

# ADOPTED BUDGET

Fiscal Year 2021-2022

ORLANDO INTERNATIONAL AIRPORT AND  
ORLANDO EXECUTIVE AIRPORT



**GREATER ORLANDO  
AVIATION AUTHORITY**  
Orlando, Florida





Authority Board

Position

Carson Good .....	Chairman
The Honorable Buddy Dyer, Mayor, City of Orlando .....	Vice Chairman
The Honorable Jerry Demings, Mayor, Orange County .....	Treasurer
Craig Mateer .....	Board Member
Dr. John L Evans, JR.....	Board Member
Tim Weisheyer .....	Board Member
Belinda Kirkegard.....	Board Member

Airport Management

Position

Phillip N. Brown, A.A.E.....	Chief Executive Officer
Tom Draper.....	Chief of Operations
Yovannie Rodriguez .....	Chief Administrative Officer
Kathleen M. Sharman .....	Chief Financial Officer
Kathy Bond.....	Senior Director of Human Resources and Risk Management
Carolyn Fennell .....	Senior Director of Public Affairs and Community Relations
Victoria Jaramillo.....	Senior Director of Marketing and Air Service Development
Davin Ruohomaki.....	Senior Director of Engineering and Construction
Mark Birkebak .....	Director of Engineering
Tricia Cottman .....	Director of Risk Management
Marie Dennis .....	Director of Finance
Tianna Dumond.....	Director of Internal Audit
Brian Engle .....	Director of Customer Experience
Bradley Friel .....	Director of Planning and Development
Brian Gilliam .....	Director of Security
Marquez Griffin .....	Director of Airport Operations
Gary Hunt.....	Director of Maintenance
Judith-Ann Jarrette .....	Director of General Aviation
George Morning.....	Director of Small Business Development
Pete Pelletier.....	Director of Information Technology
Scott Shedek.....	Director of Construction



## Budget Department

## Position

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## A Special Thanks...

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



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## LETTER OF TRANSMITTAL

December 30, 2021 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) 2022. The budget is a culmination of an extensive, collaborative effort, which included workshops with the members of the Authority staff that 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, 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 Impact of COVID-19

In March 2020, the novel coronavirus disease ("COVID-19") was declared a global pandemic by the World Health Organization. Work-at-home requirements, mandated closures of offices and businesses, and other restrictions imposed to contain the COVID-19 pandemic caused serious economic contraction, unemployment, and financial hardship. Airlines reported unprecedented reductions in passenger volumes, causing the cancellation of numerous flights and a dramatic reduction in network capacity. As a result, airports in the United States have been acutely affected by interruptions in travel, reductions in passenger volumes and flights, as well as by the broader economic slowdown resulting from the COVID-19 pandemic.

With respect to the Airport, the outbreak of COVID-19 had an adverse effect on Airlines serving the Airport, Airport concessionaires, rental car companies and consequently, such related Airport revenues. The Airport



witnessed a sharp contraction in activity beginning in March 2020 when domestic and international flights in and out of the Airport were drastically curtailed. Retail, food and other service concessionaires located in terminal facilities at the Airport reported significant declines in sales, and many of the locations reduced hours or temporarily closed as a result of reduced passenger traffic.

Like most of the world, the City, the County, the Authority and the State are continuing to respond to COVID-19. Since the outbreak of the COVID-19 pandemic, the President of the United States, the Governor of the State, the Mayor of the County, and the Mayor of the City issued emergency declarations regarding the COVID-19 pandemic, which have since been phased out. International travel restrictions resulted in suspension of flights to virtually every international market served by the Airport. Public officials in other states instituted 14-day quarantines for travelers coming from Florida and other areas. Business travel was severely cut back. Public health officials, including the National Institute of Health, United States Centers for Disease Control, Florida Department of Health and local health officials warned U.S. residents and visitors to maintain physical distancing and to avoid travel. International organizations issued similar warnings to people around the globe.

Between March and April 2020, nonagricultural employment in Florida and the Orlando Metropolitan Statistical Area (MSA) decreased by 13% and 15%, respectively, as consumer demand in the leisure and hospitality sectors decreased and businesses laid off workers. Disney World and other theme parks in the Orlando MSA closed in mid-March 2020 due to the coronavirus and reopened four months later in mid-July under capacity restrictions.

At the onset of the COVID-19 pandemic, the Authority took immediate action to reduce costs and implement strict budget monitoring procedures for the Fiscal Year 2020, which continued into Fiscal Year 2021 and Fiscal Year 2022. In addition to other measures, to decrease operating costs of the Airport, the Authority (i) instituted a hiring freeze effective March 2020 which was lifted June 2021; (ii) deferred approximately \$28.6 million of renewal and replacement projects (as of April 2021, \$11.7 million of these projects were permanently closed and \$16.9 million were reinstated), (iii) stopped work on all nonessential consultant and contractor projects, (iv) worked with vendors to reduce labor hours where appropriate and to waive contract renewal escalators, (v) temporarily closed the employee lot and portions of the economy lots and reduced associated parking shuttles, and (vi) reduced the Capital Improvement Plan from \$4.116 billion to \$3.577 billion in August 2020. Due to these and other cost-cutting measures, the Authority was able to reduce operating expenses for Fiscal Years 2020 and 2021 as compared to Fiscal Year 2019. With respect to the reduction of its Capital Improvement Program, in August 2021, and as amended in December 2021, the Authority adjusted the Capital Improvement Program to construct facilities that more appropriately matched passenger demand with financial resources. The 2021-2027 Capital Improvement Program, updated in August 2021, and amended in December 2021 for a total of \$3.58 billion, an overall decrease of \$180.0 million from the Capital Improvement Program approved in August 2020, which includes deletions of completed projects.

In addition to the measures to control and reduce cost, the Authority implemented a series of measures to provide financial relief to tenants, including a series of successive MCO tenant financial relief measures, including a combination of deferrals and waivers based on the evolving impacts from the pandemic and facts available at the time, provided to support air service as well as a successful concessions program while balancing Authority financial considerations with concessionaire relief. The Authority provided almost \$100 million between May 2020 through January 2022.



Through enactment of federal legislation several forms of relief have been provided to the Airport, the Airlines, the concessionaires and rental car companies. These include the Coronavirus Aid, Relief and Economic Security Act (CARES) in March 2020, the Coronavirus Response and Relief Supplemental Appropriations Act (CRRSA) in December 2020 and the American Rescue Plan Act (ARPA) in March 2021. The Aviation Authority was awarded a combined \$383.8 million, for both Orlando International Airport (MCO) and Orlando Executive Airport (ORL) and includes \$26.3 million of relief dedicated to concessionaires and rental automobile concessions (RACs).

As Covid-19 vaccines became available in early 2021 and an increasing share of the population was vaccinated, domestic demand for leisure travel increased, particularly to outdoor destinations such as Orlando. Since then, economic activity and employment in the Orlando MSA and Florida increased and approached 2019 levels in the summer of 2021. However, in August and early September, the number of new Covid cases related to the Delta variant increased and economic activity slowed.

The number of enplaned passengers have been steadily recovering at MCO faster than the trend for the nation as a whole. On November 9, 2021 the World Health Organization announced the discovery of the Omicron variant which it classified as “a variant of concern” and border restrictions were reinstated in several countries. On December 4, 2021, the CDC estimated that the Delta variant accounted for more than 99% of new cases in the United States. However, on December 25, 2021, the CDC estimated that the more recent Omicron variant accounts for approximately 59% of new cases in the United States.

The global economic disruption caused directly and indirectly by the COVID-19 pandemic dwarfs the effects of earlier public health scares and will have far-reaching implications for the global economy, perhaps extending for several years. Until governments and public health authorities are able to contain the spread and occurrence of the disease through the widespread availability of effective vaccines and other preventative treatments such as an antiviral pill, COVID-19 is likely to continue to impact overall economic activity.

## Economic Outlook

Historically, a healthy, growing and financially prosperous air transportation industry has been closely connected to the performance of the national economy. However, sustained increases in passenger traffic will be driven by the strength of the global economy. As a result of the COVID-19 pandemic, a resurgence in air travel will also be dependent on the diligence of airlines and airports to inspire passenger confidence. While those efforts will span the international marketplace, the resiliency needs to begin at the local level. In Central Florida, the diversity and potency of economic activity exerts significant influence on aviation activity at the airport and the revenues of the Authority.

The COVID-19 pandemic interrupted a historic period of growth in air travel to and from the Orlando regions. Pre-pandemic, Central Florida was the most-visited destination in the United States. Visit Orlando announced that approximately 76 million people traveled to the region during 2019, marking a slight increase over 2018. As the region’s premier global gateway, Orlando International Airport (MCO) became the busiest airport in Florida, serving more than 50 million passengers in the 2019 calendar year. However, in calendar year 2020, 35.2 million people visited the Orlando MSA, with 21.6 million passengers traveling through MCO.



Florida has exceeded the nation in terms of economic and employment growth since 2011, after enduring a prolonged economic recession that began in early 2007. In its July 2021 forecast update, UCF continues to expect a recovery stronger in the State than the nation as whole, while Orlando's MSA is expected to show continued economic growth in all sectors. Employment growth in the Orlando MSA is forecast to exceed State and national growth between 2020 and 2024 (an average increase of 1.4% per year), with stronger than average growth expected in leisure and hospitality and professional and business services. Unemployment rates in the Orlando MSA are forecast to decrease to 3.6% by 2024, comparable to forecasts for the State but lower than the nation. Average per capita personal income in the Orlando MSA, adjusted for inflation, is forecast to increase an average of 2.2% per year between 2020 and 2024, faster than forecast growth for the State (1.2%) and the nation (1.2%). The housing market in the Orlando MSA is forecast to continue to improve, with housing starts forecast to increase an average of 1.7% between 2020 and 2024.

The Orlando MSA encompasses one of the largest leisure centers in the world. Seven of the top ten theme parks, based on attendance, are located in the area. Continuing innovation and development of new attractions at the theme parks is vital to maintaining a high volume of visitors to Central Florida. Several new attractions opened in 2021, including specially-themed entertainment spectacles Disney Enchantment and Harmonious at Epcot that coincide with Walt Disney World's 50th Anniversary Celebration. Universal Orlando opened the Jurassic World VelociCoaster, Florida's fastest and tallest launch coaster. SeaWorld Orlando welcomed the Riptide Race, Florida's first dueling waterslide at Aquatica Orlando. Legoland Florida opened Brickbeard's Watersports stunt show and the Kennedy Space Center Visitor Complex unveiled Planet Play, an interactive activity area for youngsters.

Announced for 2022 were: Ice Breaker, SeaWorld Orlando's first launch coaster and the first Peppa Pig Theme Park at Legoland Florida Resort. Other notable expected openings include Steinmetz Hall at the Dr. Phillips Center for the Performing Arts and Walt Disney World's immersive, themed hotel Star Wars: Galactic Starcruiser.

Central Florida 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 and despite numerous pandemic-driven cancellations and postponements throughout 2020 and 2021, the Orange County Convention Center maintains an active calendar of scheduled and rescheduled events. Currently included for 2021 are the International Association of Amusement Parks and Attractions (IAAPA) Expo (est. attendance 31,000) and American Kennel Club National Dog Show (est. attendance 25,000). Notable shows in 2022 include the PGA Merchandise Show (est. attendance 43,000); the International Builders Show (est. attendance 55,000); Surf Expo (est. attendance 28,000) and the Kitchen & Bath Show (est. attendance 25,000).

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.



Recent relocations and expansions highlight the attractiveness of the market to new and growing businesses. Disney Parks, Experience and Products Division announced plans to relocate roughly 2,000 jobs from its California headquarters to Lake Nona; Staffing firm Checkr Inc. announced plans to open its third headquarters, bringing 630 jobs to Orlando; TogetherHealth, a health insurance sales firm for Medicare, has subleased more than 24,000 square feet of office space and will hire approximately 300 people; Skywater Technology, a semiconductor manufacturer, locked in an agreement with Osceola County to open a Center for Neovation, creating 220 jobs; and Cirrus Aircraft announced plans to open new locations at Orlando Executive Airport and Kissimmee Gateway Airport that would add 30 jobs to the region.

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 to reassure customers that air travel is safe and secure. Through the implementation of CDC protocols regarding face coverings and social distancing; enhanced cleaning and sanitizing procedures; and a continued emphasis on customer service; MCO is striving to remain a leader in restoring consumer confidence to support and encourage the historic growth of the past several years.

At a time when health and safety are so critical, the Orlando International Airport and the Hyatt Regency have both received the Global Biorisk Advisory Council (GBAC) STAR accreditation. The GBAC STAR accreditation is the gold standard of prepared facilities. The accreditation means that a facility has: established and maintained a cleaning, disinfection, an infectious disease prevention program to minimize risks associated with infectious agents like the novel coronavirus (SARS-CoV-2); the proper cleaning protocols, disinfection techniques, and work practices in place to combat biohazards and infectious disease; and highly informed cleaning professionals who are trained for outbreak and infectious disease preparation and response. Since the start of the pandemic, Orlando International Airport has remained committed to the highest of standards when it comes to cleaning and disinfecting all areas of the facility. High-touch point areas like elevator buttons, handrails, seating areas and others are cleaned frequently. Other enhanced cleaning efforts, such as the use of sanitizing foggers, are routinely completely throughout the airport.

The sustained return of domestic and international visitation is necessary to re-invigorate the multi-billion dollar economic engines that sustain the region. As the global gateway of choice for the majority of Central Florida's visitors, Orlando International Airport has responded to the unique demands of pandemic recovery to foster optimism for increasing demand. The Authority's commitment to expanding its facilities through the continuing construction of the new South Terminal C facility; the support of a major traffic realignment project by the Central Florida Expressway Authority; and the Brightline intercity, higher-speed rail project, emphasizes the community's investment in moving forward. The Authority's participation will enhance customer service and maintain the standard of excellence that we define as *The Orlando Experience*®.

## Major Initiatives

### ORLANDO INTERNATIONAL AIRPORT

The 2021 - 2027 Capital Improvement Program consists of: (a) Phase 1 of South Terminal C; (b) the Phase 1 Landside Expansion of South Terminal C; (c) capacity enhancements, renovations and expansion for the North



Terminal Complex; and (d) other projects to maintain and enhance the Airport facilities. The estimated total aggregate cost of the 2021-2027 Capital Improvement Program, as amended in December 2021, is approximately \$3.58 billion, including allowances for inflation, a reduction of \$180.0 million from August 2020. In addition to the 2021-2027 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 Ticket Lobby, Airside 1&3 APM, Airside 4, Taxiway C, Taxiway J, South Airport Cell Lot and Travel Plaza, Loop Road System Mill and Overlay and the Parking Garage C Canopy System.

### **Airfield Projects Planned or Underway**

The CIP includes \$138.2 million in airfield projects. The airfield, which serves both the current North and future South Terminals, is undergoing rehabilitation projects, including taxiways G & H with Design beginning in the Spring of 2022.

### **North Terminal Projects Planned or Underway**

The CIP also includes \$495.5 million for capacity enhancements, renovations and expansion for the North Terminal. This includes Airside 2 & 4 APM replacement, North Terminal Roof Replacements, and Airline Terminal Improvements 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.

### **South Terminal Projects Planned or Underway**

#### **South Terminal C**

The Authority commenced construction of the 16-gate South Terminal Complex Phase 1 in the first quarter of 2017 with an expected opening in October 2021. In May 2018, the Authority authorized staff to proceed with procurement of professional services for design and early construction activities of the South Terminal Complex Phase 1X to add three additional gates for a total of 19 gates 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 four gates and decided to open with 15 gates. Construction of Phases 1 and Phase 1X of the South Terminal Complex is approximately 87% complete and is currently estimated to cost \$2.8 billion. The Authority anticipates receiving a temporary certificate of occupancy for the South Terminal Complex in February 2022 and opening in July 2022.

