>	<b>\$ 77,032,918</b>	<b>\$ -</b>	<b>\$ 77,032,918</b>	<b>\$ 77,032,918</b>	<b>\$ 66,857,009</b>
<b>Airfield</b>							
E Airfield Taxiways Rehabilitation - Phase 2 (J,K,L,N, N1-N6) (Design and Construction)	21,308,581	16,493,785	-	-	16,493,785	1,526,260	-
Taxiways G&H Rehabilitation - Phases 1 & 2 (Design and Construction)	68,387,700	46,641,162	-	-	46,641,162	7,773,527	-
Taxiways E&F Rehabilitation - Phases 1 & 2 (Design and Construction)	47,060,000	32,295,000	-	-	32,295,000	5,382,500	-
Airside 1 & 3 Apron Rehabilitation - Phases 1 and 2 (Design and Construction)	43,030,000	30,022,500	-	-	30,022,500	5,003,750	-
Airfield Single Mode Fiber (Design and Construction)	3,100,000	-	-	-	-	-	-
New Rwy 36L Cat III/II Infrastructure (Design and Construction)	2,200,000	-	-	-	-	-	-
Select Airside 1, 2, 3 & 4 Apron Rehabilitation	9,000,000	-	-	-	-	-	4,500,000
Replace 17L/35R Inpavement Lighting w/LED	2,800,000	-	-	-	-	-	-
<b>Airfield Total</b>	<b>\$ 196,886,281</b>	<b>\$ 125,452,447</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 125,452,447</b>	<b>\$ 24,186,037</b>	<b>\$ -</b>
<b>Ground Transportation</b>							
RAC CTA Projects	43,229,343	-	-	-	-	-	-
Terminal A&B Rental Car Counter & Lobby Improvements	16,000,000	-	-	-	-	-	-
Roadway Improvement Program	92,900,000	-	-	-	-	-	14,050,000
Rental Car Expansion Program	5,000,000	-	-	-	-	-	-
Signage - Roadway	12,066,530	-	-	-	-	-	6,033,265
Employee Parking Lot	10,157,908	-	-	-	-	-	-
Ground Transportation Facility Pedestrian Bridge	153,000,000	-	33,739,570	33,739,570	33,739,570	16,017,446	-
Roadway Congestion Management Projects	10,000,000	-	-	-	-	-	-
Parking Improvements	38,700,000	-	-	-	-	-	-
<b>Ground Transportation Total</b>	<b>\$ 381,053,781</b>	<b>\$ -</b>	<b>\$ 33,739,570</b>	<b>\$ 33,739,570</b>	<b>\$ 33,739,570</b>	<b>\$ 36,100,711</b>	<b>\$ -</b>
<b>Other</b>							
Fiber Infrastructure Program	\$ 17,428,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Wildlife Attractant Removal (East Airfield)	10,000,000	-	-	-	-	-	-
Building Renovations	10,000,000	-	-	-	-	-	-
Security Detection System Improvement	4,200,000	-	-	-	-	-	-
Other - Misc	10,525,000	3,750,000	-	-	3,750,000	625,000	-
Advanced Planning Studies (APS)	11,000,000	-	-	-	-	-	-
C/E/F Annex 2 & Parking	35,000,000	-	-	-	-	-	-
GOAA Infrastructure Development for Tenant Projects	30,000,000	-	-	-	-	-	-
Airport Power Systems Upgrades	10,000,000	-	-	-	-	-	-
Executive Lobby/Conference/Office Area Renovations	2,500,000	-	-	-	-	-	-
<b>Other Total</b>	<b>\$ 140,653,000</b>	<b>\$ 3,750,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 3,750,000</b>	<b>\$ 625,000</b>	<b>\$ -</b>
<b>Terminal C - Phase 1</b>							
STC Terminal Building	\$ 1,749,039,638	\$ -	\$ -	\$ -	\$ -	\$ 88,954,705	\$ -
STC Parking Facility	131,156,866	-	-	-	-	4,706,033	-
STC Apron	84,793,622	-	-	-	-	163,271	-
STC Airfield/Fuel/GSE	97,633,296	-	-	-	-	836,419	-
STC Site Development	238,590,834	-	-	-	-	815,452	-
<b>Terminal C - Phase 1 Total</b>	<b>\$ 2,301,414,256</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 95,476,880</b>	<b>\$ -</b>
<b>Terminal C - Phase 1X</b>							
STC Terminal Building	\$ 299,650,925	\$ -	\$ -	\$ -	\$ -	\$ 9,779,621	\$ -
STC Parking Facility	59,998,884	-	-	-	-	5,882,483	-
STC Apron	31,238,900	-	-	-	-	83,201	-
STC Airfield/Fuel/GSE	60,827,821	-	-	-	-	162,007	-
STC Site Development	110,456,303	-	-	-	-	2,105,320	-
<b>Terminal C - Phase 1X Total</b>	<b>\$ 532,172,833</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 18,012,632</b>	<b>\$ -</b>
<b>Terminal C - Phase 2</b>							
Terminal C Ph 2 30% Design	\$ 40,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Terminal C - Phase 2 Total</b>	<b>\$ 40,000,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Terminal C - Additional Projects</b>							
Terminal C ASC Gates C250-C253	\$ 462,000,000	-	85,726,674	99,990,000	185,716,674	185,716,674	27,786,529
Terminal C Gates C250-C253 Ramp RON & Airfield	140,000,000	-	56,715,606	-	56,715,606	56,715,606	9,452,601
Terminal C Enhancement Projects	47,500,000	-	-	-	-	-	-
Passenger Conveyance Systems	10,000,000	-	-	-	-	-	-
Terminal C Landscaping	12,000,000	-	-	-	-	-	-
South Computer Room Buildout	10,000,000	-	-	-	-	-	-
<b>Terminal C - Additional Projects Total</b>	<b>\$ 681,500,000</b>	<b>\$ -</b>	<b>\$ 142,442,280</b>	<b>\$ 99,990,000</b>	<b>\$ 242,432,280</b>	<b>\$ 242,432,280</b>	<b>\$ 37,239,130</b>
<b>GRAND TOTAL CIP</b>	<b>\$ 5,061,422,979</b>	<b>\$ 129,202,447</b>	<b>\$ 219,475,198</b>	<b>\$ 133,729,570</b>	<b>\$ 353,204,768</b>	<b>\$ 482,407,215</b>	<b>\$ 278,499,399</b>

# Orlando International Airport

Proposed Funding Plan

Grants	Authority Funds	PFC Paygo	PFC Bond	Non-PFC Bonds (ex Fuel)	Fuel Bonds	Non-PFC Bonds	Other	Total
-	-	-	-	5,140,819	-	5,140,819	-	5,140,819
89,871,738	-	-	-	97,128,262	-	97,128,262	-	187,000,000
3,250,000	3,538,338	-	-	3,249,572	-	3,249,572	-	10,037,910
-	6,000,000	-	-	19,500,000	-	19,500,000	-	25,500,000
-	5,882,436	-	-	-	-	-	-	5,882,436
47,978,293	2,240,000	-	133,919,030	40,862,677	-	40,862,677	-	225,000,000
-	-	-	-	20,000,000	-	20,000,000	-	20,000,000
-	17,332,944	-	-	9,600,000	-	9,600,000	148,894	27,081,838
-	5,225,000	-	-	13,582,000	-	13,582,000	-	18,807,000
-	-	-	-	57,703,731	-	57,703,731	-	57,703,731
2,789,896	-	-	-	9,224,380	-	9,224,380	-	12,014,276
-	-	-	-	4,725,500	-	4,725,500	-	4,725,500
-	-	-	-	1,750,000	-	1,750,000	-	1,750,000
-	5,000,000	-	-	8,250,000	-	8,250,000	-	8,250,000
-	-	-	-	-	-	-	-	5,000,000
-	-	-	-	20,000,000	-	20,000,000	-	20,000,000
-	-	-	-	42,000,000	-	42,000,000	-	42,000,000
-	-	-	-	51,687,500	-	51,687,500	-	51,687,500
-	-	-	-	48,000,000	-	48,000,000	-	50,161,918
-	2,161,818	-	-	10,000,000	-	10,000,000	-	10,000,000
<b>\$ 143,889,927</b>	<b>\$ 47,380,536</b>	<b>\$ -</b>	<b>\$ 133,919,030</b>	<b>\$ 462,404,441</b>	<b>\$ -</b>	<b>\$ 462,404,441</b>	<b>\$ 148,894</b>	<b>\$ 787,742,828</b>
18,020,045	481,683	-	-	2,806,853	-	2,806,853	-	21,308,581
54,414,689	154,169	-	-	13,818,842	-	13,818,842	-	68,387,700
37,677,500	-	-	-	9,382,500	-	9,382,500	-	47,060,000
35,026,250	2,000,000	-	-	6,003,750	-	6,003,750	-	43,030,000
-	-	-	-	3,100,000	-	3,100,000	-	3,100,000
-	-	-	-	2,200,000	-	2,200,000	-	2,200,000
4,500,000	-	-	-	4,500,000	-	4,500,000	-	9,000,000
-	-	-	-	2,800,000	-	2,800,000	-	2,800,000
<b>\$ 149,838,484</b>	<b>\$ 2,635,852</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 44,611,945</b>	<b>\$ -</b>	<b>\$ 44,611,945</b>	<b>\$ -</b>	<b>\$ 196,886,281</b>
-	-	-	-	-	-	-	43,229,343	43,229,343
-	-	-	-	-	-	-	16,000,000	16,000,000
14,050,000	3,500,000	-	-	75,350,000	-	75,350,000	-	92,900,000
-	-	-	-	-	-	-	5,000,000	5,000,000
6,033,265	-	-	-	6,033,265	-	6,033,265	-	12,066,530
-	192,434	-	-	9,965,474	-	9,965,474	-	10,157,908
49,757,016	-	-	-	20,000,000	-	20,000,000	83,242,984	153,000,000
-	-	-	-	-	-	-	-	10,000,000
-	10,000,000	-	-	-	-	-	-	10,000,000
-	27,000,000	-	-	11,700,000	-	11,700,000	-	38,700,000
<b>\$ 69,840,281</b>	<b>\$ 40,692,434</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 123,048,739</b>	<b>\$ -</b>	<b>\$ 123,048,739</b>	<b>\$ 147,472,327</b>	<b>\$ 381,053,781</b>
\$ -	\$ 11,828,000	\$ -	\$ -	\$ 5,600,000	\$ -	\$ 5,600,000	\$ -	\$ 17,428,000
-	1,000,000	9,000,000	-	-	-	-	-	10,000,000
-	10,000,000	-	-	-	-	-	-	10,000,000
-	1,000,000	-	-	3,200,000	-	3,200,000	-	4,200,000
4,375,000	6,150,000	-	-	-	-	-	-	10,525,000
-	-	-	-	11,000,000	-	11,000,000	-	11,000,000
-	-	-	-	35,000,000	-	35,000,000	-	35,000,000
-	-	-	-	30,000,000	-	30,000,000	-	30,000,000
-	-	-	-	10,000,000	-	10,000,000	-	10,000,000
-	200,000	-	-	2,300,000	-	2,300,000	-	2,500,000
<b>\$ 4,375,000</b>	<b>\$ 30,178,000</b>	<b>\$ 9,000,000</b>	<b>\$ -</b>	<b>\$ 97,100,000</b>	<b>\$ -</b>	<b>\$ 97,100,000</b>	<b>\$ -</b>	<b>\$ 140,653,000</b>
\$ 88,854,705	\$ 5,207,023	\$ 195,920,000	\$ 769,000,000	\$ 641,417,383	\$ -	\$ 641,417,383	\$ 48,540,527	\$ 1,749,039,638
4,706,033	411,735	-	-	27,994,947	-	27,994,947	98,044,151	131,156,866
163,271	236,578	41,000,000	-	43,391,773	-	43,391,773	-	84,793,622
839,419	365,262	-	-	69,357,968	27,270,647	96,628,615	-	97,833,296
815,452	847,542	-	-	236,927,840	-	236,927,840	-	238,590,834
<b>\$ 95,478,880</b>	<b>\$ 7,070,140</b>	<b>\$ 236,920,000</b>	<b>\$ 769,000,000</b>	<b>\$ 1,019,089,911</b>	<b>\$ 27,270,647</b>	<b>\$ 1,046,360,558</b>	<b>\$ 146,584,678</b>	<b>\$ 2,301,414,256</b>
\$ 9,779,621	\$ 22,366,679	\$ -	\$ 145,910,000	\$ 85,151,961	\$ -	\$ 85,151,961	\$ 6,442,664	\$ 269,650,925
5,882,483	333,714	-	-	16,461,774	-	16,461,774	37,320,913	59,998,884
83,201	175,767	17,680,515	-	13,299,417	-	13,299,417	-	31,238,900
162,007	342,250	-	-	51,898,119	8,425,445	60,323,564	-	60,827,821
2,105,320	2,615,987	-	-	105,734,996	-	105,734,996	-	110,456,303
<b>\$ 18,012,632</b>	<b>\$ 25,834,397</b>	<b>\$ 17,680,515</b>	<b>\$ 145,910,000</b>	<b>\$ 272,546,267</b>	<b>\$ 8,425,445</b>	<b>\$ 280,971,712</b>	<b>\$ 43,763,577</b>	<b>\$ 532,172,833</b>
\$ -	\$ 12,000,000	\$ 28,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 40,000,000
<b>\$ -</b>	<b>\$ 12,000,000</b>	<b>\$ 28,000,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 40,000,000</b>
213,503,203	-	40,000,000	64,090,000	144,406,797	-	144,406,797	-	462,000,000
66,168,207	-	19,319,485	-	54,512,308	-	54,512,308	-	140,000,000
-	500,000	-	-	47,000,000	-	47,000,000	-	47,500,000
-	-	-	-	10,000,000	-	10,000,000	-	10,000,000
-	-	-	-	10,000,000	-	10,000,000	2,000,000	12,000,000
-	-	-	-	10,000,000	-	10,000,000	-	10,000,000
<b>\$ 279,671,410</b>	<b>\$ 500,000</b>	<b>\$ 59,319,485</b>	<b>\$ 64,090,000</b>	<b>\$ 275,919,105</b>	<b>\$ -</b>	<b>\$ 275,919,105</b>	<b>\$ 2,000,000</b>	<b>\$ 681,500,000</b>
<b>\$ 760,906,614</b>	<b>\$ 166,291,359</b>	<b>\$ 350,920,000</b>	<b>\$ 1,112,919,030</b>	<b>\$ 2,294,720,408</b>	<b>\$ 35,696,092</b>	<b>\$ 2,330,416,500</b>	<b>\$ 339,969,476</b>	<b>\$ 5,061,422,979</b>