Coordination of the Authority's annual budget and capital program is one of the keys to successfully implementing the Authority's Strategic Plan. Some of the key principles on which the budget has been 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



## Conclusion

Every effort has been made to ensure that the FY 2022 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 of providing safe, secure, customer-friendly, affordable services and facilities 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, 2020. This represents the third 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,

Phillip N. Brown, A.A.E  
*Chief Executive Officer*

Kathleen M. Sharman  
*Chief Financial Officer*



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**Greater Orlando Aviation Authority  
Florida**

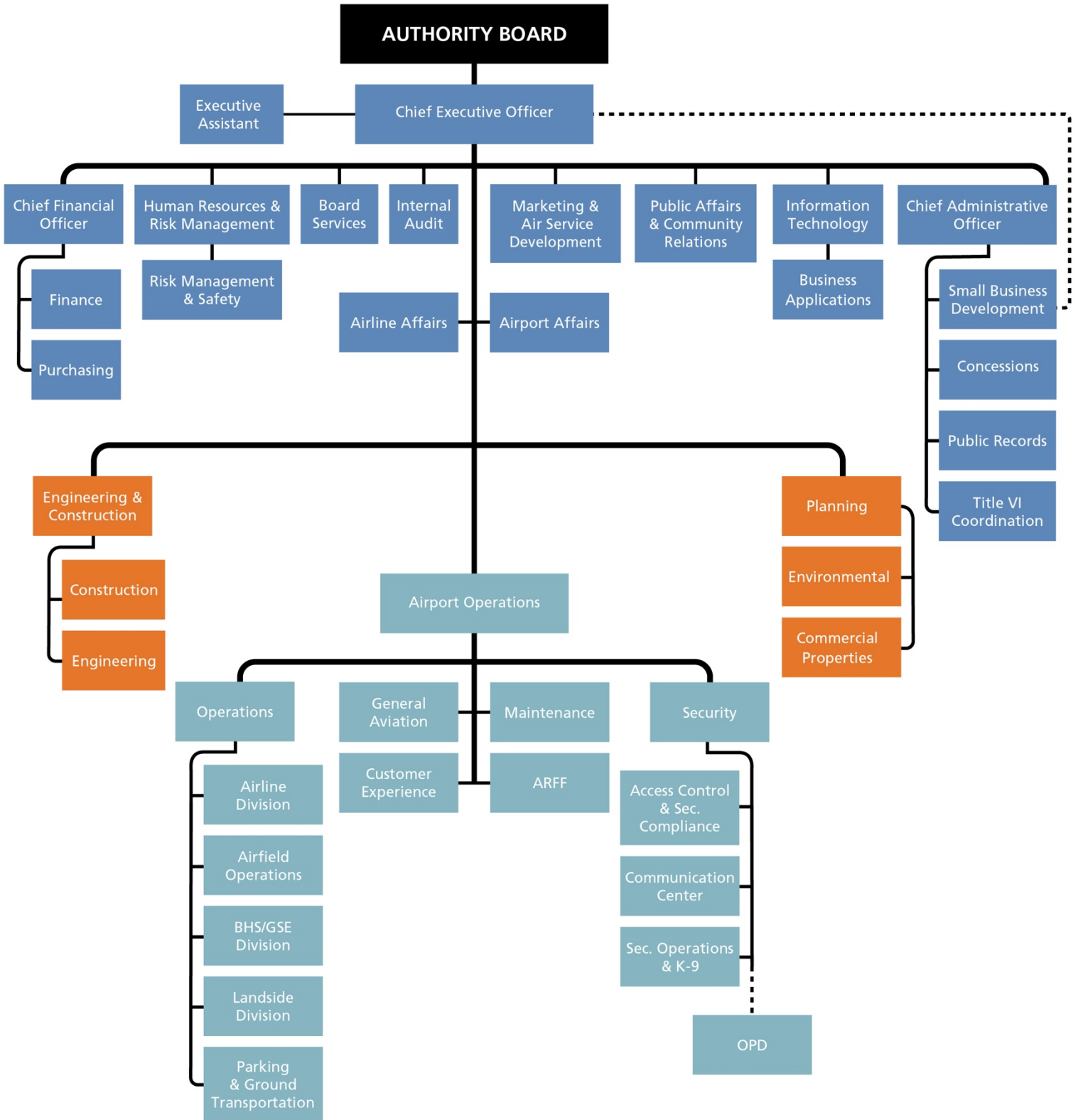
For the Fiscal Year Beginning

**October 01, 2020**

*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 Governors is a resident of Osceola County. The Chief Executive Officer is appointed by the Authority's Board and oversees a professional staff of 949 employees. The Aviation Authority maintains agreements with airlines, tenants, concessionaires, contractors, and vendors that support airport functions.

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 fifty 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 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 hanger 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.



## PROFILE OF THE AUTHORITY (CONT.)

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 serviced 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 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 sixties 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’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 had 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.

Future success of the airport traveler’s “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

The Authority is currently operating under a strategic plan designed during FY 2013. The plan, which is continually reviewed for relevance, is essential for the organization to remain viable and to sustain growth.

Thinking strategically in all that the Authority does is important to create sustainable success. Incorporating the practice of assessment, planning, identification of risk, implementation, and measuring into the Authority Culture will provide the tools to shape our future. The most significant challenges that the Greater Orlando Aviation Authority faces are rapid changes in the economy, airline routes and alliances, regional and local competition, technology, safety and security procedures, terminal capacity constraints, and access to capital. To address these challenges, the mission statement, goals, and values guide the Authority's business practices are as follows:

### Mission Statement

Provide safe, secure, customer-friendly, affordable services, and facilities that promote *The Orlando Experience*<sup>®</sup>.

### Vision Statement

Advance Orlando and the region as the premier intermodal transportation gateway for global commerce.

### Goals

- Exceed the expectations of the traveling public with the collaboration of our partners and community
- Foster economic development for the region
- Operate and maintain safe and secure world-class facilities
- Act in a fiscally responsible manner

### Our Values

- Safe and Secure Environment
- Customer Focused
- Fiscal Responsibility
- Collaborative Relationships
- Innovation, Sustainability, and Flexibility
- Ethical Behavior (PRIDE)
  - Professionalism, Respect, Integrity, Diversity, Efficiency



## GOALS, OBJECTIVES AND STRATEGIES

### CUSTOMER SERVICE

**Objective 1:** Develop a culture of customer service that promotes *The Orlando Experience*®

**Objective 2:** Establish a baseline for service expectations to use as a measurement of customer satisfaction

**Objective 3:** Create an environment that provides clear and consistent communication with the traveler to reduce the stress of moving through the airport

### ECONOMIC DEVELOPMENT

**Objective 1:** Increase domestic and international air service to maintain growth, diversify risk, and increase revenues for the airport and the region

**Objective 2:** Increase air cargo services to attract air passenger service and business to the airport and the region

**Objective 3:** Increase marketing to encourage development of Authority property

**Objective 4:** Encourage small and minority businesses, including those from the local community, to compete to provide goods, services, and concessions to the Aviation Authority

### SAFE & SECURE FACILITIES

**Objective 1:** Improve passenger & baggage security screening

**Objective 2:** Promote The Orlando Experience in all airport facilities

**Objective 3:** Increase use of technology to improve passenger, baggage, and business processes

**Objective 4:** Integrate safety strategies into all facilities and processes

### FISCAL RESPONSIBILITY

**Objective 1:** Maintain a competitive cost structure to attract and retain airlines

**Objective 2:** Increase non-airline revenues to diversity income, mitigate economic risk, and maintain competitive airline fees

**Objective 3:** Maintain a strong financial position to retain access to capital

**Objective 4:** Establish sufficient policies to provide resiliency against economic changes, and fluctuations in airline and passenger use of facilities

# ORLANDO INTERNATIONAL AIRPORT







## ORLANDO INTERNATIONAL AIRPORT

### Budget Summary

	Budget 2020	Budget 2021	Budget 2022
Airline Rentals, Fees and Charges	\$229,625,000	\$182,608,000	\$231,123,000
Nonairline Revenues	354,748,000	172,209,000	287,613,000
Interest Revenue	9,176,000	5,164,000	4,644,000
Federal Relief	-	83,375,000	55,000,000
Total Revenue	<u>\$593,549,000</u>	<u>\$443,357,000</u>	<u>\$578,380,000</u>
<b>Less Airport Exclusive Revenue</b>			
Rail Station Building Revenue	(4,071,000)	(4,071,000)	(4,071,000)
Net Anticipated Revenue	<u>\$589,478,000</u>	<u>\$439,285,000</u>	<u>\$574,309,000</u>
<b>Appropriations</b>			
2009 Debt Service Fund	2,486,000	2,488,000	2,489,000
2010 Debt Service Fund	5,775,000	5,776,000	3,951,000
2011 Debt Service Fund	39,364,000	9,122,000	5,916,000
2012 Debt Service Fund	1,853,000	29,538,000	469,000
2013 Debt Service Fund	4,294,000	4,299,000	4,294,000
2015 Debt Service Fund	13,952,000	13,952,000	12,453,000
2016 Debt Service Fund	20,961,000	23,525,000	29,192,000
2016 Subordinated Debt Service	10,050,000	10,049,000	7,558,000
2017 Subordinated Debt Service	-	43,375,000	43,375,000
2019 Debt Service Fund	-	39,931,000	71,615,000
Available PFC Revenues	(30,931,000)	(70,862,000)	(80,173,000)
Operation and Maintenance Fund	350,280,000	320,000,000	377,500,000
Operating Reserve Fund	3,868,000	-	4,537,000
Central Energy Plant Obligation	-	-	5,618,000
Total Appropriations	<u>\$421,952,000</u>	<u>\$431,193,000</u>	<u>\$498,097,000</u>
<b>Remaining Revenues</b>	<b><u>\$167,526,000</u></b>	<b><u>\$8,092,000</u></b>	<b><u>\$76,212,000</u></b>





## BUDGET HIGHLIGHTS

Coordination of the Authority's annual budget and 2021-2027 capital 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 & Charges for Fiscal Year 2022 compared to Fiscal Year 2021 and Fiscal Year 2020 are summarized below:

### Rates and Charges

	FY 2020 Actuals	FY 2021 Budget	FY 2022 Budget
Cost Per Enplaned Passenger	\$9.95	\$14.05	\$9.54
Landing Fees per 1000/lb.	\$2.5701	\$3.7367	\$1.6289
Apron Fee per gate	\$42,358	\$49,521	\$46,434
Terminal Premises Rate per square foot	\$120.20	\$140.59	\$167.50
Airline Equipment Charge per gate	\$56,280	\$61,125	\$69,234
North Inbound Baggage System Fee per deplaned passenger	\$1.07	\$1.24	\$1.53
North Outbound Baggage System Fee per enplaned passenger	\$1.53	\$1.75	\$1.54
South Inbound Baggage System Fee per deplaned passenger			\$2.33
South Outbound Baggage System Fee per enplaned passenger			\$3.16
Enplanements	14,538,126	12,654,885	22,362,000

## Revenue

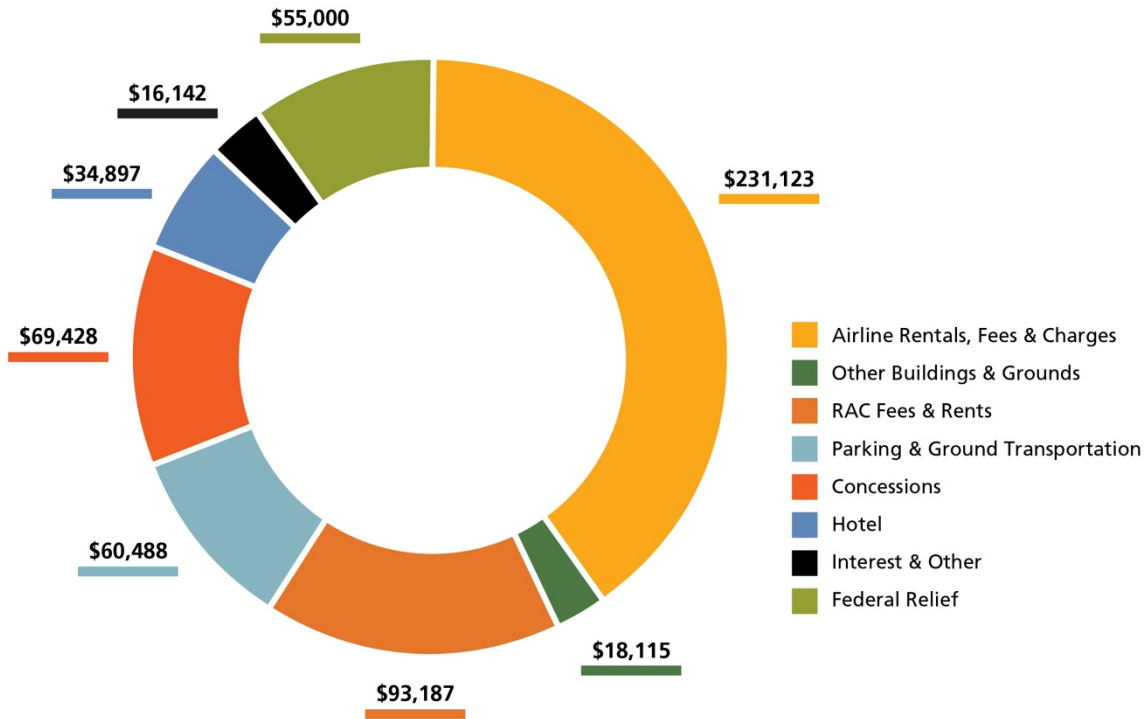
### Budget Revenue (in thousands)

	FY 2020 Actuals	FY 2021 Budget	FY 2022 Budget	FY 22 vs FY 21	% Change
Airline Rentals, Fees, & Charges	\$173,659	\$182,608	\$231,123	\$48,515	26.57%
Other Buildings & Grounds	18,751	10,575	18,115	7,540	71.30%
Car Rentals	81,889	51,578	93,187	41,609	80.67%
Parking & Ground Transportation	60,551	45,035	60,488	15,453	34.31%
Concessions	61,275	36,640	71,682	35,042	95.64%
Hotel	28,980	20,034	34,897	14,863	74.19%
Interest & Other	21,315	13,511	13,888	377	2.79%
Federal Relief	-	83,375	55,000	(28,375)	-34.03%
<b>Total Rates &amp; Charges Revenue</b>	<b>\$446,420</b>	<b>\$443,356</b>	<b>\$578,380</b>	<b>\$135,024</b>	<b>30.45%</b>



## BUDGET HIGHLIGHTS (CONT.)

Revenue Budget (in thousands)



Revenues are projected to increase \$163.4 million over the fiscal year 2021 budget before accounting for Federal Relief Funding. Airline rentals, fees, and charges are projected to increase \$48.5 million due to an overall increase in passenger traffic. Non-airline revenues are projected to increase \$115.4 million due to the increase in passengers and reinstatement of concessionaires full annual rent. Cost per enplanement is currently estimated at \$9.54 for all airlines.



## BUDGET HIGHLIGHTS (CONT.)

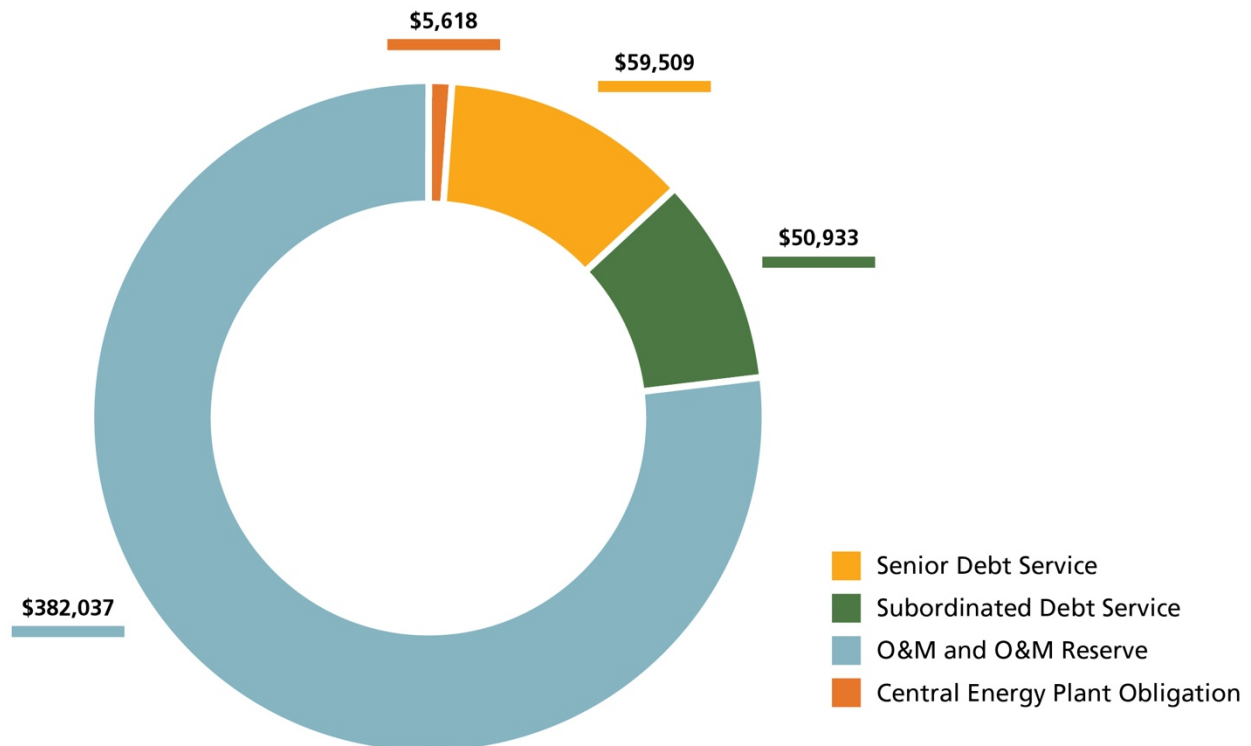
### Expenditures

Expenditures include appropriations for Debt Service, Operation and Maintenance (O&M), and Fund Deposits. Expenses are budgeted at \$498.1 million for 2022. This includes Debt Service payments of \$110.4 million and Operation and Maintenance expenses with O&M Reserve of \$382 million. At \$382 million, the Operation and Maintenance budget, including the O&M Reserve for 2022, is 19% over fiscal year 2021 budget. The Debt Service requirements of \$110.4 million represents \$59.5 million of payments for senior debt and \$50.9 million for subordinated debt. The primary factor driving the increase in expenses is the opening of the new South Terminal Complex, and an additional 46 positions.