## CAPITAL IMPROVEMENT PLAN (cont.)

### USES OF FUNDS BY FISCAL YEAR (in thousands)

	2022 and Prior Years	2023	2024	2025	2026	2027	2028	Total
Terminal	\$81,853	\$48,490	\$126,582	\$202,835	\$172,041	\$90,255	\$65,687	\$787,743
Airfield	20	23,268	43,409	36,279	24,880	24,000	45,030	196,886
Ground Transportation	6,198	35,556	147,999	153,141	28,160	10,000	-	381,054
Other	6,225	8,400	25,656	44,125	27,997	22,250	6,000	140,653
Terminal C - Phase 1	2,203,063	98,351	-	-	-	-	-	2,301,414
Terminal C Phase 1 Expansion	517,302	14,871	-	-	-	-	-	532,173
Terminal C - Phase 2	-	-	10,000	20,000	10,000	-	-	40,000
Terminal C - Additional Projects	2,628	137,703	345,003	171,209	21,457	3,500	-	681,500
<b>TOTAL SOURCES OF FUNDS</b>	<b>\$2,817,289</b>	<b>\$366,639</b>	<b>\$698,649</b>	<b>\$627,589</b>	<b>\$284,535</b>	<b>\$150,005</b>	<b>\$116,717</b>	<b>\$5,061,423</b>

### USES OF FUNDS BY SOURCE (in thousands)

	Grants	Authority Funds	PFC Paygo	PFC Bonds	Non PFC Bonds	Other	Total
Terminal	\$143,890	\$47,381	\$-	\$133,919	\$462,404	\$149	\$787,743
Airfield	149,638	2,636	-	-	44,612	-	196,886
Ground Transportation	69,841	40,692	-	-	123,049	147,472	381,054
Other	4,375	30,178	9,000	-	97,100	-	140,653
Terminal C Phase 1	95,479	7,070	236,920	769,000	1,046,360	146,585	2,301,414
Terminal C Phase 1 Expansion	18,013	25,834	17,680	145,910	280,972	43,764	532,173
Terminal C Phase 2	-	12,000	28,000	-	-	-	40,000
Terminal C - Additional Projects	279,671	500	59,320	64,090	275,919	2,000	681,500
<b>TOTAL SOURCES OF FUNDS</b>	<b>\$760,907</b>	<b>\$166,291</b>	<b>\$350,920</b>	<b>\$1,112,919</b>	<b>\$2,330,416</b>	<b>\$339,970</b>	<b>\$5,061,423</b>

## PLAN OF FINANCE

The Authority has financed portions of the CIP on an interim basis using Lines of Credit. The specific form, amount and timing of debt to finance the remaining costs to be financed for the 2021-2028 CIP have not been determined at this time, but is approximated at \$1.1 billion in project funds.

## FY 2021-2028

### Capital Expenditure Budget

The Capital Expenditure Budget provides for the Authority funded portion part of the CIP as well as the annual Repairs and Replacement Fund (R&R) which are used to keep the Authority's assets in a state of good repair. For the Fiscal year 2024, the Capital Expenditure Budget includes \$46.6 million as part of the annual R&R and \$41.4 million as part of the CIP, for a total of \$88.0 million. Capital funds are used for airfield improvements, ground support equipment, building improvements, information technology improvements and strategic initiatives at Orlando International Airport. Capital projects are funded from the surplus cash flows generated from revenues, grants, PFCs, CFCs and reallocation of unused prior capital funds.

The CIP funded with Authority Funds of \$166.3 million will be included in the Capital Expenditure Budget each year as the projects progress. Estimated Authority Funds needed for future years are as follows: FY 25 \$15.3 million, FY 26 \$6.8 million, FY 27 \$0.5 million and FY 28 \$2.0 million.

The opening of the Terminal C Phase 1 expansion gates in fiscal year 2026 is expected to increase operating expenses by approximately \$17 million for the FY 2026 budget, including additional utilities, contract costs and supplies needed to operate the facility. These costs have been estimated and are included in the projections for the Operations and Maintenance Budget in future years.

## SUMMARY OF CAPITAL EXPENDITURES

## AMOUNT

Office Renovations	\$2,000,000
Small Capital Items	40,000
Operations Capital Items (Annual Request)	200,000
Passenger Boarding Bridges and BHS Equipment and PC Air Replacements	3,500,000
ARFF Capital Items (Annual Request)	100,000
ARFF Rescue Unit	400,000
Automated External Defibrillator (AED) Replacement	270,000
Self Contained Breathing Apparatus	98,000
Mobile Data Terminal Software	70,000
Systems/Server Storage Expansion (Annual)	900,000
PC, Peripheral and Software (Annual)	295,000
Adobe Creative Cloud Upgrade	150,000
SMS/Text messages archiving solution	100,000
SIP Firewall Implementation	200,000
Exchange Archiving	500,000
Maintenance Tools and Equipment (Annual)	600,000
Passenger Seating (Annual)	2,000,000
Emergency Roof Repairs (Annual)	300,000
Flooring and Interior Finishes and Attic Stock (Annual)	2,000,000
Vehicles, Rolling Stock (Annual)	2,000,000
Upgrade Paging System	2,750,000
Sanitary and Storm Pipe Sanitation	1,500,000
High Mast Pole Head Replacement	440,000
Airsides Apron Rehabilitation	750,000
Repair and Paint Commercial Lane Canopy Structures	2,000,000
Center Field ARFF Original Generator Replacement	289,000
West airfield electrical assets replacements	2,000,000
Rubber Removal Equipment	832,000
New Vehicle Requests	2,167,000
Revolving Fund for Planning and Development	50,000
Master Mobility Planning	1,500,000
Emergency Signage Replacement	100,000
Heintzelman Road and Canal Road Intersection	157,000
GOAA Land Management, Planning and Development	1,125,000
Destination MCO GIS Platform	180,000
GASB 49 Environmental Compliance	500,000
CADX EA Future Projects	470,000
Water Quality Monitoring Equipment	50,000
Computer Hardware, Software and Licensing	75,000
Airsides 1 and 3 Sanitary Sewer Repairs	50,000
Day 2 Projects	500,000
Small Capital Items	250,000
Ipro Upgrades	50,000
Small Project	1,000,000
<b>Total for Capital Expenditure Fund</b>	<b>\$40,644,500</b>

## Capital Improvement Fund

	<b>Amount</b>
Centerfield ARFF Station Renovation	\$1,000,000
Roadway Improvement Program	1,500,000
Non-Terminal Bldg. Roof Replacement Program	1,000,000
Parking Garage Improvements	1,000,000
Roadway Congestion Management Project	5,000,000
New OIA Master Plan	375,000
Environmental Mitigation	3,525,000
Surface Parking	25,000,000
Terminal C Ph 2 30% Design	3,000,000
<b>Total for Capital Improvement Fund</b>	<b>\$41,400,000</b>

## Discretionary Fund

	<b>Amount</b>
Brightline Muck Credits	\$455,500
<b>Total for Discretionary Fund</b>	<b><u>\$455,500</u></b>

## Hotel Capital Requests

### Capital Expenditure Hyatt

	<b>Amount</b>
Hotel Capital	\$8,000,000
<b>Total for Capital Expenditure Hyatt</b>	<b><u>\$8,000,000</u></b>

## Grand Total Capital Requests

**\$90,500,000**

Prior Year Funding (2,500,000)

**GRAND TOTAL \$88,000,000**





**ORLANDO**  
EXECUTIVE AIRPORT





## ORLANDO'S ORIGINAL AIRPORT

Opened in 1928 as the Orlando Municipal Airport, the airport was the first commercial airport in Central Florida. Conveniently located only 3 miles from the business and financial center of Central Florida, Orlando Executive Airport (ORL), operated by the Greater Orlando Aviation Authority is perfect for the corporate traveler. Access to all of Orlando's major highways and the majority of industrial and business centers are within minutes of the airport. Central location and a long list of amenities also make Orlando Executive Airport the ideal spot to touch down enroute to any of the area's convention centers, major attractions, theme parks and beaches. In addition, "door-to-door" service makes the transition from air to ground transportation easy and effortless. Orlando Executive Airport provides 24-hour service through our two fixed base operators, Sheltair Aviation Services (SAS) and Atlantic Aviation; an FAA air traffic control tower; and full ILS capability. Orlando Executive's central location means that delegates will find numerous restaurants, hotels, stores and theaters within a 3-mile drive of the airport.

## FISCAL BUDGET 2023-2024

The key project is the commercial property development initiatives, primarily along the State Road 50 corridor.

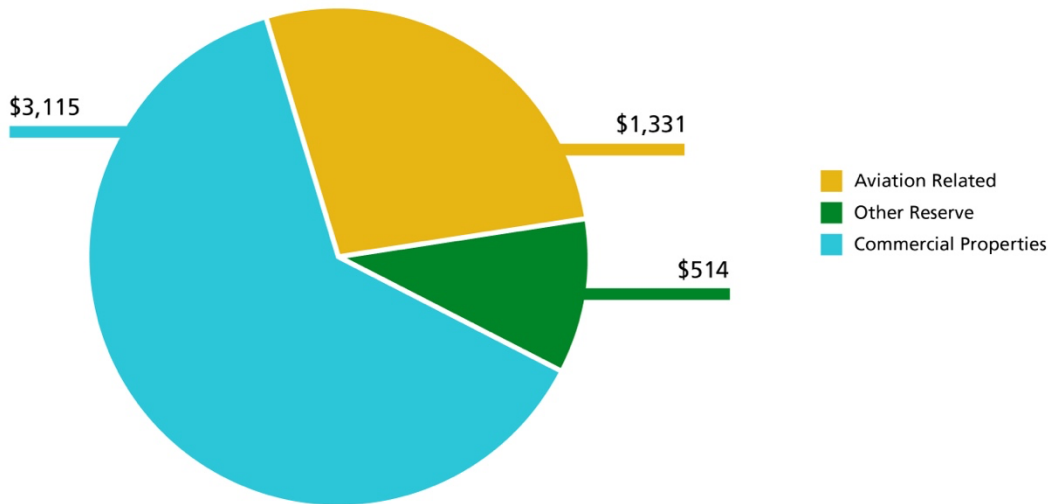
	Actuals FY 2022	Budget FY 2023	Budget FY 2024
<b>Anticipated Revenue</b>			
Aviation Related	\$641,310	\$1,302,106	\$1,330,554
Commercial Properties	2,460,545	2,383,259	3,115,486
Other Revenue	778,203	114,635	513,960
Federal Funds	(65,678)	965,000	748,100
Total Anticipated Revenue	3,814,380	4,765,000	5,708,100
Contribution from ORL Revenue Fund	981,462	0	0
<b>Total Deposits</b>	<b>\$4,795,842</b>	<b>\$4,765,000</b>	<b>\$5,708,100</b>
<b>Appropriations</b>			
Operations and Facilities	\$1,638,392	\$1,844,049	\$1,961,820
Safety and Security	1,454,805	1,609,562	1,811,230
Administration	931,658	759,259	754,020
Other Expenses	270,987	302,130	329,930
Total Appropriations Before Capital	4,295,842	4,515,000	4,857,000
Capital Outlay and Improvements	500,000	250,000	851,100
<b>Total Appropriations</b>	<b>\$4,795,842</b>	<b>\$4,765,000</b>	<b>\$5,708,100</b>

## BUDGET HIGHLIGHTS

### Revenues

Revenues at Orlando Executive Airport (ORL) increased by \$943,100 from the 2023 budget. The increase to revenue is due to increase in rent from Colonial Promenade, new overtime collection from CBP and interest with higher balances and rates.

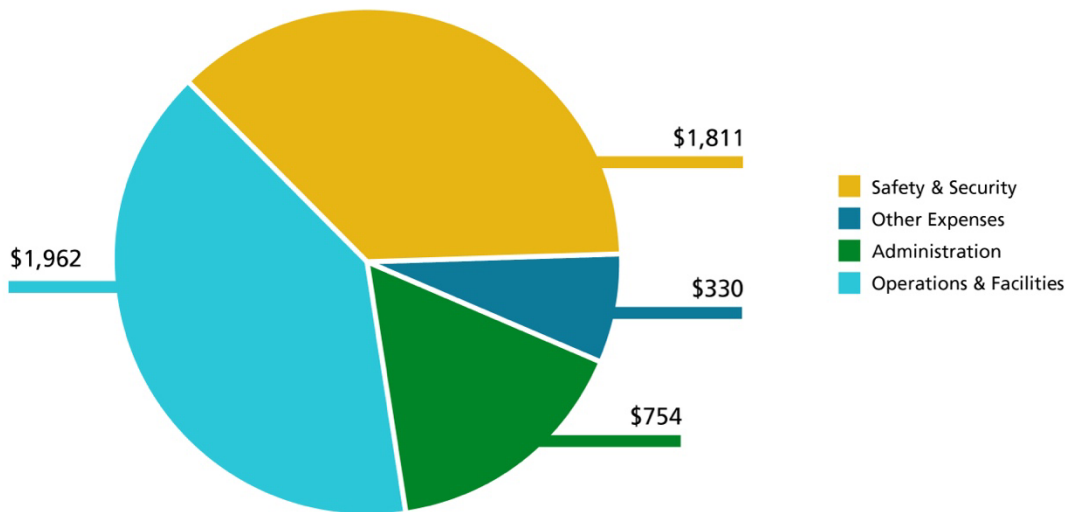
### BUDGETED REVENUES (in thousands)



### Expenditures

For fiscal year 2024, expenses increased \$342,000 from the 2023 budget.

### BUDGETED EXPENDITURES (in thousands)





The General Aviation Department is responsible for the day-to-day safe and efficient operation of the Orlando Executive Airport. The Orlando Executive Airport is a primary general aviation airport located in downtown Orlando. Among the busiest general aviation airports in the nation, existing runways and facilities can handle aircraft from single engine piston to corporate jets. Orlando Executive Airport is also an international gateway for general aviation users by offering an attended Federal Inspection Service facility with Customs and Border Protection and Immigration Services.

The mission of the Orlando Executive Airport is to serve as a quality general aviation reliever facility for the Orlando International Airport. In this role, Orlando Executive Airport also serves as a gateway to the city, enhancing the community's reputation of excellence.

For FY 2024, the operating expenses for the Orlando Executive Airport are budgeted to increase \$342,000. The most significant increases are for salaries and benefits as well increases to management contracts.

## OPERATION AND MAINTENANCE BY SECTION

	<b>Actuals FY 2022</b>	<b>Budget FY 2023</b>	<b>Budget FY 2024</b>	<b>Budget FY 24 vs FY 23</b>
Administration	\$931,658	\$759,259	\$754,020	(\$5,239)
Operations	1,215,027	1,368,602	1,454,850	86,248
Facilities	1,616,161	1,822,429	1,932,220	109,791
Kane Common	22,232	21,620	29,600	7,980
Customs Border Protection	239,778	240,960	356,380	115,420
Non-allocated Operating Costs	270,987	302,130	329,930	27,800
<b>Total Operating Expenses</b>	<b>\$4,295,843</b>	<b>\$4,515,000</b>	<b>\$4,857,000</b>	<b>\$342,000</b>
<b>FULL TIME EQUIVALENTS</b>	<b>15</b>	<b>16</b>	<b>16</b>	

## CAPITAL IMPROVEMENT REQUESTS FY 2023-2024

ORL Security Fencing Upgrades	\$8,800
ORL Electronic Gate Replacement	65,000
ORL CF O&M Projects	100,000
ORL Master Plan	1,000
ORL Declared Event Rehabilitation	100,000
ORL Rehabilitation and Improvements	104,300
ORL CBP Facility Improvements	16,000
ORL Airfield Marking Assessment	7,200
ORL Runway Rubber Removal and Marking	4,800
ORL Runway 7-25 Rehabilitation	96,200
ORL Taxiway A,B, and E4	300,200
ORL Generator Installation and Intrusion Detection System	47,600
<b>Subtotal</b>	<b>\$851,100</b>
<b>GRAND TOTAL</b>	<b>\$851,100</b>

## CAPITAL IMPROVEMENT PLAN

The Capital Improvement Program (CIP) is a multi-year plan of major capital projects linked to the Aviation Authority's goals that establishes target years for implementation of projects and options for funding. The projects are derived from several plans produced by and for the Aviation Authority including the Master Plan and Pavement Management Plan, which are developed to address airport capacity, asset preservation, safety and security and revenue generation projects. Unlike the Orlando International Airport, most revenue at ORL is generated from aviation and non-aviation ground leases on the airport site.

To obtain Federal Aviation Administration (FAA) or Florida Department of Transportation (FDOT) grants, all Florida airports enter projects into the Florida Department of Transportation's Joint Annual Capital Improvement Program (JACIP). The JACIP is updated based on the Aviation Authority's approved CIP. The ORL CIP was last approved by the Aviation Authority Board on August 16, 2023 and updated on October 18, 2023 to accommodate a change in funding that will enable the timely progression of the Master Plan Update. The ORL CIP totals \$77.8 million.

The ORL CIP is generally structured based on the following priorities:

- ➔ Maximize funding from the FAA (including BIL funding) and the FDOT to fund eligible runway, taxiway and apron rehabilitation projects based on Pavement Condition Index (PCI) assessments. The annual estimated share of BIL funding for ORL is as follows: \$295,000 for FY 2022 and \$844,000 per year from FY 2023 - 2026; a total of \$3.671 million. ORL's annual estimated share of BIL funding was increased due to ORL's defined "role" being upgraded from regional to national in the FY 2023 FAA's National Plan of Integrated Airport Systems (NPIAS).
- ➔ Fund the highest priority commercial property improvement projects to maximize non-aviation revenue for ORL.
- ➔ Fund airfield projects when matching grant funding is available.

Based on these priorities, the ORL CIP has been formulated to address the following adjustments:

- ➔ Master Plan Update: 1) The project timeline has been adjusted from FY 2024-2025 to FY 2024 due to an adjustment to the funding plan. The funding plan has been adjusted to include \$720,000 of BIL-AIG Entitlement funds. While much of the effort will occur in FY 2024, a typical master plan will take at least two years to complete, including the time necessary to review and approve the activity forecast and the updated Airport Layout Plan (ALP).
- ➔ Airfield Lighting and Signage Improvements: 2) The funding plan has been adjusted resulting in a reallocation of \$531,000 of BIL-AIG Entitlement funds to the Master Plan Update. An offsetting increase to AIP Grants in the amount of \$531,000 has occurred to maintain the current program budget.
- ➔ Roadway Improvements: 3) The funding plan has been adjusted, resulting in a reallocation of \$189,000 of BIL-AIG Entitlement funds to the Master Plan Update. An offsetting increase to AIP Grants in the amount of \$189,000 has occurred to maintain the current program budget.