#### Expenditure Budget (in thousands)

	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget	FY 21 vs FY 20	% Change
Senior Debt Service	\$128,389	\$128,630	\$142,682	\$14,052	10.9%
Subordinated Debt Service	10,050	53,424	50,933	(2,491)	(4.7%)
Less PFC Supported Debt Service	(70,635)	(70,861)	(83,173)	(12,312)	17.4%
O&M and O&M Reserve	278,394	320,000	382,037	62,037	19.4%
Central Energy Plant Obligation	0	0	5,618	5,618	100.0%
<b>Total Expenditures</b>	<b>\$346,198</b>	<b>\$431,193</b>	<b>\$498,097</b>	<b>\$61,286</b>	<b>15.5%</b>

### Expenditure Budget





## 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 process of developing the operating budget begins officially in February each year. The budget preparation process provides department directors 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 directors; 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 directors 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 22 Budget Calendar

- ✈ January      Budget Kick-off and Training.
- ✈ February     O&M, Personnel, and Capital Requests Submitted by Departments to Budget Team.
- ✈ March        Revenue Submitted by Departments. Estimated Employee Benefits from Human Resources. Budget Analysis by Budget Team.
- ✈ April         Department meetings for O&M, Personnel, Capital, and Revenue Requests.
- ✈ May           Management Preliminary Review of Budget.
- ✈ June          Final Budget Review Meeting with Management.
- ✈ July           Budget Meeting with Airlines.
- ✈ August        Budget Presented to the Board. City Council holds Public Hearing for Budget.
- ✈ September    Final Budget Adopted by Authority Board.



## FINANCIAL POLICIES AND GUIDELINES

### 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.

Fund balances presented do not reflect the total equity in the fund, but rather, only available 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.

### 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, 2016, 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.

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.

### Accounting Structure

The financial statements of the Authority are prepared in accordance with generally accepted accounting principles (GAAP) as applied to governmental units.



## FINANCIAL POLICIES AND GUIDELINES (CONT.)

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 Annual Comprehensive Financial Report (ACFR). Identification of funds, their purpose, and principal revenue sources received by the Authority are displayed in the following Fund Structure section.

### 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, 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 our 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 Aviation's O&M Fund is funded from airline rates and charges, and nonairline revenues including concessions and other revenues.





## GREATER ORLANDO AVIATION AUTHORITY

### 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 \$17.8 million in fiscal year 2022.

### 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, 2022</b>			
Total Net Position, Beginning of Year	\$2,743,012	\$43,866	\$2,786,878
Total Operating Revenues	523,380	6,637	530,017
Total Operating Expenses before depreciation	377,500	6,637	384,137
Operating income (loss) before depreciation	145,880	-	145,880
Depreciation*	(165,000)	(2,500)	(167,500)
Operating income	(19,120)	(2,500)	(21,620)
Non-operating Revenues (Expenses)	39,394	-	39,394
Capital Contributions*	-	-	-
Increase (Decrease) in net position	20,274	(2,500)	17,774
<b>Total Net Position, End of Year</b>	<b>\$2,763,286</b>	<b>\$41,366</b>	<b>\$2,804,652</b>
<b>BUDGET YEAR ENDED SEPT 30, 2021</b>			
Total Net Position, Beginning of Year	\$2,784,656	\$46,366	\$2,831,022
Total Operating Revenues	359,981	4,083	364,064
Total Operating Expenses before depreciation	320,000	4,083	324,083
Operating income (loss) before depreciation	39,981	-	39,981
Depreciation*	(165,000)	(2,500)	(167,500)
Operating income	(125,019)	(2,500)	(127,519)
Non-operating Revenues (Expenses)	83,375	-	83,375
Capital Contributions *	-	-	-
Increase (Decrease) in net position	(41,644)	(2,500)	(44,144)
<b>Total Net Position, End of Year</b>	<b>\$2,743,012</b>	<b>\$43,866</b>	<b>\$2,786,878</b>

\*Depreciation and Capital Contributions are not subject to appropriation



## GREATER ORLANDO AVIATION AUTHORITY

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

	Orlando International Airport	Orlando Executive Airport	Total
<b>FISCAL YEAR ENDED SEPT 30, 2020</b>			
Total Net Position, Beginning of Year	\$2,655,636	\$45,384	\$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>
<b>FISCAL YEAR ENDED SEPT 30, 2019</b>			
Total Net Position, Beginning of Year	\$2,482,913	\$45,384	\$2,528,297
Total Operating Revenues	578,142	3,822	581,964
Total Operating Expenses before depreciation	326,068	4,619	330,687
Operating income (loss) before depreciation	252,074	(797)	251,277
Depreciation	(181,034)	(2,113)	(183,147)
Operating income	71,040	(2,910)	68,130
Non-operating Revenues (Expenses)	65,408	413	65,821
Capital Contributions	36,275	472	36,747
Increase (Decrease) in net position	172,723	(2,025)	170,698
<b>Total Net Position, End of Year</b>	<b>\$2,655,636</b>	<b>\$43,384</b>	<b>\$2,698,995</b>
<b>FISCAL YEAR ENDED SEPT 30, 2018</b>			
Total Net Position, Beginning of Year	\$2,243,097	\$47,156	\$2,290,253
Total Operating Revenues	533,782	3,694	537,476
Total Operating Expenses before depreciation	301,660	4,183	305,843
Operating income (loss) before depreciation	232,122	(489)	231,633
Depreciation	(163,325)	(2,202)	(165,527)
Operating income	68,797	(2,691)	66,106
Non-operating Revenues (Expenses)	112,228	273	112,501
Capital Contributions	58,791	646	59,437
Increase (Decrease) in net position	239,816	(1,772)	238,044
<b>Total Net Position, End of Year</b>	<b>\$2,482,913</b>	<b>\$45,384</b>	<b>\$2,528,297</b>



## REVENUE OVERVIEW

The Authority will estimate revenues in a realistic and conservative manner. Aggressive revenue estimates significantly increase the change 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 has enacted legislation to provide economic relief to both airlines and airports. The Authority was awarded \$170.8 million through the Coronavirus Aid, Relief and Economic Security Act (CARES) in May 2020, \$41.7 million with the Coronavirus Response and Relief Supplemental Appropriations Act (CRRSA) in March 2021 and \$171.4 million with the American Rescue Plan Act (ARPA) in August 2021.

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.

TSA data indicate that the number of passengers enplaned at MCO increased from 47.4% in January 2021 to 93.0% in September 2021 of the number of passengers enplaned during the same months in 2019, compared to 37.3% and 76.4% of all U.S. Airports. Upcoming changes in government travel policies are expected to contribute to the increase in passenger traffic and airline service, including the easing of international travel restrictions for fully vaccinated International travelers. The Authority currently estimates a return to 2019 levels in 2023 in the base scenario and in 2025 in the slow recovery scenario.

### 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 2022, landing fee revenues are projected to decrease by \$12.3 million over FY 2021 Budget. The decrease reflects lower net airfield expenses and decreased landing fee. The FY 2022 budgeted landing fee rate (per 1,000 pounds of maximum gross landed weight) is a decrease to \$1.6289 over the FY 2021 budgeted landing fee of \$3.7367, mainly reflecting a decrease in net airfield costs primarily as a result of lower debt service allocated to the Airfield as well as an increase in projected landed weight from 15,152,920 to 27,188,000 (1,000 pound units.)

FY 2022 aircraft apron fees are projected to generate revenues of \$3.7 million, a decrease of \$0.8 million over the FY 2021 budget. These decreases primarily reflect a decrease in the apron rate per gate.



## REVENUE OVERVIEW (CONT.)

### 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 2022 Terminal Area rents are projected to generate revenues of \$17.4 million, an increase of \$10.6 million over the FY 2021 budget.

FY 2022 Food and Beverage rents are projected to generate revenues of \$30.8 million, an increase of \$15.1 million over the FY 2021 budget.

FY 2022 General Merchandise and Services rents are projected to generate revenues of \$23.5 million, an increase of \$9.3 million over the FY 2021 budget.

The increase in the FY 2022 budget for Terminal Area Revenues is primarily due to concession rent relief that was provided in FY 2021 due to the COVID-19 pandemic. Approximately \$43.0 million of rent relief was provided to concessionaires in FY 2021 with approximately \$1.2 million currently estimated to occur in FY 2022 related to concessionaires affected by the slower return of international passengers.

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 nonairline revenue at the Airport. 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 March 31, 2020, 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 (a) 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, (b) ready/return space rent on a per space basis, (c) QTA rent, and (d) rent for terminal counters, office, and queuing space.



## REVENUE OVERVIEW (CONT.)

Beginning July 1, 2017, TNCs are 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 \$5.80 for each trip.

Parking facilities located on the Airport provide over 22,400 public automobile parking spaces. The Authority offers four parking options: (a) garage parking located above or adjacent and connected to the North Terminal Complex landside terminal, (b) North Terminal Complex curbside valet parking, (c) garage parking adjacent to and connected to the South APM Complex, and (d) 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, 2018, parking rates will increase from \$17 to \$20 per day for the Terminal Top, from \$17 to \$19 per day for Garages A and B, from \$15 to \$17 per day for the South APM Complex, and by \$1 per hour for the garages (from \$3 to \$4 per hour) and by \$1 per hour for the economy lot (from \$4 to \$5 per hour).

FY 2022 Ground Transportation Support revenues are projected to generate revenues of \$1.3 million, an increase of \$0.4 million over the FY 2021 budget.

FY 2022 Parking Facility fees are projected to generate revenues of \$50.3 million, an increase of \$11.4 million over the FY 2021 budget. This increase is primarily a result of an increase in airline passengers.

FY 2022 Car Rentals are projected to generate revenues of \$93.2 million, an increase of \$41.6 million over the FY 2021 budget. This increase is primarily the result of an increase in airline passengers.

FY 2022 Commercial Lane revenues are projected to generate revenues of \$8.9 million, an increase of \$3.7 million over the FY 2021 budget. This increase is primarily the result of an increase in airline passengers.

Approximately \$11.3 million of rent relief was provided to Rental Automobile Concessions (RAC's) in FY 2021.

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 at the Tradeport and other airport areas pay rentals and fees for the use of such buildings and sites.

FY 2022 Other Buildings and Grounds revenues are projected to generate revenues of \$18.1 million, an increase of \$7.5 million over the FY 2021 budget. This increase is due to the return of tenants after the COVID-19 pandemic.



## REVENUE OVERVIEW (CONT.)

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 October 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 2022 Hotel revenues are projected to generate revenues of \$34.9 million, an increase of \$14.9 million over the FY 2021 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 Trains 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 back office on the first, second and third floor for baggage operations and Platform on the second floor.

FY 2022 Rail Station revenues are projected to generate revenues of \$4.2 million which is the same as the FY 2021 budget.

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 2022 Other Operating Revenues are projected to generate revenues of \$2.4 million, a decrease of \$0.3 million over the FY 2021 budget.



## REVENUE OVERVIEW (CONT.)

### Non-Operating Revenue

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

FY 2022 Interest revenues are projected to generate revenues of \$4.6 million, a decrease of \$0.6 million over the FY 2021 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.

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 ticketed passenger that boards an airplane at the airport. The FY 2021 PFC is based on the projected number of enplaned passengers for an estimated collection rate of approximately 90%.

FY 2022 PFC revenues are projected at \$86.4 million, an increase of \$42.0 million over the FY 2021 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. Effective October 1, 2017 the CFC increased to \$3.50 per day not to exceed seven transaction days.

FY 2022 CFC revenues are projected at \$22.4 million, an increase of \$13.5 million over the FY 2021 projection, reflecting an increase in enplaned passengers and projected transaction days.



## ORLANDO INTERNATIONAL AIRPORT REVENUE

(in thousands)	Actuals 2020	Budget 2021	Budget 2022	Budget FY 22 VS FY 21
<b>AIRFIELD AREA</b>				
Landing Fees	\$50,147	\$56,622	\$44,287	\$(12,335)
Passenger Airline Apron Use	4,210	5,531	4,735	(796)
Fuel Flow	668	421	546	125
Fuel System	1,028	1,028	2,078	1,050
<b>Total Airfield</b>	<b>56,053</b>	<b>63,603</b>	<b>51,647</b>	<b>(11,956)</b>
<b>TERMINAL AREA</b>				
Terminal Area Rents - Airlines	65,890	71,819	94,483	22,665
Terminal Area Other	661	785	836	51
Airline Equipment	4,502	4,768	5,539	771
Baggage System	37,677	37,931	72,154	34,223
CUTE/CUSS/CUPPS	3	0	0	0
Terminal Area Rents - Non-Airline	10,677	2,304	10,501	8,196
Advertising	5,209	2,620	4,654	2,034
Concessions - Food & Beverage	21,489	15,707	30,764	15,057
Concessions - General Merchandise	13,911	10,278	18,357	8,079
Concessions - Services	8,097	3,887	5,153	1,266
FIS/Facilities	10,997	5,939	9,928	3,989
Other Government Agencies	1,226	1,056	1,415	359
<b>Total Terminal</b>	<b>180,340</b>	<b>157,093</b>	<b>253,783</b>	<b>96,690</b>
<b>OTHER BUILDINGS AND GROUNDS</b>				
Fixed Base Operator Fees	1,692	469	1,802	1,333
Foreign Trade Zone	20	5	20	15
Building Rentals	6,359	4,410	6,937	2,527
Land Rentals	4,177	1,788	4,781	2,993
Cargo Apron Use	1,903	1,034	1,157	123
Other Buildings and Grounds	4,131	2,383	2,824	441
Heintzelman	468	486	594	108
<b>Total Other Buildings and Grounds</b>	<b>18,751</b>	<b>10,575</b>	<b>18,115</b>	<b>7,540</b>
<b>HOTEL</b>	<b>28,980</b>	<b>20,034</b>	<b>34,897</b>	<b>14,863</b>
<b>GROUND TRANSPORTATION</b>				
Ground Transportation Support	1,276	925	1,301	376
Parking - North	47,203	38,831	50,252	11,421
Onsite Rental Cars	57,265	37,053	67,238	30,185
Facility Rent	16,440	8,571	18,125	9,554
Land Rent	3,838	2,974	4,094	1,119
Offsite RAC	4,346	2,980	3,731	751
Commercial Lane	12,072	5,279	8,935	3,657
<b>Total Ground Transportation</b>	<b>142,441</b>	<b>96,614</b>	<b>153,675</b>	<b>57,061</b>
<b>Other Operating Revenue</b>	<b>3,077</b>	<b>2,516</b>	<b>2,170</b>	<b>(346)</b>
<b>Rail Station Bldg. Premises</b>	<b>4,349</b>	<b>4,242</b>	<b>4,242</b>	<b>0</b>
<b>Non-Operating Revenue</b>	<b>12,412</b>	<b>88,679</b>	<b>59,851</b>	<b>(28,828)</b>
<b>TOTAL REVENUE</b>	<b>\$446,402</b>	<b>\$443,356</b>	<b>\$578,380</b>	<b>\$135,024</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 2022, total operating expenses are budgeted to increase \$57.5 million. Debt Service net of PFC supported debt is budgeted to decrease \$0.8 million. Airlines and passengers are returning after a year of COVID-19. In addition, the new South Terminal Complex will be operational for part of the year.

### 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 2022 Salaries and Wages including overtime and benefits are budgeted to increase \$2.5 million, reflecting a cost of living increase for all employees and 46 new positions.

#### NON-PERSONNEL EXPENSES

Other Professional Services include various airport consultants and staff support across all departments. For FY 2022, other professional services are budgeted to increase \$10.2 million due to a new Central Receiving Distribution Center and related contract staffing.

Outside Services include Ambassador Staff that assist passengers throughout the terminal. For FY 2022, outside services are budgeted to increase \$1.8 million due to the increase in passengers and the opening of the South Terminal Complex.

Janitorial Services is budgeted to increase \$7.4 million in FY 2022 due to the increase in passengers and the opening of the South Terminal Complex.

Management and Other Contracts include the Orlando Police Department (OPD) Contract, the hotel management contract, and various other contracts. For FY 2022, management and other contracts are budgeted to increase \$7.9 million due to the return of guests to the hotel, the opening of the South Terminal Complex, and a new ramp control system.

Utility Services for FY 2022 are budgeted to increase \$4.5 million due to the increase in passengers and the opening of the South Terminal Complex.

Property and Casualty Insurance is budgeted to increase \$2.1 million due to the opening of the South Terminal Complex.

Maintenance contracts include various contracts related to baggage, APMs, and other maintenance and IT equipment. For FY 2022 maintenance contracts are budgeted to increase \$17.2 million due to the opening of the South Terminal Complex.



## EXPENDITURE OVERVIEW (CONT.)

Operating Supplies and Expenses are budgeted to increase \$1.7 million due to the increase in passengers and the opening of the South Terminal Complex.

Retiree Health and Life Insurance is budgeted to decrease \$1.1 million due to the decrease in the annual required contribution for OPEB.

## FINANCIAL PROJECTIONS

Based on the actual results experienced by the Authority for FY 2021, as well as additional assumptions, the following table shows the budget for FY 2022 and projections for FY 2023.

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 22	Projection FY 23
Participating Airline Revenue	\$208,696	\$270,412
Other Airline Revenue	22,427	33,140
Non Airline Revenues	283,542	315,710
Interest and Other Non-Operating Revenue	4,644	6,088
Federal Relief Funds	55,000	15,000
<b>Total Revenues</b>	<b>\$574,309</b>	<b>\$640,350</b>
O&M and O&M Reserve	382,037	438,394
Central Energy Plant	5,618	11,237
Debt Service	110,442	127,335
<b>Total Airport Requirement</b>	<b>\$498,097</b>	<b>\$576,976</b>
<b>Remaining Revenues</b>	<b>\$76,212</b>	<b>\$63,374</b>



## AUTHORITY STAFFING BUDGET

Department	FY 2020	FY 2021	FY 2022
Executive Administration/Governmental Relations	7.0	7.0	16.0
Aircraft Rescue/Firefighting	85.0	85.0	85.0
Board Services	4.0	4.0	3.0
Business Applications	4.0	4.0	4.0
Commercial Properties	12.0	11.0	9.0
Concessions	6.0	7.0	7.0
Customer Experience	24.0	24.0	24.0
Finance	48.0	48.0	48.0
Human Resources	15.0	15.0	15.0
Information Technology	54.0	54.0	60.0
Internal Audit	9.0	9.0	9.0
Maintenance	193.0	193.0	193.0
Marketing	8.0	8.0	8.0
Operations	249.0	249.0	282.0
Planning/Construction/Engineering	24.0	24.0	24.0
Public Affairs	8.0	8.0	8.0
Public Safety	95.0	95.0	95.0
Purchasing	28.0	28.0	29.0
Risk Management	7.0	7.0	7.0
Small Business Development	8.0	8.0	8.0
Orlando Executive Airport	15.0	15.0	15.0
<b>Total Employees</b>	<b>903.0</b>	<b>903.0</b>	<b>949.0</b>



## Greater Orlando Aviation Authority

## ORLANDO INTERNATIONAL AIRPORT

## Operation and Maintenance Fund, Fiscal Year 2020 – 2022

	Actuals FY 2020	Budget FY 2021	Budget FY 2022	Budget FY 22 vs FY 21
Executive Administration	5,260,274	3,614,320	6,470,549	2,856,229
Small Business Development	1,482,744	1,862,620	1,970,576	107,956
Customer Service	4,096,668	3,902,480	5,597,956	1,695,476
Internal Audit	1,041,084	1,345,130	1,365,049	19,919
Public Affairs	1,118,160	1,228,480	1,356,162	127,682
Business Applications	494,314	697,110	651,359	(45,751)
Finance	9,614,478	10,272,630	10,952,347	679,717
Purchasing	2,578,153	2,966,260	3,191,072	224,812
Concessions	729,441	1,204,660	1,454,922	250,262
Parking Revenue Control	616,570	796,020	713,956	(82,064)
Parking Operations	5,963,699	6,841,270	6,937,451	96,181
Employee Shuttle	1,723,010	2,271,240	2,691,720	420,480
Hotel Valet Parking	457,886	652,270	652,270	0
Satellite Parking	4,119,734	4,908,780	5,208,780	300,000
Ground Transportation Services	1,263,659	1,523,620	1,510,142	(13,478)
Commercial Properties	1,405,421	1,778,480	1,600,967	(177,513)
Marketing	1,708,574	2,315,620	2,155,591	(160,029)
Airport Operations Services	1,584,708	1,612,870	1,569,896	(42,974)
Communication Center	2,490,194	3,294,600	3,154,792	(139,808)
Airline Division	28,826,190	31,831,250	39,975,562	8,144,312
Airfield Operations	3,664,513	4,463,540	4,352,771	(110,769)
ARFF	11,912,974	12,421,610	12,881,230	459,620
Waste Management Services	1,313,725	1,727,130	1,719,582	(7,548)
Landside Division	5,559,300	6,437,370	7,404,152	966,782
Airport Police Sworn	15,233,706	20,061,720	19,443,620	(618,100)
Security Canine	1,173,816	1,362,030	1,269,294	(92,736)
Security Access Control	1,694,883	2,010,970	2,045,764	34,794
Security Administration	1,065,919	1,080,860	1,084,731	3,871
Security Operations (SAMs)	12,892,277	16,098,810	23,853,754	7,754,944
Security Compliance	611,985	700,700	618,890	(81,810)
Human Resources	1,806,208	2,533,990	2,459,715	(74,275)
Risk Management	6,235,011	8,186,310	10,446,788	2,260,478
Information Technology	17,078,978	27,430,100	30,951,871	3,521,771
Board Services	747,705	798,690	603,828	(194,862)
Admin/Tech/Maint Control	54,248,980	60,340,200	78,840,790	18,500,590
Utilities	15,623,424	18,708,490	23,170,460	4,461,970
Pavement & Grounds	3,044,933	3,478,220	3,287,950	(190,270)
Airfield Electrical	2,000,080	2,339,790	2,324,873	(14,917)
Carpentry	884,068	949,440	870,659	(78,781)
Paint	735,060	792,040	711,097	(80,943)
Plumbing	1,786,268	1,633,470	1,922,152	288,682
HVAC	1,613,627	2,351,780	2,317,812	(33,968)
Electronics	1,009,139	1,105,000	1,094,663	(10,337)
Terminal Electrical	1,472,218	2,147,480	2,125,771	(21,709)
Graphics	470,499	495,730	484,069	(11,661)
Planning	9,840,200	2,094,060	2,054,442	(39,618)
Environmental	0	898,080	896,208	(1,872)
Engineering & Construction	0	8,980,690	9,597,735	617,045
Governmental Affairs	538,388	395,420	545,510	150,090
Other Operating Expenses	3,438,570	5,978,940	5,513,670	(465,270)
Reimbursements	(1,349,700)	(1,300,000)	(1,300,000)	0
Hotel Hyatt	21,604,580	18,377,630	24,725,030	6,347,400
<b>Total Operating Expenses</b>	<b>\$274,526,295</b>	<b>\$320,000,000</b>	<b>\$377,500,000</b>	<b>\$57,500,000</b>



## Operations 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.

The increase in personnel for the FY 2022 budget includes 5 additional staff, including 4 to create an in house general counsel department for the Authority.

Executive Administration includes the following Sections:

- ➔ Executive Administration
- ➔ Government Affairs

### Executive Administration

		Actuals FY 2020	Budget FY 2021	Budget FY 2022	Budget FY 22 vs FY 21
5001000	Personnel Services	1,124,407	1,461,860	3,110,789	1,648,929
5310005	General Consultant	45,298	100,000	100,000	-
5310006	Legal Fees	676,885	450,600	450,600	-
5310009	Other Professional Services	2,650,324	1,563,840	1,870,130	306,290
5310014	Outside Services	-	-	50,000	50,000
5340001	Temporary Help	-	-	34,520	34,520
5400001	Travel and Per Diem	1,127	15,000	33,450	18,450
5400002	Training and Education	300	-	4,550	4,550
5410001	Telecommunications	16,866	16,020	16,020	-
5410002	Postage & Express Mail Delivery	419	1,000	1,000	-
5470001	Printing and Binding	2,185	-	-	-
5480001	Advertising Costs	462,098	-	-	-
5480002	Other Promotional Activities	-	-	500,000	500,000
5490002	Legal Notices	549	-	-	-
5520001	Operating Supplies and Expenses	10,965	6,000	6,000	-
5540001	Books Publications Subscriptions	-	-	18,160	18,160
5540002	Dues and Memberships	268,851	-	274,230	274,230
<b>TOTAL OPERATING EXPENSES</b>		<b>\$5,260,274</b>	<b>\$3,614,320</b>	<b>\$6,470,549</b>	<b>\$2,856,229</b>
<b>FULL TIME EQUIVALENTS</b>		<b>7</b>	<b>7</b>	<b>16</b>	



EXECUTIVE ADMINISTRATION (CONT.)

Governmental Relations

		Actuals FY 2020	Budget FY 2021	Budget FY 2022	Budget FY 22 vs FY 21
5001000	Personnel Services	178,328	185,030	184,620	(410)
5310006	Legal Fees	5,572	20,000	20,000	-
5310009	Other Professional Services	289,833	144,000	144,000	-
5400001	Travel and Per Diem	7,162	21,690	21,690	-
5400002	Training and Education	2,100	2,760	2,760	-
5410001	Telecommunications	1,537	2,640	2,640	-
5410002	Postage & Express Mail Delivery	142	960	960	-
5460002	Other Repairs and Maintenance	-	120	120	-
5470001	Printing and Binding	-	2,040	2,040	-
5480001	Advertising Costs	2,500	-	-	-
5480002	Other Promotional Activities	4,690	12,080	162,080	150,000
5520001	Operating Supplies and Expenses	-	-	-	-
5540001	Books Publications Subscriptions	3,750	4,100	4,100	-
5540002	Dues and Memberships	42,775	-	500	500
<b>TOTAL OPERATING EXPENSES</b>		<b>\$538,388</b>	<b>\$395,420</b>	<b>\$545,510</b>	<b>\$150,090</b>
<b>FULL TIME EQUIVALENTS</b>		<b>1</b>	<b>1</b>	<b>1</b>	



## Operations 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.

		Actuals FY 2020	Budget FY 2021	Budget FY 2022	Budget FY 22 vs FY 21
5001000	Personnel Services	462,517	472,130	349,228	(122,902)
5310006	Legal Fees	144,364	50,000	50,000	-
5310014	Outside Services	57,818	91,200	38,400	(52,800)
5400001	Travel and Per Diem	1,401	-	-	-
5400002	Training and Education	-	-	-	-
5410001	Telecommunications	6,479	9,360	9,360	-
5410002	Postage & Express Mail Delivery	979	25,280	25,280	-
5440001	Rentals and Leases	18,404	17,050	17,050	-
5460001	Maintenance Contracts	-	1,100	-	(1,100)
5490002	Legal Notices	328	700	700	-
5520001	Operating Supplies and Expenses	29,695	105,930	105,930	-
5520002	Operating FFE	-	4,000	4,000	-
5520003	Uniforms	-	-	-	-
5540001	Books Publications Subscriptions	19,258	21,080	3,750	(17,330)
5540002	Dues and Memberships	575	860	-	(860)
<b>TOTAL OPERATING EXPENSES</b>		<b>\$747,705</b>	<b>\$798,690</b>	<b>\$603,828</b>	<b>\$(194,862)</b>
<b>FULL TIME EQUIVALENTS</b>		<b>4</b>	<b>4</b>	<b>3</b>	



## Operations 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 Executive 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 small businesses.

		Actuals FY 2020	Budget FY 2021	Budget FY 2022	Budget FY 22 vs FY 21
5001000	Personnel Services	865,380	904,560	945,516	40,956
5310006	Legal Fees	49,785	245,000	245,000	-
5310009	Other Professional Services	259,184	570,000	570,000	-
5310014	Outside Services	3,400	6,000	6,000	-
5340001	Temporary Help	42,563	43,200	43,200	-
5400001	Travel and Per Diem	4,905	-	5,000	5,000
5400002	Training and Education	12,896	-	5,000	5,000
5410001	Telecommunications	9,600	7,700	7,700	-
5410002	Postage & Express Mail Delivery	246	1,000	1,000	-
5440001	Rentals and Leases	2,808	13,000	13,000	-
5460001	Maintenance Contracts	-	-	-	-
5460002	Other Repairs and Maintenance	7,192	-	-	-
5470001	Printing and Binding	-	1,560	3,560	2,000
5480001	Advertising Costs	28,528	-	5,000	5,000
5480002	Other Promotional Activities	190,387	-	50,000	50,000
5490002	Legal Notices	136	500	500	-
5520001	Operating Supplies and Expenses	3,302	11,700	11,700	-
5520002	Operating FFE	-	-	-	-
5540001	Books Publications Subscriptions	289	55,000	55,000	-
5540002	Dues and Memberships	585	3,400	3,400	-
	<b>TOTAL OPERATING EXPENSES</b>	<b>\$1,482,744</b>	<b>\$1,862,620</b>	<b>\$1,970,576</b>	<b>\$107,956</b>
	<b>FULL TIME EQUIVALENTS</b>	<b>8</b>	<b>8</b>	<b>8</b>	



## Operations and Maintenance Fund

### CUSTOMER EXPERIENCE

The Customer Experience department is responsible for supporting the number one strategic goal of the authority, which is Customer Service. We 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 Service 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.

		Actuals FY 2020	Budget FY 2021	Budget FY 2022	Budget FY 22 vs FY 21
5001000	Personnel Services	1,647,649	1,982,630	1,892,806	(89,824)
5310006	Legal Fees	-	-	-	-
5310009	Other Professional Services	37,846	90,000	90,000	-
5310014	Outside Services	1,717,021	1,046,000	2,823,700	1,777,700
5340001	Temporary Help	11,736	-	-	-
5340007	Other Contractual Services	432,720	173,000	123,000	(50,000)
5400001	Travel and Per Diem	6,243	-	-	-
5400002	Training and Education	2,285	17,000	27,000	10,000
5410001	Telecommunications	33,023	48,500	51,500	3,000
5410002	Postage & Express Mail Delivery	90	1,000	1,500	500
5470001	Printing and Binding	3,153	20,000	25,000	5,000
5480001	Advertising Costs	500	6,000	16,000	10,000
5480002	Other Promotional Activities	149,379	265,500	265,500	-
5490003	Other Current Charges and Obligations	-	-	-	-
5520001	Operating Supplies and Expenses	11,249	63,000	78,000	15,000
5520002	Operating FFE	-	97,390	97,390	-
5520003	Uniforms	187	19,720	19,720	-
5540001	Books Publications Subscriptions	43,541	72,740	82,840	10,100
5540002	Dues and Memberships	-	-	-	-
5540003	Licenses and Certification Fees	45	-	-	-
<b>TOTAL OPERATING EXPENSES</b>		<b>\$4,096,668</b>	<b>\$3,902,480</b>	<b>\$5,597,956</b>	<b>\$1,695,476</b>
<b>FULL TIME EQUIVALENTS</b>		<b>24</b>	<b>24</b>	<b>24</b>	



## Operations and Maintenance Fund

### INTERNAL AUDIT

The Internal Audit Department is an independent business unit within the Authority. The objective of the 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.

		Actuals FY 2020	Budget FY 2021	Budget FY 2022	Budget FY 22 vs FY 21
5001000	Personnel Services	835,020	1,193,990	1,181,579	(12,411)
5310006	Legal Fees	14,320	10,000	10,000	-
5310009	Other Professional Fees	-	-	18,000	18,000
5320003	Other Auditors	152,119	75,000	75,000	-
5340007	Other Contractual Services	17,650	15,920	10,000	(5,920)
5400001	Travel and Per Diem	909	5,000	5,000	-
5400002	Training and Education	2,875	26,320	26,320	-
5410001	Telecommunications	4,817	4,670	4,670	-
5410002	Postage & Express Mail Delivery	-	20	20	-
5460002	Other Repairs and Maintenance	5,048	4,810	5,060	250
5470001	Printing and Binding	-	100	100	-
5480002	Other Promotional Activities	-	-	20,000	20,000
5520001	Operating Supplies and Expenses	1,471	1,500	1,500	-
5520002	Operating FFE	-	800	800	-
5520003	Uniforms	-	-	-	-
5540001	Books Publications Subscriptions	3,265	2,650	2,650	-
5540002	Dues and Memberships	3,495	4,200	4,200	-
5540003	Licenses and Certification Fees	95	150	150	-
<b>TOTAL OPERATING EXPENSES</b>		<b>\$1,041,084</b>	<b>\$1,345,130</b>	<b>\$1,365,049</b>	<b>\$19,919</b>
<b>FULL TIME EQUIVALENTS</b>		<b>9</b>	<b>9</b>	<b>9</b>	



## Operations and Maintenance Fund

### 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.

		Actuals FY 2020	Budget FY 2021	Budget FY 2022	Budget FY 22 vs FY 21
5001000	Personnel Services	999,940	1,015,400	1,045,392	29,992
5310001	Appraisals	-	-	-	-
5310006	Legal Fees	25	1,020	1,020	-
5310009	Other Professional Services	29,341	95,500	95,500	-
5310014	Outside Services	4,930	12,000	12,000	-
5340001	Temporary Help	720	-	-	-
5400001	Travel and Per Diem	1,094	-	-	-
5400002	Training and Education	359	9,100	8,000	(1,100)
5410001	Telecommunications	12,070	8,500	8,500	-
5410002	Postage & Express Mail Delivery	406	3,000	3,000	-
5440001	Rentals and Leases	-	6,200	11,200	5,000
5460001	Maintenance Contracts	-	-	-	-
5460002	Other Repairs and Maintenance	4,253	25,000	25,000	-
5470001	Printing and Binding	3,876	40,350	75,350	35,000
5480001	Advertising Costs	-	-	-	-
5480002	Other Promotional Activities	12,042	-	8,000	8,000
5520001	Operating Supplies and Expenses	22,876	6,500	9,000	2,500
5520002	Operating FFE	-	-	-	-
5520003	Uniforms	1,949	3,460	2,200	(1,260)
5520007	Fuel Expense	77	500	500	-
5540001	Books Publications Subscriptions	601	1,950	1,500	(450)
5540002	Dues and Memberships	20,000	-	50,000	50,000
<b>TOTAL OPERATING EXPENSES</b>		<b>\$1,118,160</b>	<b>\$1,228,480</b>	<b>\$1,356,162</b>	<b>\$127,682</b>
<b>FULL TIME EQUIVALENTS</b>		<b>8</b>	<b>8</b>	<b>8</b>	



## Operations and Maintenance Fund

### FINANCE AND PURCHASING

The Finance and Purchasing Department is responsible for supporting the mission of the Authority, the Board of Directors, management, employees, and other stakeholders by providing strategic financial management.