The funding of the contingency proposed for each grant-funded airfield project is determined as a percentage of the estimated construction costs. The funding source is proposed to be 100% from Aviation Authority funds; however, it is important to note the aviation projects are "stair stepped" over the five-year CIP planning period and expended contingency funds are expected to be recovered from grants during project closeout and recycled into the fund balance, substantially lessening the cumulative impact on the use of the Aviation Authority funds at ORL.

The ORL CIP includes projects that result in a total cost of \$77.8 million for the period of FY 2022-2028. This includes approximately \$67.3 million of future grant revenues, \$9.5 million of Authority funds and \$1.0 million of unfunded Authority funds included for planning purposes used to assist in attaining additional state and federal funding.

## ORLANDO EXECUTIVE AIRPORT Proposed Capital Improvement Program (CIP) 2022-2028

Description	Proposed Funding Plan									
	AIP Grants	FEMA Community Grants	FDOT Grants	BIL-ATP Entitlements	BIL-AIG Entitlements	Total Grants	Authority Funds	Unfunded Authority Funds	Total	
<b>AIRFIELD</b>										
Runway 7-25 Rehabilitation (Last rehabilitation in 2002)	\$ 26,153,749	\$ -	\$ 2,324,778	\$ -	\$ -	\$ 28,478,527	\$ 4,090,685	\$ -	\$ 32,569,212	
Taxiway A, B & E4 Rehabilitation (BP 49)	5,030,372	-	447,145	-	-	5,477,517	305,983	-	5,783,500	
NEW Runway 13-31 Rehabilitation (Design and Construction)	8,608,044	-	765,159	-	-	9,373,203	1,379,490	-	10,752,693	
East Ramp Rehabilitation Phase 1a (Western/CBP Area)	-	-	434,000	-	1,057,500	1,491,500	108,500	-	1,600,000	
East Ramp Rehabilitation Phase 1b (Balance of Original Phase 1)	-	-	84,683	-	952,792	1,037,485	55,515	-	1,093,000	
NEW East Ramp High Mast Lighting	-	-	24,800	-	279,000	303,800	6,200	-	310,000	
Airfield Lighting & Signage Improvements - Multiple Phases	531,000	-	62,000	-	166,500	759,500	40,500	-	800,000	
Taxiway A Rehabilitation (Eastern Section - Design and Construction)	5,614,200	-	499,040	-	-	6,113,240	664,760	-	6,778,000	
Taxiway A Connectors (Design & Construction)	4,559,783	-	405,314	-	-	4,965,097	739,733	-	5,704,830	
NEW Runway 7-25 Centerline (Rubble removal, clean and restripe)	-	-	34,200	-	-	34,200	10,800	-	45,000	
NEW Airport Markings Assessment	-	-	22,800	-	-	22,800	7,200	-	30,000	
<b>AIRFIELD Total</b>	<b>\$ 50,497,148</b>	<b>\$ -</b>	<b>\$ 5,103,929</b>	<b>\$ -</b>	<b>\$ 2,455,792</b>	<b>\$ 58,056,869</b>	<b>\$ 7,409,366</b>	<b>\$ -</b>	<b>\$ 65,466,235</b>	
<b>TERMINAL</b>										
Generator Installation - Administration & Maint Bldgs and CBP	\$ -	\$ -	\$ 30,400	\$ 722,000	\$ -	\$ 752,400	\$ 47,600	\$ -	\$ 800,000	
<b>TERMINAL Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 30,400</b>	<b>\$ 722,000</b>	<b>\$ -</b>	<b>\$ 752,400</b>	<b>\$ 47,600</b>	<b>\$ -</b>	<b>\$ 800,000</b>	
<b>LAND DEVELOPMENT, ROADWAY &amp; OTHER</b>										
ORL Master Plan Update	-	-	\$ 64,000	-	\$ 720,000	\$ 784,000	\$ 16,000	\$ -	\$ 800,000	
ORL Fencing Upgrades	-	-	35,200	-	396,000	431,200	8,800	-	440,000	
Improvements to Colonial Promenade (Funded in FY 2022)	-	-	-	-	-	-	2,000,000	-	2,000,000	
Roadway Improvements (increased to include Admin Parking Lot)	189,000	-	2,969,433	-	99,208	3,257,641	-	742,359	4,000,000	
Stormwater Restoration Project (Phase 1 - FEMA Stormwater Projects)	-	3,000,000	800,000	-	-	3,800,000	-	200,000	4,000,000	
Airport Beacon (Construction)	-	-	194,400	-	-	194,400	-	48,600	243,000	
<b>LAND DEVELOPMENT &amp; OTHER Total</b>	<b>\$ 189,000</b>	<b>\$ 3,000,000</b>	<b>\$ 4,063,033</b>	<b>\$ -</b>	<b>\$ 1,215,208</b>	<b>\$ 8,467,241</b>	<b>\$ 2,024,800</b>	<b>\$ 990,959</b>	<b>\$ 11,483,000</b>	
<b>GRAND TOTAL CIP</b>	<b>\$ 50,686,148</b>	<b>\$ 3,000,000</b>	<b>\$ 9,197,362</b>	<b>\$ 722,000</b>	<b>\$ 3,671,000</b>	<b>\$ 67,276,510</b>	<b>\$ 9,481,766</b>	<b>\$ 990,959</b>	<b>\$ 77,749,235</b>	







**PERFORMANCE**  
INDICATORS



## PERFORMANCE INDICATORS

The following performance indicators are a selection of the various operational and financial metrics that the Authority monitors during the course of the year.

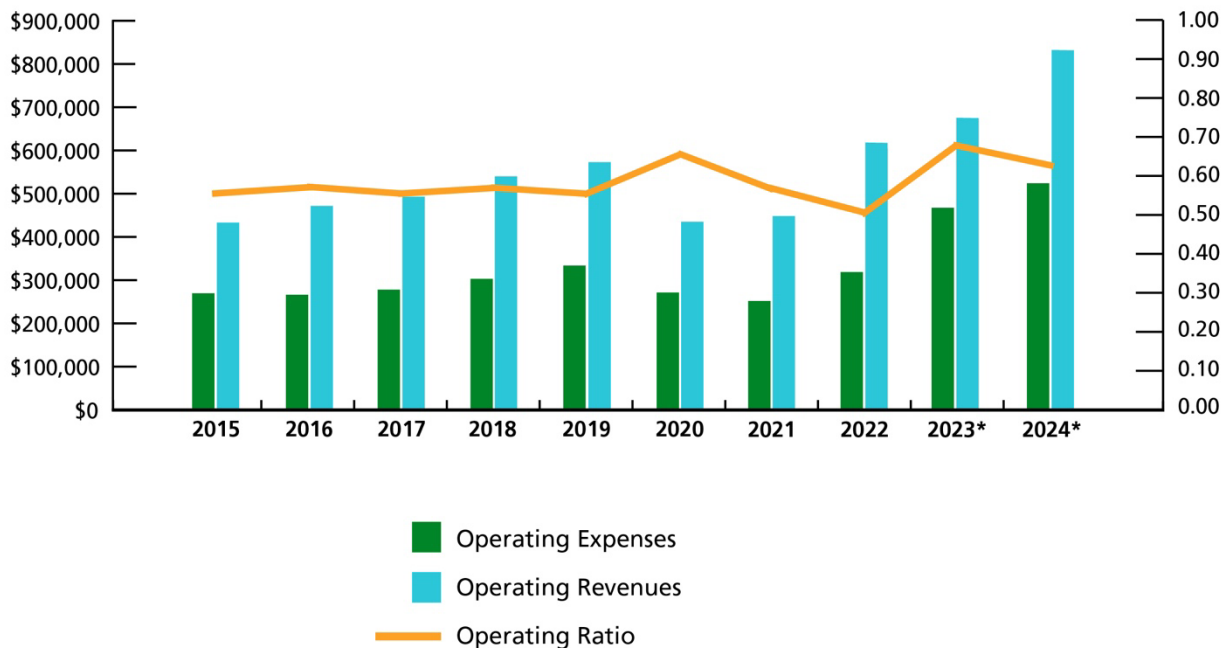
### OPERATING RATIO

This is a measure of operating efficiency that compares operating expense to operating revenue. Operating revenue must exceed operation expenses to provide a financial cushion and cover debt service expenses.

#### Fiscal Years Ended September 30

(1)(in thousands)

Fiscal Year	Operating Expenses (1)	Operating Revenue (1)	Operating Ratio	% Change
2015	\$237,767	\$427,875	0.56	2.0%
2016	\$262,864	\$462,364	0.57	2.3%
2017	\$278,462	\$495,240	0.56	-1.1%
2018	\$301,660	\$533,782	0.57	0.5%
2019	\$326,068	\$578,142	0.56	-0.2%
2020	\$283,658	\$434,227	0.65	15.8%
2021	\$255,221	\$446,634	0.57	-12.5%
2022	\$312,882	\$609,264	0.51	-10.1%
2023*	\$464,685	\$683,585	0.68	32.4%
2024*	\$514,110	\$831,620	0.62	-9.1%



\* Budgeted FY 2023 and 2024

## PERFORMANCE INDICATORS

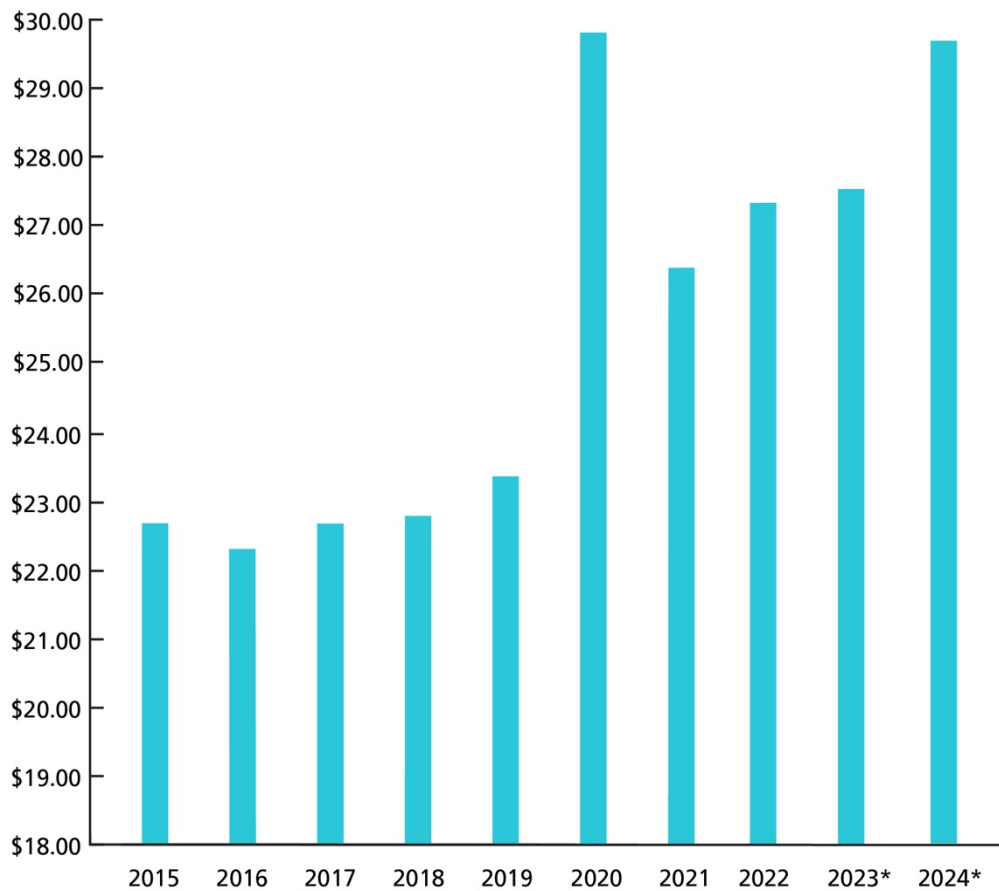
### OPERATING REVENUE PER ENPLANED PASSENGER

This is a measure of operating revenues per enplaned passenger.