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. Purchasing 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.

#### Finance

		Actuals FY 2020	Budget FY 2021	Budget FY 2022	Budget FY 22 vs FY 21
5001000	Personnel Services	4,564,610	5,348,850	5,278,857	(69,993)
5310002	Arbitrage Rebate Services	11,250	40,000	40,000	-
5310004	Financial Advisor	14,500	200,000	200,000	-
5310006	Legal Fees	176,148	183,000	183,000	-
5310007	Bond Counsel	17,500	80,000	80,000	-
5310009	Other Professional Services	1,566,887	1,300,000	1,500,000	200,000
5310014	Outside Services	-	500	500	-
5320001	Independent Auditors	121,444	179,080	179,080	-
5340001	Temporary Help	45,095	-	-	-
5340007	Other Contractual Services	97,414	108,280	108,280	-
5400001	Travel and Per Diem	7,458	10,000	10,000	-
5400002	Training and Education	1,400	10,000	10,000	-
5410001	Telecommunications	34,576	30,000	30,000	-
5410002	Postage & Express Mail Delivery	19,426	20,000	20,000	-
5440001	Rentals and Leases	16,877	15,000	17,190	2,190
5460001	Maintenance Contracts	442,949	379,960	379,960	-
5460002	Other Repairs and Maintenance	-	-	-	-
5470001	Printing and Binding	27,778	49,440	49,440	-
5490001	Bad Debt Expense	510,823	126,830	126,830	-
5490002	Legal Notices	-	1,000	1,000	-
5490003	Other Current Charges and Obligations	1,640,143	1,834,350	2,434,350	600,000
5490005	Cash Over Short	-	-	-	-
5490009	Licenses and Taxes	-	500	500	-
5520001	Operating Supplies and Expenses	63,081	50,000	49,490	(510)
5520002	Operating FFE	-	15,000	15,000	-
5520004	Inventory Shortages Overages	63,068	30,000	30,000	-
5540001	Books Publications Subscriptions	159,796	250,450	173,480	(76,970)
5540002	Dues and Memberships	11,621	8,890	8,890	-
5540003	Licenses and Certification Fees	635	1,500	1,500	-
<b>TOTAL OPERATING EXPENSES</b>		<b>\$9,614,478</b>	<b>\$10,272,630</b>	<b>\$10,952,347</b>	<b>\$679,717</b>
<b>FULL TIME EQUIVALENTS</b>		<b>48</b>	<b>48</b>	<b>48</b>	

## Greater Orlando Aviation Authority



## FINANCE AND PURCHASING (CONT.)

## Purchasing

The increase in personnel for the FY 2022 budget includes 1 additional staff to create a Director of Purchasing.

		Actuals FY 2020	Budget FY 2021	Budget FY 2022	Budget FY 22 vs FY 21
5001000	Personnel Services	2,263,408	2,517,680	2,742,492	224,812
5310006	Legal Fees	87,604	120,000	120,000	-
5310009	Other Professional Services	75,144	140,000	140,000	-
5310014	Outside Services	-	-	-	-
5340001	Temporary Help	-	-	-	-
5340003	Computer Technical Support	1,725	1,750	1,750	-
5340007	Other Contractual Services	58,376	60,000	60,000	-
5400001	Travel and Per Diem	987	-	-	-
5400002	Training and Education	13,156	21,550	21,550	-
5410001	Telecommunications	24,926	20,000	20,000	-
5410002	Postage & Express Mail Delivery	1,616	1,320	1,320	-
5440001	Rentals and Leases	5,705	15,240	15,240	-
5460001	Maintenance Contracts	20	-	-	-
5460002	Other Repairs and Maintenance	-	-	-	-
5470001	Printing and Binding	80	450	450	-
5480001	Advertising Costs	-	-	-	-
5490002	Legal Notices	2,908	9,800	9,800	-
5520001	Operating Supplies and Expenses	33,061	44,400	44,400	-
5520003	Uniforms	4,686	5,310	5,310	-
5520007	Fuel Expense	1,310	2,920	2,920	-
5540001	Books Publications Subscriptions	-	760	760	-
5540002	Dues and Memberships	3,441	5,080	5,080	-
<b>TOTAL OPERATING EXPENSES</b>		<b>\$2,578,153</b>	<b>\$2,966,260</b>	<b>\$3,191,072</b>	<b>\$224,812</b>
<b>FULL TIME EQUIVALENTS</b>		<b>28</b>	<b>28</b>	<b>29</b>	



## Operations and Maintenance Fund

### CONCESSIONS AND COMMERCIAL PROPERTIES

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.

The mission of the Commercial Properties 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.

### Concessions

		Actuals FY 2020	Budget FY 2021	Budget FY 2022	Budget FY 22 vs FY 21
5001000	Personnel Services	556,295	672,660	781,422	108,762
5310001	Appraisals	-	80,000	180,000	100,000
5310005	General Consultant	12,278	25,000	50,000	25,000
5310006	Legal Fees	122,741	100,000	200,500	100,500
5310009	Other Professional Services	23,494	300,000	200,000	(100,000)
5310014	Outside Services	1,888	-	-	-
5400001	Travel and Per Diem	177	-	-	-
5400002	Training and Education	-	-	-	-
5410001	Telecommunications	6,267	10,000	8,000	(2,000)
5410002	Postage & Express Mail Delivery	4,002	2,500	5,000	2,500
5480002	Other Promotional Activities	1,397	-	16,000	16,000
5490002	Legal Notices	321	5,000	7,000	2,000
5520001	Operating Supplies and Expenses	1,066	5,000	5,000	-
5520002	Operating FFE	(1,891)	-	-	-
5540001	Books Publications Subscriptions	1,406	4,000	2,000	(2,000)
5540002	Dues and Memberships	-	500	-	(500)
<b>TOTAL OPERATING EXPENSES</b>		<b>\$729,441</b>	<b>\$1,204,660</b>	<b>\$1,454,922</b>	<b>\$250,262</b>
<b>FULL TIME EQUIVALENTS</b>		<b>6</b>	<b>7</b>	<b>7</b>	

# Greater Orlando Aviation Authority



## Commercial Properties

		Actuals FY 2020	Budget FY 2021	Budget FY 2022	Budget FY 22 vs FY 21
5001000	Personnel Services	1,115,852	1,356,080	958,827	(397,253)
5310001	Appraisals	46,125	90,000	60,000	(30,000)
5310006	Legal Fees	105,667	240,000	236,000	(4,000)
5310009	Other Professional Services	-	-	282,500	282,500
5310014	Outside Services	-	-	-	-
5340001	Temporary Help	-	-	-	-
5400001	Travel and Per Diem	285	-	-	-
5400002	Training and Education	-	9,000	5,000	(4,000)
5410001	Telecommunications	12,352	12,000	9,000	(3,000)
5410002	Postage & Express Mail Delivery	6,598	20,000	5,000	(15,000)
5470001	Printing and Binding	84	500	100	(400)
5480001	Advertising Costs	-	-	1,000	1,000
5520001	Operating Supplies and Expenses	9,211	14,000	10,000	(4,000)
5520002	Operating FFE	2,656	-	-	-
5520003	Uniforms	-	-	-	-
5540001	Books Publications Subscriptions	28,171	30,000	1,000	(29,000)
5540002	Dues and Memberships	3,420	6,400	2,000	(4,400)
5540003	Licenses and Certification Fees	-	500	-	(500)
<b>TOTAL OPERATING EXPENSES</b>		<b>\$1,405,421</b>	<b>\$1,778,480</b>	<b>\$1,600,967</b>	<b>\$(177,513)</b>
<b>FULL TIME EQUIVALENTS</b>		<b>12</b>	<b>11</b>	<b>9</b>	



## Operations and Maintenance Fund

### AIRPORT OPERATIONS

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, liaisons 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 & Secure Facilities, (1) Improve passenger & 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 increase in personnel for the FY 2022 budget includes 34 additional staff in anticipation of the opening of the South Terminal, 30 for Landside Division and 4 for Airline Division. Positions include staff for a Lost and Found Office in the South Terminal as well as Traffic Enforcement Officers, Landside Terminal Specialists and Supervisors and Terminal Service Agents.

The Airport Operations Department includes the following sections:

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

# Greater Orlando Aviation Authority



## Parking Revenue Control

		Actuals FY 2020	Budget FY 2021	Budget FY 2022	Budget FY 22 vs FY 21
5001000	Personnel Services	585,061	724,180	642,116	(82,064)
5400001	Travel and Per Diem	-	-	-	-
5400002	Training and Education	-	750	750	-
5410001	Telecommunications	2,427	2,220	2,220	-
5410002	Postage & Express Mail Delivery	-	380	380	-
5410003	Express Mail Delivery	-	-	-	-
5460002	Other Repairs and Maintenance	1,989	22,090	22,090	-
5520001	Operating Supplies and Expenses	25,602	30,000	30,000	-
5520002	Operating FFE	-	10,250	10,250	-
5520003	Uniforms	420	3,240	3,240	-
5520007	Fuel Expense	1,071	2,760	2,760	-
5540002	Dues and Memberships	-	150	150	-
<b>TOTAL OPERATING EXPENSES</b>		<b>\$616,570</b>	<b>\$796,020</b>	<b>\$713,956</b>	<b>\$(82,064)</b>
<b>FULL TIME EQUIVALENTS</b>		<b>7</b>	<b>7</b>	<b>7</b>	

## Parking Operations

		Actuals FY 2020	Budget FY 2021	Budget FY 2022	Budget FY 22 vs FY 21
5001000	Personnel Services	776,912	887,170	841,711	(45,459)
5310009	Other Professional Services	-	10,000	10,000	-
5340006	Management Contracts	4,106,494	4,433,760	4,313,760	(120,000)
5340007	Other Contractual Services	1,004,095	1,254,640	1,374,640	120,000
5400001	Travel and Per Diem	-	-	-	-
5400002	Training and Education	-	750	750	-
5410001	Telecommunications	86,784	74,400	74,400	-
5410002	Postage & Express Mail Delivery	-	240	240	-
5440001	Rentals and Leases	2,541	2,460	2,460	-
5460001	Maintenance Contracts	(32,246)	138,940	280,580	141,640
5470001	Printing and Binding	-	600	600	-
5490003	Other Current Charges and Obligations	-	600	600	-
5520001	Operating Supplies and Expenses	4,755	21,150	21,150	-
5520002	Operating FFE	6,064	5,160	5,160	-
5520003	Uniforms	-	5,280	5,280	-
5520007	Fuel Expense	6,433	5,420	5,420	-
5540002	Dues and Memberships	-	700	700	-
<b>TOTAL OPERATING EXPENSES</b>		<b>\$5,963,699</b>	<b>\$6,841,270</b>	<b>\$6,937,451</b>	<b>\$96,181</b>
<b>FULL TIME EQUIVALENTS</b>		<b>11</b>	<b>11</b>	<b>11</b>	

# Greater Orlando Aviation Authority



## Operations and Maintenance Fund

### AIRPORT OPERATIONS (CONT.)

#### Employee Shuttle

		Actuals FY 2020	Budget FY 2021	Budget FY 2022	Budget FY 22 vs FY 21
5340006	Management Contracts	1,575,536	1,878,960	2,349,440	470,480
5520007	Fuel Expense	147,475	392,280	342,280	(50,000)
<b>TOTAL OPERATING EXPENSES</b>		<b>\$1,723,010</b>	<b>\$2,271,240</b>	<b>\$2,691,720</b>	<b>\$420,480</b>

#### Hotel Valet Parking

		Actuals FY 2020	Budget FY 2021	Budget FY 2022	Budget FY 22 vs FY 21
5340006	Management Contracts	445,857	627,240	627,240	-
5340007	Other Contractual Services	12,029	25,030	25,030	-
<b>TOTAL OPERATING EXPENSES</b>		<b>\$457,886</b>	<b>\$652,270</b>	<b>\$ 652,270</b>	<b>\$-</b>

#### Satellite Parking

		Actuals FY 2020	Budget FY 2021	Budget FY 2022	Budget FY 22 vs FY 21
5340006	Management Contracts	3,416,358	3,916,920	4,216,920	300,000
5340007	Other Contractual Services	290,392	368,300	368,300	-
5440001	Rentals and Leases	88,820	124,050	124,050	-
5460002	Other Repairs and Maintenance	-	-	-	-
5480001	Advertising Costs	90,000	97,700	97,700	-
5520001	Operating Supplies and Expenses	3,450	3,600	3,600	-
5520007	Fuel Expense	214,142	398,210	398,210	-
<b>TOTAL OPERATING EXPENSES</b>		<b>\$4,119,734</b>	<b>\$4,908,780</b>	<b>\$5,208,780</b>	<b>\$300,000</b>

# Greater Orlando Aviation Authority



## Ground Transportation Services

		Actuals FY 2020	Budget FY 2021	Budget FY 2022	Budget FY 22 vs FY 21
5001000	Personnel Services	930,235	1,159,950	1,126,472	(33,478)
5310009	Other Professional Services	-	5,000	5,000	-
5340007	Other Contractual Services	300,893	290,000	310,000	20,000
5400001	Travel and Per Diem	(0)	-	-	-
5400002	Training and Education	-	500	500	-
5410001	Telecommunications	12,643	11,450	11,450	-
5410002	Postage & Express Mail Delivery	-	120	120	-
5430001	Utility Services	-	-	-	-
5440001	Rentals and Leases	3,879	2,500	2,500	-
5460002	Other Repairs and Maintenance	-	400	400	-
5470001	Printing and Binding	736	1,250	1,250	-
5490002	Legal Notices	-	1,500	1,500	-
5490003	Other Current Charges and Obligations	3,556	8,250	8,250	-
5520001	Operating Supplies and Expenses	10,796	32,260	32,260	-
5520002	Operating FFE	-	2,500	2,500	-
5520003	Uniforms	921	6,910	6,910	-
5540001	Books Publications Subscriptions	-	100	100	-
5540002	Dues and Memberships	-	930	930	-
<b>TOTAL OPERATING EXPENSES</b>		<b>\$1,263,659</b>	<b>\$1,523,620</b>	<b>\$1,510,142</b>	<b>\$(13,478)</b>
<b>FULL TIME EQUIVALENTS</b>		<b>15</b>	<b>15</b>	<b>15</b>	

# Greater Orlando Aviation Authority



## Operations and Maintenance Fund

### AIRPORT OPERATIONS (CONT.)

#### Airport Operations Administration

		Actuals FY 2020	Budget FY 2021	Budget FY 2022	Budget FY 22 vs FY 21
5001000	Personnel Services	995,585	1,013,170	1,020,196	7,026
5310006	Legal Fees	64,534	171,300	146,300	(25,000)
5310009	Other Professional Services	144,929	157,000	132,000	(25,000)
5340007	Other Contractual Services	168,348	164,860	164,860	-
5400001	Travel and Per Diem	(2,607)	-	-	-
5400002	Training and Education	22,206	14,560	14,560	-
5410001	Telecommunications	20,297	17,180	17,180	-
5410002	Postage & Express Mail Delivery	-	500	500	-
5460001	Maintenance Contracts	12,500	12,500	12,500	-
5470001	Printing and Binding	32	200	200	-
5480002	Other Promotional Activities	580	1,500	1,500	-
5520001	Operating Supplies and Expenses	3,023	28,210	28,210	-
5520002	Operating FFE	-	4,460	4,460	-
5520003	Uniforms	-	-	-	-
5520007	Fuel Expense	4,197	6,880	6,880	-
5540001	Books Publications Subscriptions	19,813	18,970	18,970	-
5540002	Dues and Memberships	904	1,580	1,580	-
	<b>TOTAL OPERATING EXPENSES</b>	<b>\$1,584,708</b>	<b>\$1,612,870</b>	<b>\$1,569,896</b>	<b>\$(42,974)</b>
	<b>FULL TIME EQUIVALENTS</b>	<b>7</b>	<b>7</b>	<b>6</b>	

# Greater Orlando Aviation Authority



## Operations and Maintenance Fund

### AIRPORT OPERATIONS (CONT.)

#### Airline Division

		Actuals FY 2020	Budget FY 2021	Budget FY 2022	Budget FY 22 vs FY 21
5001000	Personnel Services	6,092,743	7,236,580	7,044,062	(192,518)
5310009	Other Professional Services	920,520	2,040,000	2,490,000	450,000
5310014	Outside Services	-	-	-	-
5340007	Other Contractual Services	4,921,342	5,513,790	7,024,450	1,510,660
5400001	Travel and Per Diem	(134)	-	-	-
5400002	Training and Education	-	3,290	3,290	-
5410001	Telecommunications	228,329	195,200	254,300	59,100
5410002	Postage & Express Mail Delivery	1,373	300	300	-
5410004	Online Services	53,170	78,000	176,110	98,110
5440001	Rentals and Leases	401,261	400,320	400,320	-
5460001	Maintenance Contracts	15,614,186	15,724,890	21,867,590	6,142,700
5460002	Other Repairs and Maintenance	164,837	41,600	41,600	-
5470001	Printing and Binding	224	420	420	-
5520001	Operating Supplies and Expenses	338,379	458,840	535,100	76,260
5520002	Operating FFE	(2,680)	46,440	46,440	-
5520003	Uniforms	6,756	17,880	17,880	-
5520007	Fuel Expense	1,045	2,040	2,040	-
5540001	Books Publications Subscriptions	84,015	70,000	70,000	-
5540002	Dues and Memberships	825	1,660	1,660	-
<b>TOTAL OPERATING EXPENSES</b>		<b>\$28,826,190</b>	<b>\$31,831,250</b>	<b>\$39,975,562</b>	<b>\$8,144,312</b>
<b>FULL TIME EQUIVALENTS</b>		<b>85.5</b>	<b>85.5</b>	<b>89.5</b>	

# Greater Orlando Aviation Authority



## Operations and Maintenance Fund

### AIRPORT OPERATIONS (CONT.)

#### Airfield Operations

		Actuals FY 2020	Budget FY 2021	Budget FY 2022	Budget FY 22 vs FY 21
5001000	Personnel Services	2,800,363	3,039,670	2,928,901	(110,769)
5310009	Other Professional Services	23,809	95,000	95,000	-
5310014	Outside Services	50	-	-	-
5340007	Other Contractual Services	747,410	1,198,040	1,198,040	-
5400001	Travel and Per Diem	816	-	-	-
5400002	Training and Education	1,400	10,000	10,000	-
5410001	Telecommunications	17,054	15,570	15,570	-
5410002	Postage & Express Mail Delivery	695	500	500	-
5430001	Utility Services	1,439	3,500	3,500	-
5440001	Rentals and Leases	3,364	3,800	3,800	-
5470001	Printing and Binding	167	1,000	1,000	-
5520001	Operating Supplies and Expenses	29,832	38,970	38,970	-
5520002	Operating FFE	3,740	5,000	5,000	-
5520003	Uniforms	772	5,450	5,450	-
5520007	Fuel Expense	32,201	43,090	43,090	-
5540001	Books Publications Subscriptions	300	1,000	1,000	-
5540002	Dues and Memberships	1,100	2,450	2,450	-
5540003	Licenses and Certification Fees	-	500	500	-
	<b>TOTAL OPERATING EXPENSES</b>	<b>\$3,664,513</b>	<b>\$4,463,540</b>	<b>\$4,352,771</b>	<b>\$(110,769)</b>
	<b>FULL TIME EQUIVALENTS</b>	<b>32</b>	<b>32</b>	<b>32</b>	

# Greater Orlando Aviation Authority



## Operations and Maintenance Fund

### AIRPORT OPERATIONS (CONT.)

#### ARFF

		Actuals FY 2020	Budget FY 2021	Budget FY 2022	Budget FY 22 vs FY 21
5001000	Personnel Services	11,213,767	11,590,580	11,853,410	262,830
5310006	Legal Fees	-	2,750	2,750	-
5310009	Other Professional Services	-	-	-	-
5340007	Other Contractual Services	124,158	232,980	354,770	121,790
5400001	Travel and Per Diem	10,452	28,800	28,800	-
5400002	Training and Education	66,872	98,610	98,610	-
5410001	Telecommunications	37,118	33,480	33,480	-
5410002	Postage & Express Mail Delivery	487	1,000	1,000	-
5410004	Online Services	580	700	700	-
5430001	Utility Services	-	1,650	1,650	-
5440001	Rentals and Leases	10,987	5,280	5,280	-
5460001	Maintenance Contracts	16,994	9,900	9,900	-
5460002	Other Repairs and Maintenance	8,810	5,500	5,500	-
5470001	Printing and Binding	-	1,950	1,950	-
5520001	Operating Supplies and Expenses	192,140	220,460	220,460	-
5520002	Operating FFE	6,045	15,200	15,200	-
5520003	Uniforms	150,570	78,350	78,350	-
5520007	Fuel Expense	55,991	62,250	62,250	-
5540001	Books Publications Subscriptions	5,021	13,680	13,680	-
5540002	Dues and Memberships	12,414	13,290	13,290	-
5540003	Licenses and Certification Fees	567	5,200	5,200	-
	<b>TOTAL OPERATING EXPENSES</b>	<b>\$11,912,974</b>	<b>\$12,421,610</b>	<b>\$12,881,230</b>	<b>\$459,620</b>
	<b>FULL TIME EQUIVALENTS</b>	<b>85</b>	<b>85</b>	<b>85</b>	

## Greater Orlando Aviation Authority



## Operations and Maintenance Fund

## AIRPORT OPERATIONS (CONT.)

## Waste Management Services

		Actuals FY 2020	Budget FY 2021	Budget FY 2022	Budget FY 22 vs FY 21
5001000	Personnel Services	341,856	418,840	411,292	(7,548)
5340007	Other Contractual Services	636,415	818,140	818,140	-
5430001	Utility Services	311,884	464,230	464,230	-
5440001	Rentals and Leases	13,750	13,200	13,200	-
5460002	Other Repairs and Maintenance	3,897	3,750	3,750	-
5520001	Operating Supplies and Expenses	3,938	4,470	4,470	-
5520003	Uniforms	-	2,100	2,100	-
5520007	Fuel Expense	1,685	2,340	2,340	-
5540003	Licenses and Certification Fees	300	60	60	-
<b>TOTAL OPERATING EXPENSES</b>		<b>\$1,313,725</b>	<b>\$1,727,130</b>	<b>\$1,719,582</b>	<b>\$(7,548)</b>
<b>FULL TIME EQUIVALENTS</b>		<b>6</b>	<b>6</b>	<b>6</b>	

## Landside Division

		Actuals FY 2020	Budget FY 2021	Budget FY 2022	Budget FY 22 vs FY 21
5001000	Personnel Services	5,443,898	6,261,430	7,278,212	1,016,782
5310014	Outside Services	-	-	-	-
5340001	Temporary Help	38,602	69,850	19,850	(50,000)
5400001	Travel and Per Diem	-	-	-	-
5400002	Training and Education	-	4,500	4,500	-
5410001	Telecommunications	19,347	19,770	19,770	-
5410002	Postage & Express Mail Delivery	43	500	500	-
5440001	Rentals and Leases	3,026	3,100	3,100	-
5460002	Other Repairs and Maintenance	-	1,250	1,250	-
5470001	Printing and Binding	256	1,000	1,000	-
5520001	Operating Supplies and Expenses	13,465	30,070	30,070	-
5520002	Operating FFE	21,815	6,900	6,900	-
5520003	Uniforms	14,114	28,020	28,020	-
5520007	Fuel Expense	4,459	9,270	9,270	-
5540001	Books Publications Subscriptions	-	500	500	-
5540002	Dues and Memberships	275	1,210	1,210	-
<b>TOTAL OPERATING EXPENSES</b>		<b>\$5,559,300</b>	<b>\$6,437,370</b>	<b>\$7,404,152</b>	<b>\$966,782</b>
<b>FULL TIME EQUIVALENTS</b>		<b>85.5</b>	<b>85.5</b>	<b>115.5</b>	



## Operations and Maintenance Fund

### MARKETING AND AIR SERVICE DEVELOPMENT

The Marketing and Air Service Development department’s main responsibility is to increase the amount of air service into and out of Orlando International Airport (MCO). This goal is achieved by meeting with airline network planning representatives and senior executives during airline to airport air service development conferences, headquarter visits, and other occasions when the Air Service Development staff are able to discuss and present MCO route opportunities with targeted airlines. This includes airlines that do not currently serve MCO but operate flights from markets that MCO is pursuing service, as well as MCO’s existing airlines for which Marketing staff have identified new routes that fit their business model, or existing markets that need larger aircraft, or additional flights to satisfy passenger demand.

Marketing and Air Service Development is also responsible for the Authority’s Air Service Incentive Program, which provides marketing support and operating credits to airlines serving markets targeted by the Authority for new or increased air service, as well as the advertising and marketing programs designed to attract new service and help our airlines to be successful in the Orlando market.

Marketing and Air Service Development department support the Authority’s Goals of Economic Development, (1) increase domestic and international air service to maintain growth, diversify risk, and increase revenues for the airport and the region, (2) increase air cargo services to attract air passenger service and business to the airport and the region, (3) increase marketing to encourage development of Authority property.

		Actuals FY 2020	Budget FY 2021	Budget FY 2022	Budget FY 22 vs FY 21
5001000	Personnel Services	1,065,700	1,112,010	1,109,861	(2,149)
5310006	Legal Fees	4,225	10,000	10,000	-
5310009	Other Professional Services	190,134	225,000	205,000	(20,000)
5400001	Travel and Per Diem	43,810	160,000	109,000	(51,000)
5400002	Training and Education	22,063	25,000	15,000	(10,000)
5410001	Telecommunications	9,707	15,000	14,550	(450)
5410002	Postage & Express Mail Delivery	669	1,000	750	(250)
5470001	Printing and Binding	44	5,000	5,000	-
5480001	Advertising Costs	216,893	422,500	422,500	-
5480002	Other Promotional Activities	63,569	141,870	75,500	(66,370)
5520001	Operating Supplies and Expenses	1,463	6,000	4,500	(1,500)
5520002	Operating FFE	259	500	500	-
5540001	Books Publications Subscriptions	11,920	138,630	117,380	(21,250)
5540002	Dues and Memberships	78,118	53,110	66,050	12,940
<b>TOTAL OPERATING EXPENSES</b>		<b>\$1,708,574</b>	<b>\$2,315,620</b>	<b>\$2,155,591</b>	<b>\$(160,029)</b>
<b>FULL TIME EQUIVALENTS</b>		<b>8</b>	<b>8</b>	<b>8</b>	



## Operations and Maintenance Fund

### PUBLIC SAFETY

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 Goals of Operating a Safe & 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
- ✈ Security Administration
- ✈ Security Operations SAMS
- ✈ Security Compliance
- ✈ Security Access Control

## Greater Orlando Aviation Authority



## Operations and Maintenance Fund

## PUBLIC SAFETY (CONT.)

## Communication Center

		Actuals FY 2020	Budget FY 2021	Budget FY 2022	Budget FY 22 vs FY 21
5001000	Personnel Services	1,882,568	2,498,110	2,273,332	(224,778)
5310009	Other Professional Services	-	10,000	-	(10,000)
5340007	Other Contractual Services	73,836	78,080	78,080	-
5400001	Travel and Per Diem	(20)	-	-	-
5400002	Training and Education	1,340	2,200	2,200	-
5410001	Telecommunications	359,452	454,090	554,090	100,000
5410002	Postage & Express Mail Delivery	23	50	50	-
5410004	Online Services	1,017	2,000	2,000	-
5440001	Rentals and Leases	1,326	3,000	3,000	-
5460001	Maintenance Contracts	155,209	221,730	221,500	(230)
5470001	Printing and Binding	-	-	-	-
5520001	Operating Supplies and Expenses	9,520	12,000	9,200	(2,800)
5520002	Operating FFE	1,140	6,000	4,000	(2,000)
5520003	Uniforms	-	-	-	-
5540001	Books Publications Subscriptions	4,635	4,840	4,840	-
5540002	Dues and Memberships	-	-	-	-
5540003	Licenses and Certification Fees	150	2,500	2,500	-
	<b>TOTAL OPERATING EXPENSES</b>	<b>\$2,490,194</b>	<b>\$3,294,600</b>	<b>\$3,154,792</b>	<b>\$(139,808)</b>
	<b>FULL TIME EQUIVALENTS</b>	<b>27</b>	<b>27</b>	<b>27</b>	

## Airport Police Sworn, OPD

		Actuals FY 2020	Budget FY 2021	Budget FY 2022	Budget FY 22 vs FY 21
5310009	Other Professional Services	470,700	493,000	493,000	-
5340006	Management Contracts	14,707,595	19,408,720	18,790,620	(618,100)
5520007	Fuel Expense	48,386	60,000	60,000	-
	<b>TOTAL OPERATING EXPENSES</b>	<b>\$15,233,706</b>	<b>\$20,061,720</b>	<b>\$19,443,620</b>	<b>\$(618,100)</b>

# Greater Orlando Aviation Authority



## Operations and Maintenance Fund

### PUBLIC SAFETY (CONT.)

#### Security Canine

		Actuals FY 2020	Budget FY 2021	Budget FY 2022	Budget FY 22 vs FY 21
5001000	Personnel Services	1,074,279	1,197,030	1,108,794	(88,236)
5340007	Other Contractual Services	48,481	45,000	45,000	-
5400001	Travel and Per Diem	-	1,000	500	(500)
5400002	Training and Education	-	500	-	(500)
5410001	Telecommunications	7,794	7,500	7,500	-
5460002	Other Repairs and Maintenance	-	5,000	2,500	(2,500)
5490003	Other Current Charges and Obligations	-	7,000	6,000	(1,000)
5520001	Operating Supplies and Expenses	19,266	37,000	37,000	-
5520002	Operating FFE	-	2,000	-	(2,000)
5520003	Uniforms	2,692	5,000	5,000	-
5520007	Fuel Expense	19,487	55,000	55,000	-
<b>TOTAL OPERATING EXPENSES</b>		<b>\$1,173,816</b>	<b>\$1,362,030</b>	<b>\$1,269,294</b>	<b>\$(92,736)</b>
<b>FULL TIME EQUIVALENTS</b>		<b>11</b>	<b>11</b>	<b>11</b>	

#### Security Access Control

		Actuals FY 2020	Budget FY 2021	Budget FY 2022	Budget FY 22 vs FY 21
5001000	Personnel Services	1,232,655	1,344,680	1,357,814	13,134
5310009	Other Professional Services	-	20,000	-	(20,000)
5310014	Outside Services	-	-	-	-
5340001	Temporary Help	-	20,000	-	(20,000)
5340007	Other Contractual Services	29,078	40,000	40,000	-
5400001	Travel and Per Diem	-	-	-	-
5400002	Training and Education	5,145	10,000	2,500	(7,500)
5410001	Telecommunications	19,798	20,000	20,000	-
5440001	Rentals and Leases	1,437	2,000	2,000	-
5460001	Maintenance Contracts	155,929	218,000	278,360	60,360
5470001	Printing and Binding	64	520	520	-
5520001	Operating Supplies and Expenses	232,740	324,000	334,000	10,000
5520002	Operating FFE	-	1,200	-	(1,200)
5520003	Uniforms	3,416	4,070	4,070	-
5520007	Fuel Expense	3,912	6,500	6,500	-
5540002	Dues and Memberships	-	-	-	-
<b>TOTAL OPERATING EXPENSES</b>		<b>\$1,694,883</b>	<b>\$ 2,010,970</b>	<b>\$2,045,764</b>	<b>\$34,794</b>
<b>FULL TIME EQUIVALENTS</b>		<b>21</b>	<b>21</b>	<b>22</b>	

# Greater Orlando Aviation Authority



## Operations and Maintenance Fund

### PUBLIC SAFETY (CONT.)

#### Security Administration

		Actuals FY 2020	Budget FY 2021	Budget FY 2022	Budget FY 22 vs FY 21
5001000	Personnel Services	740,910	768,720	767,041	(1,679)
5310005	General Consultant	66,000	-	-	-
5310006	Legal Fees	17,448	-	-	-
5310009	Other Professional Services	99,950	120,000	120,000	-
5340001	Temporary Help	9,300	10,000	-	(10,000)
5400001	Travel and Per Diem	1,145	-	-	-
5400002	Training and Education	4,140	4,600	2,500	(2,100)
5410001	Telecommunications	60,843	35,000	35,000	-
5410002	Postage & Express Mail Delivery	-	100	100	-
5440001	Rentals and Leases	3,949	3,960	3,960	-
5460002	Other Repairs and Maintenance	-	18,480	20,130	1,650
5470001	Printing and Binding	-	1,000	1,000	-
5490003	Other Current Charges and Obligations	-	40,000	20,000	(20,000)
5520001	Operating Supplies and Expenses	4,610	12,000	16,000	4,000
5520002	Operating FFE	-	2,500	20,000	17,500
5520007	Fuel Expense	9,189	4,000	4,000	-
5540001	Books Publications Subscriptions	48,000	58,000	-	(58,000)
5540002	Dues and Memberships	435	2,000	-	(2,000)
<b>TOTAL OPERATING EXPENSES</b>		<b>\$1,065,919</b>	<b>\$ 1,080,860</b>	<b>\$1,084,731</b>	<b>\$3,871</b>
<b>FULL TIME EQUIVALENTS</b>		<b>5</b>	<b>5</b>	<b>5</b>	

# Greater Orlando Aviation Authority



## Operations and Maintenance Fund

### PUBLIC SAFETY (CONT.)

#### Security Operations SAMS

Account	Description	Actuals FY 2020	Budget FY 2021	Budget FY 2022	Budget FY 22 vs FY 21
5001000	Personnel Services	1,410,084	1,459,640	1,434,104	(25,536)
5310009	Other Professional Services	11,360,011	14,454,850	22,209,950	7,755,100
5400001	Travel and Per Diem	-	2,520	-	(2,520)
5400002	Training and Education	-	700	700	-
5410001	Telecommunications	13,087	12,000	12,000	-
5440001	Rentals and Leases	10,581	11,320	20,000	8,680
5460001	Maintenance Contracts	64,503	60,000	105,000	45,000
5460002	Other Repairs and Maintenance	(1,778)	20,000	8,000	(12,000)
5520001	Operating Supplies and Expenses	8,773	28,780	15,000	(13,780)
5520002	Operating FFE	19,411	30,000	30,000	-
5520003	Uniforms	3,064	7,000	7,000	-
5520007	Fuel Expense	4,541	12,000	12,000	-
<b>TOTAL OPERATING EXPENSES</b>		<b>\$12,892,277</b>	<b>\$16,098,810</b>	<b>\$23,853,754</b>	<b>\$7,754,944</b>
<b>FULL TIME EQUIVALENTS</b>		<b>21</b>	<b>21</b>	<b>21</b>	

#### Security Compliance

Account	Description	Actuals FY 2020	Budget FY 2021	Budget FY 2022	Budget FY 22 vs FY 21
5001000	Personnel Services	597,317	673,330	591,520	(81,810)
5400001	Travel and Per Diem	-	-	-	-
5400002	Training and Education	-	750	750	-
5410001	Telecommunications	5,352	4,620	4,620	-
5440001	Rentals and Leases	1,703	2,000	2,000	-
5520001	Operating Supplies and Expenses	3,446	3,000	3,000	-
5520002	Operating FFE	4,053	1,000	1,000	-
5520003	Uniforms	114	4,000	4,000	-
5520007	Fuel Expense	-	12,000	12,000	-
<b>TOTAL OPERATING EXPENSES</b>		<b>\$611,985</b>	<b>\$700,700</b>	<b>\$618,890</b>	<b>\$(81,810)</b>
<b>FULL TIME EQUIVALENTS</b>		<b>10</b>	<b>10</b>	<b>9</b>	



## Operations and Maintenance Fund

### HUMAN RESOURCES

The Human Resources Department, in support of the Authority’s mission, is responsible for providing and administering both strategic and transactional services in labor relations, compensation, benefits, payroll, recruitment, testing, and career development; 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.