#### Fiscal Years Ended September 30

(1)(in thousands)

Fiscal Year	Operating Revenue (1)	Enplaned Passenger (1)	Operating Revenue per Enplanement	% Change
2015	\$427,875	18,827	\$22.73	0.5%
2016	\$462,364	20,737	\$22.30	-1.9%
2017	\$495,240	21,719	\$22.80	2.2%
2018	\$533,782	23,382	\$22.83	0.1%
2019	\$578,142	24,847	\$23.27	1.9%
2020	\$434,227	14,538	\$29.87	28.4%
2021	\$446,634	16,984	\$26.30	-12.0%
2022	\$609,264	22,362	\$27.25	3.6%
2023*	\$683,585	24,847	\$27.51	1.0%
2024*	\$831,620	27,933	\$29.77	8.2%



\* Budgeted FY 2023 and 2024

## PERFORMANCE INDICATORS

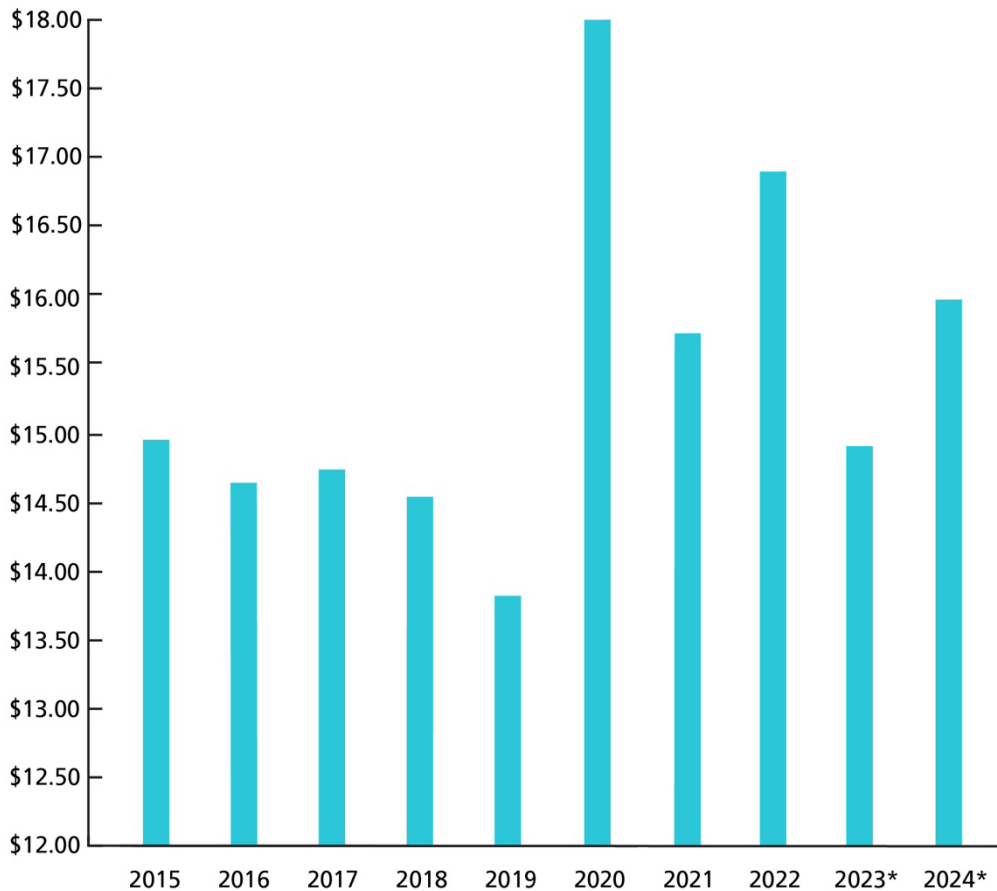
### NON-AIRLINE REVENUE PER ENPLANED PASSENGER

This is a measure of non-airline operating revenues per enplaned passenger. This includes terminal concessions, parking, rental car and ground transportation revenues divided by enplaned passengers.

#### Fiscal Years Ended September 30

(1)(in thousands)

Fiscal Year	Non-Airline Operating Revenue (1)	Enplaned Passenger (1)	Non-Airline Revenue per Enplanement	% Change
2015	\$281,399	18,827	\$14.95	-0.5%
2016	\$301,515	20,737	\$14.54	-2.8%
2017	\$317,589	21,719	\$14.62	0.6%
2018	\$337,923	23,382	\$14.45	-1.2%
2019	\$341,049	24,847	\$13.73	-5.3%
2020	\$261,651	14,538	\$18.00	31.1%
2021	\$266,275	16,984	\$15.68	-12.9%
2022	\$407,092	24,221	\$16.81	7.2%
2023*	\$370,778	24,847	\$14.92	-11.2%
2024*	\$445,672	27,933	\$15.96	6.9%



\* Budgeted FY 2023 and 2024

## PERFORMANCE INDICATORS

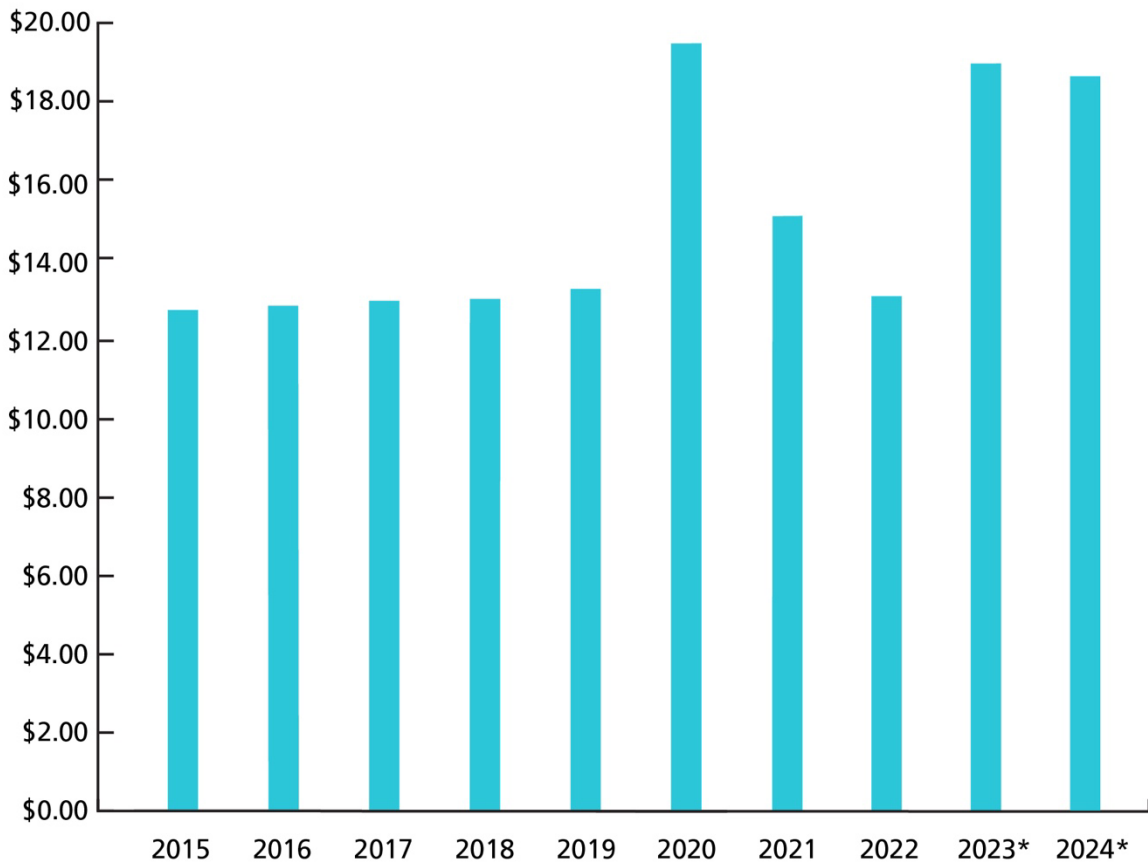
### OPERATING EXPENSES PER ENPLANED PASSENGER

This divides operating expenses by enplanement and measures the Authority's relative operating Efficiency.

#### Fiscal Years Ended September 30

(1)(in thousands)

Fiscal Year	Operating Expenses (1)	Enplaned Passenger (1)	Operating Expenses per Enplanement	% Change
2015	\$237,767	18,827	\$12.63	2.5%
2016	\$262,864	20,737	\$12.68	0.4%
2017	\$278,462	21,719	\$12.82	1.1%
2018	\$301,660	23,382	\$12.90	0.6%
2019	\$326,068	24,847	\$13.12	1.7%
2020	\$283,658	14,538	\$19.51	48.7%
2021	\$255,221	16,984	\$15.03	-23.0%
2022	\$312,882	24,221	\$12.92	-14.0%
2023*	\$464,685	24,847	\$18.70	44.8%
2024*	\$514,110	27,933	\$18.40	-1.6%