		Actuals FY 2020	Budget FY 2021	Budget FY 2022	Budget FY 22 vs FY 21
5001000	Personnel Services	1,481,507	1,859,050	1,825,855	(33,195)
5310006	Legal Fees	78,206	230,160	230,160	-
5310009	Other Professional Services	-	79,280	79,280	-
5310014	Outside Services	-	-	-	-
5340001	Temporary Help	-	-	-	-
5340007	Other Contractual Services	74,448	112,010	91,020	(20,990)
5400001	Travel and Per Diem	2,459	-	-	-
5400002	Training and Education	1,440	6,750	4,650	(2,100)
5410001	Telecommunications	10,811	11,820	11,820	-
5410002	Postage & Express Mail Delivery	102	600	600	-
5440001	Rentals and Leases	5,291	4,920	4,920	-
5470001	Printing and Binding	-	700	700	-
5490002	Legal Notices	4,821	22,500	12,500	(10,000)
5520001	Operating Supplies and Expenses	21,021	47,000	41,000	(6,000)
5520002	Operating FFE	-	2,200	2,200	-
5520003	Uniforms	-	-	-	-
5540001	Books Publications Subscriptions	120,705	149,300	149,300	-
5540002	Dues and Memberships	4,624	6,300	4,700	(1,600)
5540003	Licenses and Certification Fees	285	1,400	1,010	(390)
<b>TOTAL OPERATING EXPENSES</b>		<b>\$1,806,208</b>	<b>\$2,533,990</b>	<b>\$2,459,715</b>	<b>\$(74,275)</b>
<b>FULL TIME EQUIVALENTS</b>		<b>15</b>	<b>15</b>	<b>15</b>	



## Operations and Maintenance Fund

### SAFETY AND RISK MANAGEMENT

The Safety and 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.

		Actuals FY 2020	Budget FY 2021	Budget FY 2022	Budget FY 22 vs FY 21
5001000	Personnel Services	783,927	837,310	886,858	49,548
5310006	Legal Fees	2,382	5,000	5,000	-
5310009	Other Professional Services	118,510	58,750	122,500	63,750
5340007	Other Contractual Services	39,949	36,320	36,320	-
5400001	Travel and Per Diem	1,250	-	-	-
5400002	Training and Education	2,805	7,000	7,000	-
5410001	Telecommunications	8,054	7,550	7,950	400
5410002	Postage & Express Mail Delivery	272	450	450	-
5450001	Property and Casualty	4,201,189	6,191,320	8,292,120	2,100,800
5450002	General Liability	596,149	704,900	734,810	29,910
5450003	Auto Liability	85,443	93,860	100,520	6,660
5450005	Other Insurance and Bonds	55,101	66,200	75,480	9,280
5450006	Other Property and Auto Claims	320,663	171,500	171,500	-
5480002	Other Promotional Activities	-	-	-	-
5490006	Accident Repair Costs	-	-	-	-
5520001	Operating Supplies and Expenses	1,641	2,000	2,000	-
5520002	Operating FFE	-	1,000	1,000	-
5520003	Uniforms	-	-	-	-
5520007	Fuel Expense	38	-	-	-
5540001	Books Publications Subscriptions	14,654	-	-	-
5540002	Dues and Memberships	2,984	3,150	3,150	-
<b>TOTAL OPERATING EXPENSES</b>		<b>\$6,235,011</b>	<b>\$8,186,310</b>	<b>\$10,446,788</b>	<b>\$2,260,478</b>
<b>FULL TIME EQUIVALENTS</b>		<b>7</b>	<b>7</b>	<b>7</b>	



## Operations and Maintenance Fund

### INFORMATION TECHNOLOGY

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.

The increase in personnel for the FY 2022 budget includes 6 additional staff in anticipation of the opening of the South Terminal, including network and system administrators, Desktop Support Analysts and a Senior Administrative Assistant.

## Greater Orlando Aviation Authority

## INFORMATION TECHNOLOGY

		Actuals FY 2020	Budget FY 2021	Budget FY 2022	Budget FY 22 vs FY 21
5001000	Personnel Services	6,730,764	7,967,040	8,932,111	965,071
5310006	Legal Fees	12,885	25,000	25,000	-
5310009	Other Professional Services	3,751,755	8,822,090	9,737,090	915,000
5340007	Other Contractual Services	1,879,269	3,627,210	3,760,510	133,300
5400001	Travel and Per Diem	(1,805)	-	30,000	30,000
5400002	Training and Education	55,236	241,810	241,810	-
5410001	Telecommunications	900,607	840,800	924,800	84,000
5410002	Postage & Express Mail Delivery	399	5,000	5,000	-
5410004	Online Services	330,224	502,500	552,500	50,000
5440001	Rentals and Leases	18,153	25,800	25,800	-
5460001	Maintenance Contracts	3,044,651	3,953,510	5,242,910	1,289,400
5460002	Other Repairs and Maintenance	3,156	6,100	6,100	-
5470001	Printing and Binding	-	1,900	1,900	-
5480002	Other Promotional Activities	-	940	940	-
5490003	Other Current Charges and Obligations	3,621	7,000	7,000	-
5520001	Operating Supplies and Expenses	177,379	484,500	524,500	40,000
5520002	Operating FFE	138,042	781,500	796,500	15,000
5520007	Fuel Expense	3,206	4,700	4,700	-
5540001	Books Publications Subscriptions	4,564	97,900	97,900	-
5540002	Dues and Memberships	25,960	34,800	34,800	-
<b>TOTAL OPERATING EXPENSES</b>		<b>\$17,078,978</b>	<b>\$27,430,100</b>	<b>\$30,951,871</b>	<b>\$3,521,771</b>
<b>FULL TIME EQUIVALENTS</b>		<b>54</b>	<b>54</b>	<b>60</b>	

## 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.

		Actuals FY 2020	Budget FY 2021	Budget FY 2022	Budget FY 22 vs FY 21
5001000	Personnel Services	483,581	674,000	629,199	(44,801)
5310009	Other Professional Services	180	10,000	10,000	-
5400001	Travel and Per Diem	2,298	-	-	-
5400002	Training and Education	1,829	5,000	4,200	(800)
5410001	Telecommunications	4,931	4,200	4,200	-
5520001	Operating Supplies and Expenses	-	2,160	2,160	-
5540002	Dues and Memberships	965	1,600	1,600	-
5540003	Licenses and Certification Fees	-	150	-	(150)
<b>TOTAL OPERATING EXPENSES</b>		<b>\$494,314</b>	<b>\$697,110</b>	<b>\$651,359</b>	<b>\$(45,751)</b>
<b>FULL TIME EQUIVALENTS</b>		<b>4</b>	<b>4</b>	<b>4</b>	



## Operations and Maintenance Fund

### MAINTENANCE 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:

- ➔ Maintenance Administration
- ➔ Utilities
- ➔ Pavement & Grounds
- ➔ Airfield Electrical
- ➔ Carpentry
- ➔ Paint
- ➔ Plumbing
- ➔ HVAC
- ➔ Electronics
- ➔ Terminal Electrical
- ➔ Graphics

# Greater Orlando Aviation Authority



## Operations and Maintenance Fund

### MAINTENANCE DEPARTMENT (CONT.)

#### Maintenance Administration

		Actuals FY 2020	Budget FY 2021	Budget FY 2022	Budget FY 22 vs FY 21
5001000	Personnel Services	5,287,171	6,393,260	6,003,790	(389,470)
5310005	General Consultant	-	-	-	-
5310009	Other Professional Services	452,132	500,000	500,000	-
5310014	Outside Services	-	-	-	-
5340001	Temporary Help	11,767	20,000	-	(20,000)
5340004	Landscaping	2,724,717	3,274,270	3,773,270	499,000
5340005	Janitorial Services	19,303,986	22,102,440	29,452,820	7,350,380
5340007	Other Contractual Services	120,506	100,000	119,630	19,630
5400001	Travel and Per Diem	4,430	-	-	-
5400002	Training and Education	691	25,000	25,000	-
5410001	Telecommunications	192,818	171,000	171,000	-
5410002	Postage & Express Mail Delivery	1,689	1,000	1,000	-
5440001	Rentals and Leases	13,907	46,940	46,940	-
5460001	Maintenance Contracts	23,927,284	24,927,280	34,337,580	9,410,300
5460002	Other Repairs and Maintenance	581,090	610,000	610,000	-
5490002	Legal Notices	-	-	-	-
5520001	Operating Supplies and Expenses	1,473,496	1,781,320	3,331,320	1,550,000
5520002	Operating FFE	4,367	35,500	85,500	50,000
5520003	Uniforms	100,295	97,000	97,000	-
5520007	Fuel Expense	168,765	215,000	225,750	10,750
5540001	Books Publications Subscriptions	3,799	2,000	2,000	-
5540002	Dues and Memberships	387	3,390	3,390	-
5540003	Licenses and Certification Fees	1,980	4,800	4,800	-
	<b>TOTAL OPERATING EXPENSES</b>	<b>\$54,248,980</b>	<b>\$60,340,200</b>	<b>\$78,840,790</b>	<b>\$18,500,590</b>
	<b>FULL TIME EQUIVALENTS</b>	<b>61</b>	<b>61</b>	<b>61</b>	

## Greater Orlando Aviation Authority



## Operations and Maintenance Fund

## MAINTENANCE DEPARTMENT (CONT.)

## Utilities

		Actuals FY 2020	Budget FY 2021	Budget FY 2022	Budget FY 22 vs FY 21
5430001	Utility Services	15,623,424	18,708,490	23,170,460	4,461,970
<b>TOTAL OPERATING EXPENSES</b>		<b>\$15,623,424</b>	<b>\$ 18,708,490</b>	<b>\$23,170,460</b>	<b>\$4,461,970</b>

## Pavement and Grounds

		Actuals FY 2020	Budget FY 2021	Budget FY 2022	Budget FY 22 vs FY 21
5001000	Personnel Services	2,219,997	2,852,560	2,662,290	(190,270)
5440001	Rentals and Leases	26,976	15,000	15,000	-
5460002	Other Repairs and Maintenance	762,071	576,960	576,960	-
5520001	Operating Supplies and Expenses	34,457	33,700	33,700	-
5520002	Operating FFE	-	-	-	-
<b>TOTAL OPERATING EXPENSES</b>		<b>\$3,044,933</b>	<b>\$3,478,220</b>	<b>\$3,287,950</b>	<b>\$(190,270)</b>
<b>FULL TIME EQUIVALENTS</b>		<b>42</b>	<b>42</b>	<b>42</b>	

## Airfield Electrical

		Actuals FY 2020	Budget FY 2021	Budget FY 2022	Budget FY 22 vs FY 21
5001000	Personnel Services	1,210,934	1,284,600	1,224,683	(59,917)
5440001	Rentals and Leases	4,986	10,000	10,000	-
5460001	Maintenance Contracts	46,864	92,040	102,040	10,000
5460002	Other Repairs and Maintenance	692,592	939,550	974,550	35,000
5520001	Operating Supplies and Expenses	43,068	13,600	13,600	-
<b>TOTAL OPERATING EXPENSES</b>		<b>\$2,000,080</b>	<b>\$2,339,790</b>	<b>\$2,324,873</b>	<b>\$(14,917)</b>
<b>FULL TIME EQUIVALENTS</b>		<b>14</b>	<b>14</b>	<b>14</b>	

Greater Orlando Aviation Authority



Operations and Maintenance Fund

MAINTENANCE DEPARTMENT (CONT.)

Carpentry

		Actuals FY 2020	Budget FY 2021	Budget FY 2022	Budget FY 22 vs FY 21
5001000	Personnel Services	623,277	730,440	651,659	(78,781)
5460002	Other Repairs and Maintenance	222,808	212,000	212,000	-
5520001	Operating Supplies and Expenses	1,843	7,000	7,000	-
<b>TOTAL OPERATING EXPENSES</b>		<b>\$884,068</b>	<b>\$949,440</b>	<b>\$870,659</b>	<b>\$(78,781)</b>
<b>FULL TIME EQUIVALENTS</b>		<b>8</b>	<b>8</b>	<b>8</b>	

Paint

		Actuals FY 2020	Budget FY 2021	Budget FY 2022	Budget FY 22 vs FY 21
5001000	Personnel Services	650,833	699,540	618,597	(80,943)
5440001	Rentals and Leases	1,600	1,000	1,000	-
5460002	Other Repairs and Maintenance	81,906	91,500	91,500	-
5520001	Operating Supplies and Expenses	722	-	-	-
<b>TOTAL OPERATING EXPENSES</b>		<b>\$735,060</b>	<b>\$792,040</b>	<b>\$711,097</b>	<b>\$(80,943)</b>
<b>FULL TIME EQUIVALENTS</b>		<b>9</b>	<b>9</b>	<b>9</b>	

Plumbing

		Actuals FY 2020	Budget FY 2021	Budget FY 2022	Budget FY 22 vs FY 21
5001000	Personnel Services	1,194,871	1,184,470	1,433,152	248,682
5340007	Other Contractual Services	56,035	30,000	30,000	-
5460002	Other Repairs and Maintenance	531,331	374,000	409,000	35,000
5520001	Operating Supplies and Expenses	1,982	45,000	50,000	5,000
<b>TOTAL OPERATING EXPENSES</b>		<b>\$1,786,268</b>	<b>\$1,633,470</b>	<b>\$1,922,152</b>	<b>\$288,682</b>
<b>FULL TIME EQUIVALENTS</b>		<b>18</b>	<b>18</b>	<b>18</b>	

## Greater Orlando Aviation Authority



## Operations and Maintenance Fund

## MAINTENANCE DEPARTMENT (CONT.)

HVAC		Actuals FY 2020	Budget FY 2021	Budget FY 2022	Budget FY 22 vs FY 21
5001000	Personnel Services	1,059,035	1,215,780	1,111,812	(103,968)
5340007	Other Contractual Services	37,035	3,000	3,000	-
5440001	Rentals and Leases	-	5,000	5,000	-
5460002	Other Repairs and Maintenance	515,075	1,069,000	1,129,000	60,000
5520001	Operating Supplies and Expenses	9	44,000	49,000	5,000
5520002	Operating FFE	-	15,000	20,000	5,000
5520003	Uniforms	2,473	-	-	-
<b>TOTAL OPERATING EXPENSES</b>		<b>\$1,613,627</b>	<b>\$2,351,780</b>	<b>\$2,317,812</b>	<b>\$(33,968)</b>
<b>FULL TIME EQUIVALENTS</b>		<b>14</b>	<b>14</b>	<b>14</b>	
Electronics		Actuals FY 2020	Budget FY 2021	Budget FY 2022	Budget FY 22 vs FY 21
5001000	Personnel Services	868,808	915,300	891,963	(23,337)
5340007	Other Contractual Services	-	5,000	5,000	-
5460002	Other Repairs and Maintenance	133,901	177,100	187,100	10,000
5520001	Operating Supplies and Expenses	4,375	7,600	10,600	3,000
<b>TOTAL OPERATING EXPENSES</b>		<b>\$1,009,139</b>	<b>\$1,105,000</b>	<b>\$1,094,663</b>	<b>\$(10,337)</b>
<b>FULL TIME EQUIVALENTS</b>		<b>10</b>	<b>10</b>	<b>10</b>	
Terminal Electrical		Actuals FY 2020	Budget FY 2021	Budget FY 2022	Budget FY 22 vs FY 21
5001000	Personnel Services	1,050,002	1,162,880	1,101,171	(61,709)
5440001	Rentals and Leases	18,272	19,500	24,500	5,000
5460001	Maintenance Contracts	222,937	271,400	286,400	15,000
5460002	Other Repairs and Maintenance	180,680	690,700	710,700	20,000
5520001	Operating Supplies and Expenses	327	3,000	3,000	-
5520003	Uniforms	-	-	-	-
<b>TOTAL OPERATING EXPENSES</b>		<b>\$1,472,218</b>	<b>\$2,147,480</b>	<b>\$2,125,771</b>	<b>\$(21,709)</b>
<b>FULL TIME EQUIVALENT</b>		<b>12</b>	<b>12</b>	<b>12</b>	
Graphics		Actuals FY 2020	Budget FY 2021	Budget FY 2022	Budget FY 22 vs FY 21
5001000	Personnel Services	409,622	440,730	429,069	(11,661)
5460002	Other Repairs and Maintenance	4,253	40,000	40,000	-
5520001	Operating Supplies and Expenses	46,316	15,000	15,000	-
<b>TOTAL OPERATING EXPENSES</b>		<b>\$470,499</b>	<b>\$495,730</b>	<b>\$484,069</b>	<b>\$(11,661)</b>
<b>FULL TIME EQUIVALENT</b>		<b>5</b>	<b>5</b>	<b>5</b>	



## Operations and Maintenance Fund

### PLANNING, ENVIRONMENTAL, ENGINEERING AND CONSTRUCTION

The Planning, Engineering, and Construction Department is responsible for supporting the Aviation Authority, the Board of Directors, management, employees, and other stakeholders by providing planning, engineering, and construction services in accordance with the Aviation Authority's Vision, Mission, and Strategic Goals.