\* Budgeted FY 2023 and 2024

## PERFORMANCE INDICATORS

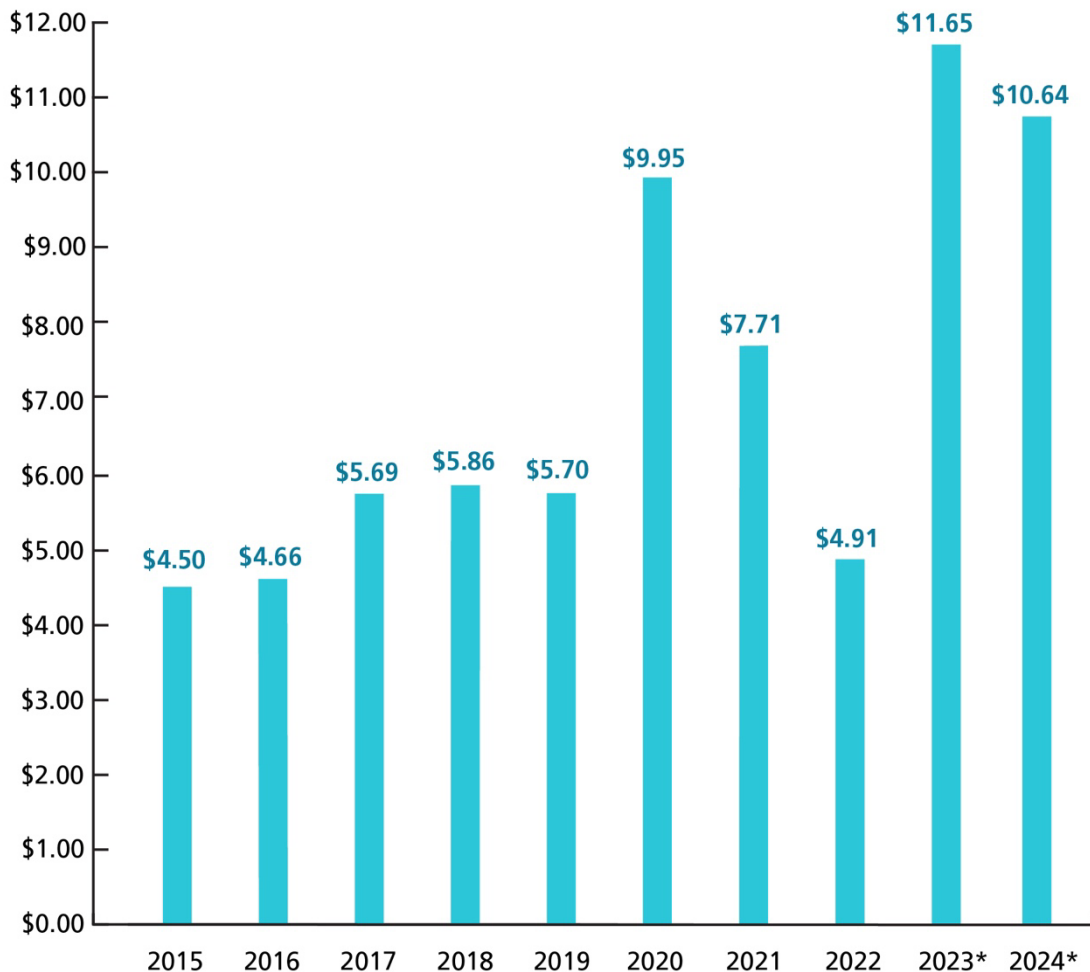
### AIRLINE COST PER ENPLANED PASSENGER

Airline cost per enplaned passenger (CPE) is the total annual cost of fees and charges paid by the airlines divided by the total fiscal year enplanements. The increase in CPE in FY 23 and FY 24 increased due to increases in expenses needed to operate Terminal C.

#### Fiscal Years Ended September 30

(1)(in thousands)

Fiscal Year	Enplaned Passenger (1)	Cost Per Enplaned Passenger
2015	18,827	\$4.50
2016	20,737	\$4.66
2017	21,719	\$5.69
2018	23,382	\$5.86
2019	24,847	\$5.70
2020	14,538	\$9.95
2021	16,984	\$7.71
2022	24,221	\$4.91
2023*	24,847	\$11.65
2024*	27,933	\$10.64



\* Budgeted FY 2023 and 2024





**STATISTICAL**  
SECTION



# Greater Orlando Aviation Authority

## Principal Operating Revenues, Airline Rates and Charges Cost per enplaned passenger for the years ended (in thousands)

	2022	2021	2020
<b>Airfield Area</b>			
Landing Fees - Participating	\$36,348	\$42,439	\$43,803
Landing Fees - Cargo, FBO, Nonparticipating	4,326	4,557	6,344
Passenger Airline Apron Use Fees	4,550	4,424	4,210
Fuel Flow Fees - FBO	982	583	667
Fuel System Rental	1,028	1,028	1,028
<b>Total Airfield Area</b>	<b>\$47,234</b>	<b>\$53,031</b>	<b>\$56,052</b>
<b>Terminal Area</b>			
Terminal Area Rents - Participating	\$82,927	\$62,502	\$64,976
Terminal Area Rents - Nonparticipating	852	681	914
Terminal Area Rents - Other	15,102	12,886	12,813
Airline Equipment	4,889	4,597	4,502
Baggage System	62,950	40,009	37,677
Concessions - Advertising	5,132	3,494	5,209
Concessions - Food and Beverage	28,594	22,289	21,489
Concessions - General Merchandise	16,878	12,116	13,911
Concessions - Services	9,441	7,085	8,097
Federal Inspection Station/Facility Fees	23,194	7,566	11,234
Other Government Agencies	1,484	1,166	1,226
<b>Total Terminal Area</b>	<b>\$251,443</b>	<b>\$174,391</b>	<b>\$182,048</b>
<b>Ground Transportation</b>			
Ground Transportation Support	\$2,258	\$1,429	\$1,276
Parking - Facilities	82,133	52,265	47,896
Onsite Rental Cars	115,877	81,546	77,543
Offsite Rental Cars	8,088	5,579	4,346
Commercial Lane	19,803	10,785	12,073
<b>Total Ground Transportation Area</b>	<b>\$228,159</b>	<b>\$151,604</b>	<b>\$143,134</b>
<b>Other Buildings and Grounds</b>			
Fixed Base Operator Fees	\$2,500	\$1,901	\$1,692
Foreign Trade Zone	20	20	20
Building Rentals	6,875	6,406	6,359
Land Rentals	4,987	4,503	4,177
Cargo Apron Use	2,026	2,199	1,903
Other Buildings and Grounds	6,622	4,225	4,600
Other Operating Revenue	10,589	2,729	3,077
<b>Total Other Buildings and Grounds</b>	<b>\$33,619</b>	<b>\$21,983</b>	<b>\$21,828</b>
Hotel	\$46,528	\$23,534	\$26,816
Rail Station	\$2,281	\$4,121	\$4,349
<b>Total Orlando International Airport</b>	<b>\$609,264</b>	<b>\$428,664</b>	<b>\$434,227</b>
Orlando Executive Airport Operating Revenue	\$3,578	\$3,649	\$3,784
<b>Total Operating Revenue</b>	<b>\$612,842</b>	<b>\$432,313</b>	<b>\$438,011</b>
Enplaned Passengers (MCO)	24,220,932	16,984,242	14,538,126
Cost per enplaned passenger (MCO)	\$4.91	\$7.71	\$9.95

## ORLANDO INTERNATIONAL AIRPORT

### Historical Domestic, International and Total Enplaned Passengers for the Years Ended

Fiscal Year	Domestic Enplaned Passengers (a)	Percent Change for Domestic Enplaned Passengers from Previous Year	International Enplaned Passengers (b)	Percent Change for International Enplaned Passengers from Previous Year	Total Enplaned Passengers (a+b=c)	Percent Change for Total Enplaned Passengers from Previous Year	International Enplaned Passengers as Percentage of Total Enplaned Passengers (b/c=d)
2014	15,477,675	0.05%	2,057,323	5.15%	17,534,998	0.62%	11.73%
2015	16,426,194	6.13	2,400,904	16.70	18,827,098	7.37	12.75
2016	17,978,587	9.45	2,758,469	14.89	20,737,056	10.14	13.30
2017	18,882,512	5.03	2,836,039	2.81	21,718,551	4.73	13.06
2018	20,224,240	7.11	3,158,033	11.35	23,382,273	7.66	13.51
2019	21,261,946	5.13	3,584,896	13.52	24,846,842	6.26	14.43
2020	12,971,025	(38.99)	1,567,101	(56.29)	14,538,126	(41.49)	10.78
2021	16,368,438	26.19	615,805	(60.70)	16,984,242	16.83	3.63
2022	21,836,197	33.40	2,384,735	287.25	24,220,932	42.61	9.85
2023	24,574,857	12.5	3,344,841	40.3	27,919,698	15.3	12.0

## ORLANDO INTERNATIONAL AIRPORT

### Airline Landed Weights for the Years Ended

<b>Fiscal Year</b>	<b>Participating Airlines</b>	<b>Non-Participating Airlines <sup>(1)</sup></b>	<b>Cargo</b>	<b>Total</b>	<b>Percent Change</b>
2014	18,462,195	1,444,547	764,323	20,671,065	(0.40)%
2015	19,812,333	1,434,614	837,631	22,084,578	6.84
2016	21,110,150	1,798,974	955,369	23,864,493	8.06
2017	21,686,778	1,833,988	1,009,957	24,530,723	2.79
2018	22,818,697	2,182,970	1,027,052	26,028,719	6.11
2019	24,112,017	2,354,949	1,253,335	27,720,301	6.50
2020	17,043,125	1,141,492	1,314,941	19,499,558	(29.66)
2021	18,902,627	612,087	1,380,082	20,894,796	7.16
2022	24,006,043	1,525,785	1,298,564	26,860,392	28.41
2023	27,234,916	2,147,596	1,092,341	30,474,853	13.5

## ORLANDO INTERNATIONAL AIRPORT

### Airlines Servicing Orlando International Airport as of September 30, 2023

#### Network Carriers

Alaska Airlines Inc.  
American Airlines Inc.  
Avelo Airlines Inc.  
Breeze Aviation Group, Inc.  
Delta Air Lines  
United Airlines Inc.

#### Regional Airlines

Air Canada Rouge  
Endeavor Airlines Inc.  
Envoy Air d/b/a American Eagle  
PSA Airlines d/b/a American Eagle  
Republic Airways

#### Low Cost Carriers

Frontier Airlines  
jetBlue Airways Corp.  
Silver Airways Corp.  
Southwest Airlines Co.  
Spirit Airlines  
Sun Country, Inc.

#### Cargo Airlines

ABX Air Inc.  
Amerijet International Inc.  
Atlas Air Inc.  
DHL Air, Ltd.  
Federal Express Corporation  
Kalitta Air LLC  
Kalitta Charters  
Mountain Air Cargo  
United Parcel Service Inc.

#### Foreign-Flag Airlines

Alberta Inc. d/b/a Lynx Air  
Aer Lingus Ltd.  
Aerovias de Mexico S.A de C.V. d/b/a Aeromexico  
Aerovias Del Continente Americano S.A. Avianca  
Aeroenlaces Nacionales S.A. de C.V.  
Aerovias De Integracion Regional S.A.  
Air Canada  
Air Transat A.T. Inc.  
Azul Linhas Aereas Brasileiras S.A. Inc.  
Bahamasair  
British Airways  
Caribbean Airlines Limited  
Concesionaria Vuela Compania Aviacion SAPI de CV d/b/a Volaris  
Compania Panamena de Aviacion S.A. d/b/a COPA  
Emirates Inc.  
EW Discover GMBH  
Fast Colombia d/b/a Viva Air  
GOL Linhas Aereas S.A.  
Icelandair LLC  
LATAM Airlines Group S.A. Inc  
LATAM Airlines Peru S.A  
LATAM Airlines Ecuador, S.A.  
Lufthansa Airlines  
National Air Cargo Group, Inc.  
Norse Atlantic Airways A S  
Norse Atlantic UK Limited  
Sunwing Airlines Inc.  
TAM-Linhas d/b/a LATAM Airlines Brazil  
Virgin Atlantic Airways Ltd.  
WestJet an Alberta Partnership

#### Other (1)

Air X Charter Ltd.  
Canada Jetlines Operations Ltd.  
Eastern Airlines, LLC  
EL AL Israel Airlines Ltd Co.  
Europa Lineas Aereas S A  
French Bee  
Global Crossing Airlines Inc.  
Iberia Lineas Aereas  
Italia Transporto Aereo S.P.A.  
Maleth-Aero AOC Limited  
Morocco - Government d/b/a Royal Air Maroc  
Omni Air International  
Polskie Linie Lotnicze  
Qatar Airways Company QCSC  
Societe Air France  
Swift Air, LLC  
Swiss International Air Lines Ltd.  
Swoop Inc.  
Titan Airways Limited  
Vuela El Salvador, S.A. de C.V.  
Wamos Air

(1) Airlines with ad hoc or diversion operations

Source: Greater Orlando Aviation Authority

## ORLANDO INTERNATIONAL AIRPORT

### HISTORICAL AIRLINE MARKET SHARES

#### Percentage of Total Passengers for the Years Ended

Participating Airlines	2023	2022	2021	2020	2019
Southwest Airlines Co	18.90%	20.03%	23.58%	22.15%	21.66%
Spirit Airlines	17.08	15.76	16.87	13.71	11.26
Delta Air Lines	12.53	13.18	12.73	12.05	13.34
Frontier Airlines	12.22	12.51	12.26	10.82	9.06
American Airlines Inc.	10.13	11.43	11.78	12.01	11.24
jetBlue Airways Corp.	9.68	9.30	10.30	10.74	11.95
United Airlines Inc.	7.65	8.48	8.42	7.90	8.25
COPA Airlines	0.87	0.86	0.73	0.79	0.98
Aerovias de Mexico S.A. de C.V.	0.59	0.50	0.38	0.30	0.34
Silver Airways Corp.	0.30	0.30	0.33	0.30	0.27
Air Canada	1.45	0.97	0.12	1.38	1.49
Bahamasair	0.15	0.14	0.09	0.11	0.19
WestJet Airlines Ltd.	0.68	0.38	0.04	0.78	0.92
Virgin Atlantic Airways Ltd.	1.02	0.93	-	1.05	1.75
British Airways	0.66	0.67	-	0.41	0.61
<b>Subtotal Participating Airlines</b>	<b>93.91%</b>	<b>95.43%</b>	<b>97.63%</b>	<b>94.5%</b>	<b>93.31%</b>
<b>Non-Participating Airlines</b>					
Domestic Mainline	3.03	2.26	1.82	1.74	1.57
Foreign Flag Airlines	3.06	2.31	0.55	3.76	5.12
<b>TOTAL</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

## ORLANDO INTERNATIONAL AIRPORT

### Primary Origination and Destination Passenger Markets for the Year Ended September 30, 2023

Rank	Market	Trip Length	Estimated Annual Passengers <sup>(1)</sup> (Each-Way)
1	Newark, NJ	MH	954,810
2	Philadelphia, PA	MH	827,425
3	San Juan, PR	MH	801,301
4	New York, NY	MH	782,694
5	Boston, MA	MH	762,108
6	Chicago, IL	MH	719,839
7	Detroit, MI	MH	607,460
8	Atlanta, GA	SH	585,979
9	Baltimore, MD	MH	580,771
10	New York, NY	MH	563,447
11	Denver, CO	MH	486,517
12	Dallas/Ft. Worth, TX	MH	469,578
13	Washington, DC	MH	462,294
14	Los Angeles, CA	LH	459,547
15	Minneapolis/St. Paul, MN	MH	452,284
16	Toronto, ON	MH	443,908
17	Houston, TX	MH	377,903
18	Chicago, IL	MH	376,516
19	Nashville, TN	MH	366,308
20	Hartford, CT	MH	349,975

(1) Estimated annual passengers is based on the actual O&D passenger statistics for the period from October 2022 to June 2023, plus an estimate for July to September 2023 based on the monthly T-100 domestic enplanement counts which indicated that 24.2% of MCO's annual enplanements traveled in those months.

**Trip Length:**

SH (Short Haul) = 0-600 miles

MH (Medium Haul) = 601-1,800 miles

LH (Long Haul) = over 1,801 miles

Source: U. S. DOT O&D database (Diio)

## DEMOGRAPHIC AND ECONOMIC STATISTICS

### Orlando-Kissimmee-Sanford, FL Metropolitan Statistical Area

Calendar Year <sup>(1)</sup>	Population	Personal Income (in millions)	Per Capita Personal Income	Annual Average Unemployment Rate
2013	2,281,217	\$81,669	\$35,800	7.00%
2014	2,339,238	87,497	37,408	6.00%
2015	2,407,405	94,473	39,243	5.10%
2016	2,479,365	98,914	39,895	4.50%
2017	2,546,121	106,570	41,856	3.90%
2018	2,606,900	113,366	43,487	3.40%
2019	2,643,259	120,432	45,562	3.00%
2020	2,677,687	128,957	48,160	10.20%
2021	2,691,925	142,947	53,102	5.10%
2022	2,764,182	149,152	53,959	5.10%

(1) Information for calendar years 2011 – 2019 has been revised from that previously reported  
 Source: Bureau of Economic Analysis: Regional Economic Accounts – Orlando-Kissimmee-Sanford, FL (MSA)  
 Unemployment Rate from the U.S. Department of Labor, Bureau of Labor Statistics (<http://www.bls.gov>)

## VISITORS TO ORLANDO

### Metropolitan Statistical Area

	2022	2021	2020	2019	2018
Domestic	69,141,000	57,226,000	33,626,000	69,297,000	68,555,000
Leisure	61,201,000	49,683,000	28,722,000	58,120,000	57,265,000
Business	7,940,000	7,543,000	4,904,000	11,177,000	11,290,000
International	4,902,900	2,075,000	1,651,000	6,498,000	6,488,000
<b>Total</b>	<b>74,043,900</b>	<b>59,301,000</b>	<b>35,277,000</b>	<b>75,795,000</b>	<b>75,043,000</b>

	2017	2016	2015	2014	2013
Domestic	65,855,000	62,342,000	60,575,000	57,435,000	54,414,000
Leisure	54,980,000	51,754,000	49,811,000	47,129,000	44,286,000
Business	10,875,000	10,588,000	10,764,000	10,306,000	10,128,000
International	6,153,000	6,120,000	5,898,000	5,373,000	4,856,000
<b>Total</b>	<b>72,008,000</b>	<b>68,462,000</b>	<b>66,473,000</b>	<b>62,808,000</b>	<b>59,270,000</b>

# Greater Orlando Aviation Authority

## PRINCIPAL EMPLOYERS

### Orlando-Kissimmee-Sanford, FL Metropolitan Statistical Area

Employer	2023			2014		
	Number of Employees	Rank	Percentage of Total MSA Employment	Number of Employees	Rank	Percentage of Total MSA Employment
Walt Disney World	75,000	1	5.41%	69,000	1	5.64%
Advent Health (formerly Florida Hospital)	35,938	2	2.59	17,600	3	1.44
Universal Orlando Resort (formerly Universal Studios FL)	28,000	3	2.02	17,300	4	1.41
Orlando Health	26,397	4	1.90	14,310	5	1.17
Orlando Public Schools	25,000	5	1.80	22,000	2	1.80
Seminole State College Florida	14,813	6	1.07	N/A	N/A	N/A
Lockheed Martin Corporation	14,547	7	1.05	N/A	N/A	N/A
University of Central Florida	12,745	8	0.92	11,078	6	0.91
Orange County Government	8,000	9	0.58	7,642	8	0.63
Seminole County Public Schools	7,319	10	0.53	7,758	7	0.63
Darden Restaurants Inc.	N/A	N/A	N/A	7,600	9	0.62
SeaWorld Parks and Entertainment	N/A	N/A	N/A	6,032	10	0.49
Other Employees	1,202,181		82.13%	1,042,714		85.26%
<b>Total Employees</b>	<b>1,449,940</b>		<b>100.00%</b>	<b>1,223,034</b>		<b>100.00%</b>

## AIRPORT INFORMATION

As of September 30, 2023

### Orlando International Airport

Location:	9 miles southeast of downtown Orlando	
Area:	11,605 acres	
Airport Code:	MCO	
Runways:	Two runways:	12,000 X 200 ft.
	One runway:	10,000 X 150 ft.
	One runway:	9,000 X 150 ft.
Landside Terminal:	North Terminal A/B consisting of a tri-level building (includes hotel)	4,709,443 sq. ft.
	South Terminal C	1,337,985 sq ft.
Airside Terminals:	Airside One (Gates 1-29)	411,179 sq. ft.
	Airside Two (Gates 100-129)	343,332 sq. ft.
	Airside Three (Gates 30-59)	327,930 sq. ft.
	Airside Four (Gates 70-99) (Gates 60-69 are closed)	598,392 sq. ft.
	Terminal C (Gates 230-245)	429,628 sq. ft.
Intermodal Transit Facility Train Station:	349,625 sq. ft.	
Total Airport Terminal Space:	More than 7.1 million square feet	
Hotel:	445 room Hyatt Regency Hotel 42,000 sq. ft. of Convention/Meeting Space Rated AAA Four Diamond Hemispheres Restaurant McCoy's Bar and Grill	
Aircraft Parking Aprons:	2,182,889 sq. ft.	
Parking Spaces:	11,169 Terminal Parking Spaces 10,984 Satellite Parking Spaces	
Cargo:	1,400 acre cargo center 132 acres of cargo ramp 167 acre Foreign Trade Zone U. S. Department of Agriculture (USDA) Plant Inspection Station	
International:	Two International Arrivals Concourses with United States Customs and Border Protection Services and United States Department of Agriculture Inspection	
Fixed Base Operators (FBOs):	Atlantic Aviation Signature Flight Support	

## AIRPORT INFORMATION (cont.)

### Orlando Executive Airport

Location:	3 miles east of downtown Orlando
Area:	966 acres
Airport Code:	ORL
Runways:	One runway: 6,000 X 150 ft. One runway: 4,625 X 100 ft.
International:	US Customs and Border Protection Services (CBP) station in ORL ORL is in the CBP's User Fee Airport (UFA) Program
Fixed Base Operators (FBOs):	Atlantic Aviation Sheltair Aviation Services



Photo credit: Joe Brooks Photography



## **GLOSSARY**



## GLOSSARY

**ACCRUAL BASIS OF ACCOUNTING** – Under this method, revenue is recorded when earned and expenses are recorded when liabilities are incurred.

**AIRCRAFT OPERATIONS** – The landing or takeoff of an aircraft.

**AIRCRAFT RESCUE AND FIRE FIGHTING (ARFF)** – A special category of firefighting that involves the response, hazard mitigation, evacuation and possible rescue of passengers and crew of an aircraft (typically) involved in an airport ground emergency.

**AIRPORT IMPROVEMENT PROGRAM (AIP)** – The FAA’s AIP provides both entitlement and discretionary grants for eligible airport projects. This program, authorized periodically by Congress, distributes the proceeds of the federal tax on airline tickets to airports, through grants, for eligible construction projects and land acquisition. See *Federal Grants*.

**AIRPORT MASTER PLAN** – Represents the approved actions to be accomplished for phased development of the airport. Master plans address the airfield, terminal, landside access improvements, modernization and expansion of existing airports and establish the premise for site selection and planning for a new airport.

**AIRPORT RESCUE GRANTS** – Signed into law on March 11, 2021, includes \$8 billion in funds to be awarded as economic assistance to eligible U.S. airports to prevent, prepare for and respond to the COVID-19 outbreak.

**AIRPORT REVENUE BONDS** – Bonds issued by municipality or Airport Authority wherein airport revenues back the tax-exempt, lower interest rate bond.

**AIRPORTS COUNCIL INTERNATIONAL–NORTH AMERICA (ACI-NA)** – A regional office of *Airports Council International*, the global trade representative of the world’s airports, representing local, regional and state governing bodies that own and operate commercial airports in the United States and Canada. It advocates policies and provides services that strengthen the ability of commercial airports to serve their passengers, customers and communities.

**ALTERNATIVE MINIMUM TAX (AMT)** – A supplemental income tax imposed by the United States federal government required in addition to baseline income tax.

**AUDIT** – Refers to a financial statement audit by an independent certified public accountant.

**AUTHORITY** – Refers to the Greater Orlando Aviation Authority (GOAA).

**AUTHORITY FUND BALANCE** – Generally defined as the difference between its assets and liabilities.

**BOND COVENANT** – An agreement with bond holders, which defines the priority of payment of debt service in the use of revenues, among other things.

**BUDGET** – A financial plan for a specified period of time (FY) that matches planned expenses and revenues with planned services.

**BUDGET CALENDAR** – The schedule of key dates, or milestones, that the Authority follows in the preparation, adoption and administration of the annual budget.

**CALENDAR YEAR (CY)** – The annual period beginning January 1 and ending December 31.

**CAPITAL IMPROVEMENT PROGRAM (CIP)** – A rolling near-term multi-year program that provides for critical needed improvements and asset preservation. The program includes projects that address federal security requirements, airfield safety improvement and enhanced revenue potential.

**CORONAVIRUS AID, RELIEF AND ECONOMIC SECURITY ACT (CARES)** – Signed into law on March 27, 2020, this bill addresses economic impacts of and otherwise responds to, the COVID-19 outbreak, in the form of grants for airports as well as direct aid, loans and loan guarantees for passenger and cargo airlines. Under the CARES, approximately \$10 billion in grant assistance was provided to airports.

**CORONAVIRUS RESPONSE AND RELIEF SUPPLEMENTAL APPROPRIATIONS ACT (CRRSAA)** – Signed into law on December 27, 2020, includes nearly \$2 billion in funds to be awarded as economic relief to eligible U.S. airports and eligible concessions at those airports to prevent, prepare for and respond to the COVID-19 outbreak.

**COMMON USE PASSENGER PROCESSING SYSTEM (CUPPS)** – A common use terminal equipment system that allows airlines to operate from any ticket counter and gate, if needed. It includes a common use self-service kiosk for passenger check in.

**COMMON USE SYSTEM SUPPORT (CUSS)** – A shared service kiosk system used by multiple airlines that allow for convenient passenger check-in.

**CONCESSIONAIRE** – A person or company having a lease, contract or operating permit arrangement with the Authority, entitling them to do business at the airport.

**COST CENTER** – The area of an airport to which a revenue or expense is attributed (e.g., airfield, terminal).

**COST PER ENPLANED PASSENGER (CPE)** – The total annual cost of fees and charges paid by the airlines, divided by the total enplanements.

**CUSTOMER FACILITY CHARGE (CFC)** – Airport-required fees collected by car rental agencies and used to improve or to fund new car rental related facilities.

**DEBT POLICY** – A framework by which decisions are made concerning the use and management of debt, with a comprehensive financial plan used in effecting strategic initiatives.

**DEBT SERVICE** – Principal and interest payments on bonds.

**DEBT SERVICE COVERAGE (SENIOR)** – An amount equal to 125% of the portion of Debt Service attributable to bonds, plus other such amounts as may be established by any financial agreement.

**DEPRECIATION** – Non-cash expense that accounts for the value of assets that decreases over time as a result of use, age, or obsolescence.

**ENPLANED PASSENGER** – Any revenue passenger boarding an aircraft at the airport, including any passenger that previously disembarked from another aircraft.

**ENTERPRISE FUND** – In governmental accounting, a fund that provides goods and services to the public for a fee that makes the entity self-supporting.

**FEDERAL AVIATION ADMINISTRATION (FAA)** – The FAA is part of the Department of Transportation (DOT) and, within the airspace of the United States, promotes air safety, regulates air commerce, controls the use of navigable airspace, develops and operates air navigation facilities, develops and operates the air traffic control system and administers federal grants for the development of public-use airports.

**FEDERAL INSPECTION SERVICES (FIS)** – A facility housing Customs and Border Protection and other international passenger arrival services.

**FEDERAL GRANTS** – Entitlement funds, determined by a formula according to enplanements at individual airports. The Authority applies for discretionary grants of funds from the FAA through a Letter of Intent (LOI) process. Each LOI represents an intention to obligate funds from future federal budget appropriations. The issuance of an LOI is subject to receipt of Congressional appropriations for grants to airports, and does not itself constitute a binding commitment of funds by the FAA. For planning purposes, the amounts in an approved LOI from the FAA are used by the Authority as an estimate of federal discretionary grants to be received.

**FISCAL YEAR (FY)** – The annual period beginning October 1 and ending September 30.

**FIXED BASE OPERATOR (FBO)** – Commercial business, at the Airport, authorized by the Authority to sell aviation fuels and provide other aviation-related services, primarily to General Aviation.

**FLIGHT INFORMATION DISPLAY SYSTEM (FIDS)** – A computer system used in airports to display flight information to passengers.

**GENERAL AVIATION** – The activities of privately owned aircraft that are not used for commercial purposes, such as the movement of passengers or freight.

**GENERALLY ACCEPTED ACCOUNTING PRINCIPLES (GAAP)** – Uniform minimum standards and guidelines for accounting and financial statement reporting.

**GOAA** – Greater Orlando Aviation Authority.

**GOVERNMENT FINANCE OFFICERS ASSOCIATION (GFOA)** – A group that represents public finance officials throughout the United States and Canada to promote excellence in state and local government financial management.

**GOVERNMENTAL ACCOUNTING STANDARDS BOARD (GASB)** – A private, non-governmental organization responsible for establishing GAAP for state and local governments in the United States entities.

**LANDED WEIGHT** – Refers to maximum gross certified landed weight, in one thousand pound units, as stated in the airlines' flight operations manual. Landed weight is used to calculate landing fees for both airline and general aviation aircraft operated at the Airport.

**LANDING FEES** – Revenues from passenger and cargo carriers for commercial aircraft landings at airports.

**LARGE HUB AIRPORT** – airport serving 1% or greater of U.S. enplanements.

**LAW ENFORCEMENT OFFICERS (LEO)** – A public sector employee whose duties primarily involve the enforcement of laws.

**LOW-COST CARRIERS** – Refer to airlines such as jetBlue and Southwest.

**MAJOR PASSENGER AIRLINE** – U.S. designation for an air carrier with annual operating revenue of more than \$1 billion, such as American, Delta and United Airlines. Also called a "major carrier."

**MEDIUM HUB AIRPORT** – airport serving less than 1% but greater than 0.25% of U.S. enplanements.

**MSA - METROPOLITAN STATISTICAL AREA** – The Orlando metropolitan area includes Orlando-Kissimmee-Sanford.

**MCO** – Orlando International Airport.

**NET REVENUE** – Generally defined as operating revenue less operating expenses.

**OBJECT FREE AREA (OFA)** – Area of ground centered on runway, taxiway or taxi lane centerline free of objects unnecessary for air navigation or ground maneuvering purposes.

**OCCUPATIONAL SAFETY AND HEALTH ADMINISTRATION (OSHA)** – An agency of the U.S. Department of Labor to assure safe and healthful working conditions by setting and enforcing standards and by providing training, outreach, education and assistance.

**ORL** – Orlando Executive Airport.

**PASSENGER FACILITY CHARGES (PFC)** – A charge attached to each ticketed passenger that boards an airplane at the airport. Certain types of passengers, including military, are excluded from the Passenger Facility Charge.

**SMALL HUB AIRPORT** – airport serving less than 0.25% but greater than 0.05% of U.S. enplanements.

**STC** – South Terminal Complex.

**TRANSPORTATION NETWORK COMPANY (TNC)** – Connects paying passengers with drivers who provide the transportation on their own non-commercial vehicles.

**ULTRA LOW COST CARRIERS** – Refer to airlines such as Frontier Airlines, Spirit Airlines and Sun Country.

## ACRONYMS

ACFR	Annual Comprehensive Financial Report
AIG	Airport Infrastructure Grant
AIP	Airport Improvement Plan
ALP	Airport Layout Plan
AMT	Alternative Minimum Tax
AOA	Air Operations Area
APM	Automated People Mover
ARFF	Aircraft Rescue and Fire Fighting
ARPA	Airport Rescue Plan Act (2021)
ATC	Air Traffic Control
ATP	Airport Terminal Program
BHS	Baggage Handling System
BIL	Bipartisan Infrastructure Law
BPA	Bond Purchase Agreement
CARES	Coronavirus Aid, Relief and Economic Security Act (2020)
CBP	United States Customs and Boarder Protection
CCTV	Closed Circuit Television
CFC	Customer Facility Charge (Rental Car)
CIP	Capital Improvement Program
CPE	Cost Per Enplaned Passenger
CPI	Consumer Price Index
CRRSAA	Coronavirus Response Relief Supplemental Appropriation Act (2020)
CUPP/CUSS	Common Use Passenger Processing/Common Use Self Service
CUTE	Common Use Terminal Equipment
CY	Calendar Year
DBO	Date of Beneficial Occupancy
DHS	Department of Homeland Security
DOT	Department of Transportation
DSCR	Debt Service Coverage Ratio
EDS	Explosive Detection System
EMMA	Electronic Municipal Market Access
EPA	Environmental Protection Agency
FAA	Federal Aviation Administration
FAD	Final Agency Decision
FAR	Federal Aviation Regulation
FBO	Fixed Base Operator
FDOT	Florida Department of Transportation
FF&E	Furniture, Fixtures and Equipment
FIDS/BIDS/GIDS	Flight/Baggage/Gate Information System
FIS	Federal Inspection Services
FMS	Facility Management System
FY	Fiscal Year
GA	General Aviation
GARB	General Airport Revenue Bond
GASB	Governmental Accounting Standards Board

GMP	Guaranteed Maximum Price
GTC	Ground Transportation Center
GOAA	Greater Orlando Aviation Authority
LCC	Low Cost Carrier
LOI	Letter of Interest
MAG	Minimum Annual Guarantee
MAP	Million Annual Passengers
MCO	Orlando International Airport
MOU	Memorandum of Understanding
MUFIDS	Multi-User Flight Information Display System
NPV	Net Present Value
NTC	North Terminal Complex
O&D	Origin and Destination
O&M	Operations and Maintenance Fund
ORL	Orlando Executive Airport
OS	Official Statement
PAYGO	Pay As You Go
PFC	Passenger Facility Charge
POS	Preliminary Official Statement
R&C	Rates and Charges
RAC	Rental Automobile Concession
RFP/RFQ	Request for Proposal/Request for Qualifications
ROAC	Report of the Airport Consultant
ROD	Record of Decision
RON	Remain Overnight
SAMS	Secure Area Monitor System
SOAR	System of Airports Reporting
TIFIA	Transportation Infrastructure Finance and Innovation Act
TNC	Transportation Network Company
TRACON	Terminal Area Radar Control
TSA	Transportation Security Administration
ULCC	Ultra Low Cost Carrier





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