#### Planning

		Actuals FY 2020	Budget FY 2021	Budget FY 2022	Budget FY 22 vs FY 21
5001000	Personnel Services	3,061,616	369,440	433,762	64,322
5310005	General Consultant	823,767	591,540	705,000	113,460
5310006	Legal Fees	154,916	38,500	75,500	37,000
5310008	Engineering Consultant	281,551	395,000	115,000	(280,000)
5310009	Other Professional Services	4,506,867	23,000	38,000	15,000
5310010	Environmental Consultant	367,263	-	-	-
5310013	Land Use or Transportation Consultant	343,435	673,000	673,000	-
5310014	Outside Services	-	-	-	-
5340007	Other Contractual Services	118,427	-	-	-
5400001	Travel and Per Diem	3,929	-	-	-
5400002	Training and Education	3,509	-	4,500	4,500
5410001	Telecommunications	67,884	-	2,520	2,520
5410002	Postage & Express Mail Delivery	588	-	-	-
5440001	Rentals and Leases	48,231	-	-	-
5460001	Maintenance Contracts	425	-	-	-
5460002	Other Repairs and Maintenance	2,539	-	-	-
5470001	Printing and Binding	-	-	-	-
5480002	Other Promotional Activities	-	-	1,000	1,000
5490002	Legal Notices	13,079	2,000	2,500	500
5520001	Operating Supplies and Expenses	25,948	-	-	-
5520002	Operating FFE	3,346	500	1,500	1,000
5520003	Uniforms	2,036	80	160	80
5520007	Fuel Expense	2,646	500	500	-
5540001	Books Publications Subscriptions	6,444	-	-	-
5540002	Dues and Memberships	1,757	500	1,000	500
5540003	Licenses and Certification Fees	-	-	500	500
<b>TOTAL OPERATING EXPENSES</b>		<b>\$9,840,200</b>	<b>\$2,094,060</b>	<b>\$2,054,442</b>	<b>\$(39,618)</b>
<b>FULL TIME EQUIVALENT</b>		<b>24</b>	<b>3</b>	<b>3</b>	

# Greater Orlando Aviation Authority



## Environmental

		Actuals FY 2020	Budget FY 2021	Budget FY 2022	Budget FY 22 vs FY 21
5001000	Personnel Services	-	261,480	265,668	4,188
5310010	Environmental Consultant	-	635,000	625,500	(9,500)
5400002	Training and Education	-	500	1,000	500
5410001	Telecommunications	-	-	2,940	2,940
5520002	Operating FFE	-	500	500	-
5520003	Uniforms	-	100	100	-
5520007	Fuel Expense	-	500	500	-
<b>TOTAL OPERATING EXPENSES</b>		-	<b>\$898,080</b>	<b>\$896,208</b>	<b>\$(1,872)</b>
<b>FULL TIME EQUIVALENT</b>		<b>0</b>	<b>2</b>	<b>2</b>	

## Engineering and Construction

		Actuals FY 2020	Budget FY 2021	Budget FY 2022	Budget FY 22 vs FY 21
5001000	Personnel Services	-	2,848,450	2,721,575	(126,875)
5310005	General Consultant	-	521,510	571,510	50,000
5310006	Legal Fees	-	171,500	429,000	257,500
5310008	Engineering Consultant	-	120,000	395,000	275,000
5310009	Other Professional Services	-	5,151,270	5,303,270	152,000
5400002	Training and Education	-	2,000	10,000	8,000
5410001	Telecommunications	-	70,000	68,400	(1,600)
5410002	Postage & Express Mail Delivery	-	2,000	2,000	-
5440001	Rentals and Leases	-	43,510	47,210	3,700
5460001	Maintenance Contracts	-	500	-	(500)
5460002	Other Repairs and Maintenance	-	250	250	-
5480002	Other Promotional Activities	-	1,200	1,200	-
5490002	Legal Notices	-	8,000	9,000	1,000
5520001	Operating Supplies and Expenses	-	31,620	19,440	(12,180)
5520002	Operating FFE	-	4,060	4,060	-
5520003	Uniforms	-	320	320	-
5520007	Fuel Expense	-	2,000	2,000	-
5540002	Dues and Memberships	-	2,000	2,000	-
5540003	Licenses and Certification Fees	-	500	500	-
5001000	Personnel Services	-	2,848,450	2,721,575	(126,875)
<b>TOTAL OPERATING EXPENSES</b>		-	<b>\$8,980,690</b>	<b>\$9,597,735</b>	<b>\$617,045</b>
<b>FULL TIME EQUIVALENT</b>		<b>0</b>	<b>19</b>	<b>19</b>	

# Greater Orlando Aviation Authority



## Operations and Maintenance Fund

### HOTEL HYATT

The Hyatt Hotel opened in 1991 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.



		Actuals FY 2020	Budget FY 2021	Budget FY 2022	Budget FY 22 vs FY 21
5340006	Rooms	4,611,300	3,925,027	5,918,485	1,993,458
5340006	Food and Beverage	6,852,345	4,774,950	7,392,739	2,617,789
5340006	Other Operating	5,950	2,570	8,225	5,655
5340006	Admin and General	2,406,372	2,257,837	2,485,950	228,113
5340006	Info and Telecom Systems	807,118	744,529	869,037	124,508
5340006	Sales and Marketing	1,841,346	1,920,470	2,263,601	343,131
5340006	Repairs and Maintenance	1,434,426	1,449,457	1,427,905	(21,552)
5340006	Utilities	1,140,138	973,866	1,558,438	584,572
5340006	Insurance and Other	250,104	316,514	367,869	51,355
5340006	Basic Management Fee	718,804	476,140	878,861	402,721
5340006	Incentive Fee	-	0	-	-
5340007	Other Contractual Services	4,404	4,000	4,000	-
5490010	Property Taxes	1,532,274	1,532,270	1,549,920	17,650
	<b>TOTAL OPERATING EXPENSES</b>	<b>\$21,604,580</b>	<b>\$18,377,630</b>	<b>\$24,725,030</b>	<b>\$6,347,400</b>



**DEBT  
MANAGEMENT**





## DEBT MANAGEMENT

Capital projects are funded by a combination of sources that include short-term and long-term debt instruments. 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 \$110.4 million for FY 2022.

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 September 30, 2021.

	Standard & Poor's	Moody's	Fitch	Kroll
Series 2019A Senior	A+ Stable	Aa3 Stable	AA- Stable	AA Stable Outlook
Total Senior Debt	A+ Stable	Aa3 Stable Outlook	AA- Stable	
Subordinate Debt	A Stable	A1 Stable Outlook	A+ Stable	



## DEBT SERVICE COVERAGE

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

		Actual FY 2020	Budget FY 2021	Budget FY 2022
<b>Bond Resolution Rate Covenant</b>				
Revenues per bond resolution		\$489,998	\$443,356	\$578,380
Less:				
Operations and maintenance expenses per bond resolution		(274,526)	(320,000)	(377,500)
Net revenues available for debt service	A	\$215,472	\$123,356	\$200,880
Aggregate Debt service on senior lien bonds		128,389	128,630	142,682
Less PFC Supported Bonds		(70,635)	(70,861)	(83,173)
Net debt service on senior lien bonds	B	57,754	57,769	59,509
Debt service on subordinated bonds and other parity indebtedness	C	10,050	53,424	50,933
Total debt service senior lien bonds & subordinated indebtedness and other parity indebtedness	[D=B+C]	\$67,804	\$111,193	\$110,442
<b>Debt Service Coverage</b>				
Coverage ratio for senior lien debt	[A/B]	3.73	2.14	3.38
Coverage ratio for all indebtedness	[A/D]	3.18	1.07	1.43
<b>Subordinate Indenture Rate Covenant</b>				
Available Net Revenues	[E=A-B]	157,718	65,587	141,371
Subordinate Debt Service Coverage	[E/C]	15.69	1.23	2.78



## Total Debt Service Requirements – All Bonds

AS OF SEPTEMBER 30, 2021 (IN THOUSANDS)

Calendar Year	Interest	Principal	Total
2021 (1)	64,728	82,573	147,301
2022	125,722	88,386	214,108
2023	122,187	93,771	215,958
2024	118,108	93,918	212,026
2025	113,907	97,994	211,901
2026	109,507	101,742	211,249
2027	104,911	93,673	198,584
2028	100,765	69,265	170,030
2029	97,450	58,175	155,626
2030	94,618	61,005	155,623
2031	91,644	68,765	160,409
2032	88,284	72,135	160,419
2033	84,777	71,885	156,664
2034	81,253	75,415	156,668
2035	77,565	79,115	156,680
2036	73,964	82,720	156,684
2037	69,936	86,745	156,681
2038	66,025	90,640	156,665
2039	61,630	95,050	156,680
2040	57,369	89,290	146,659
2041	53,148	93,505	146,653
2042	48,679	97,980	146,659
2043	43,993	102,650	146,643
2044	39,184	107,465	146,649
2045	34,142	112,515	146,657
2046	28,856	103,850	132,706
2047	24,015	96,650	120,665
2048	19,544	101,120	120,664
2049	15,139	105,530	120,669
2050	10,545	70,185	80,730
2051	7,651	73,080	80,731
2052	4,641	76,090	80,731
2053	1,511	18,880	20,391
2054	770	19,620	20,390
	<b>\$2,136,168</b>	<b>\$2,831,382</b>	<b>\$4,967,550</b>

(1) The amount shown for calendar year 2021 includes only the amounts outstanding as of September 30, 2021.





**CAPITAL**





## CAPITAL IMPROVEMENT PLAN

The Capital Improvement Plan (CIP) is a multi-year plan of major capital projects, linked to the Aviation Authority's strategic goals. The CIP is a working plan and will necessarily evolve as economic and regulatory conditions change. Funding for the projects come from a variety of sources including grants, General Aviation Revenue Bonds (GARBs), Customer Facility Charges (CFC), Passenger Facility Charges (PFC), and Aviation Authority Funds. The latest updates to the CIP were adopted by the Authority in August 2021, and amended December 15, 2021 and provide a roadmap for implementing the component projects, including targeted completion dates, budgets, and anticipating funding plan. The CIP is dynamic in nature, reflective of current changes in the market, available funding, and priorities. The projects are derived for the Aviation Authority's Master Plan process and are developed to address passenger safety, security, passenger experience, as well as the demand for air service to Central Florida.

The 2021-2027 Capital Improvement Program consists of: (a) Phase 1 of South Terminal C; (b) the Phase 1 Landside Expansion of South Terminal C; (c) capacity enhancements, renovations and expansion for the North Terminal Complex; and (d) other projects to maintain and enhance the Airport facilities. The estimated total aggregate cost of the 2021-2027 Capital Improvement Program is approximately \$3.58 billion, including allowances for inflation. In addition to the 2021-2027 Capital Improvement Program, the Authority also undertakes renewal and replacement of major assets on an ongoing basis referred to as an R&R project. The Authority anticipates spending approximately \$40 million per year for such improvements.

The Authority reassesses its capital needs at least annually and will modify the 2021-2027 Capital Improvement Program 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 2021-2027 Capital Improvement Program or extend or accelerate the timing to complete certain projects as well as incorporate changes in funding sources. The 2021-2027 Capital Improvement Program is expected to be funded through a combination of the proceeds of the Series 2022 Bonds, certain of the Outstanding Senior Bonds, the Proposed 2023 Bonds, federal grants in aid, FDOT participation grants, PFC Revenues, CFCs, Additional Bonds, third party sources and other Airport funds. The Authority may elect to defer, or to change, the funding plan for any of the CIP projects.

The 2021-2027 Capital Improvement Program, approved in August 2021, and amended In December 2021, was reduced to \$3.58 billion, a decrease of (\$178.9) million and (\$1.1) million respectively from the 2018-2025 Capital Improvement Program last updated in August 2020.

In connection with the annual budget process, the Authority undertook a review of the programs to identify critical projects as well as a review of existing project estimates to complete. There was an overall decrease to the CIP in the amount of (\$178.9) million from August 2020 due to projects being completed or otherwise removed from the program. There were also increases due to new projects and/or increases to existing project budgets. Significant changes include (1) additional terminal building projects such as the Airside 2 & 4 APM System Replacement, (2) realignment of roadway projects, (3) additional airfield projects and the removal of completed



airfield projects, (4) the addition of the completion of the Ground Transportation Facility Pedestrian Bridge, and the removal of the completed Airside 4, Ticket Lobby, and Airside 1 & 3 APM projects.

Several updates were proposed in the CIP amended in December 2021, including the removal of the \$8.9 million Parking Garage C Canopy System which was completed, the addition of a \$7.8 million Employee Parking lot that will primarily support the South Terminal operations, as well as funding optimization for existing projects.

## Capital Priorities

### ➤ SOUTH TERMINAL COMPLEX (STC) "C"- PHASE 1 AND EXPANSION

The Authority commenced construction of the 16-gate South Terminal Complex 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 the South Terminal Complex Phase 1X to add three additional gates for a total of 19 gates 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 and decided to open with 15 gates. Construction of Phase 1 and Phase 1X of the South Terminal Complex is approximately 87% complete and is currently estimated to cost \$2.8 billion (92% of the pre-COVID budget for the project). It is anticipated that the South Terminal Complex will receive a temporary certificate of occupancy in February 2022 and will open in July 2022.

### ➤ NORTH TERMINAL COMPLEX (NTC)

The North Terminal Complex currently accommodates all passenger traffic at the Airport. Improvements to the North Terminal Complex included in the 2021-2027 Capital Improvement Program are designed to (1) increase the capacity limits of various functional elements (e.g., gates, curb, security checkpoint, baggage, etc.), (2) expedite international processing, and (3) improve the overall travel experience. The existing North Terminal Complex provides 93 gates on four airside. The 2021–2027 Capital Improvement Program also includes \$50.4 million for an Airline Terminal Improvements 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 \$495.6 million with the majority of the projects expected to be completed prior to the end of Fiscal Year 2024. The Airside 4 project was removed upon its completion with a decrease of \$142.6 million.

### ➤ GROUND TRANSPORTATION

The \$112.9 million budget for ground transportation improvements includes rental car-related improvements, ongoing roadway and signage improvements, an employee parking lot, a ground transportation facility pedestrian bridge, and other roadway improvements. The Ground Transportation projects had an overall increase of \$25.1 million from the previous CIP.



➔ AIRFIELD AND OTHER PROJECTS

The \$172.4 million budget for other projects includes a series of improvements to maintain the airfield, information technology projects and others.





## CAPITAL IMPROVEMENT PLAN (CONT.)

### Uses of Funds by Fiscal Year (in thousands)

	Through 2021	2022	2023	2024	2025	2026	2027	Total
Terminal	\$218,057	\$85,524	\$113,316	\$66,662	\$6,000	\$6,000	-	\$495,559
Airfield	31,724	12,896	22,001	8,600	15,900	3,030	44,060	138,211
Ground Transportation	47,022	42,850	5,000	750	8,750	8,500	-	112,872
Other	20,728	6,456	1,500	4,025	500	1,000	-	34,209
South Terminal Complex Phase 1	1,940,272	324,874	-	-	-	-	-	2,265,146
South Terminal Phase 1 Exp	444,359	85,582	-	-	-	-	-	529,941
<b>TOTAL SOURCES OF FUNDS</b>	<b>\$2,702,162</b>	<b>\$558,182</b>	<b>\$141,817</b>	<b>\$80,037</b>	<b>\$31,150</b>	<b>\$18,530</b>	<b>\$44,060</b>	<b>\$3,575,938</b>

### Uses of Funds by Source (in thousands)

	Grants	Authority Funds	PFC Paygo	PFC Bonds	NON PFC Bonds	Other	Total
Terminal	\$95,265	\$69,867	\$19,949	\$33,574	\$276,755	\$149	\$495,559
Airfield	112,743	2,295	-	-	23,173	-	138,211
Ground Transportation	28,600	177	-	-	24,773	59,322	112,872
Other	-	31,209	3,000	-	-	-	34,209
South Terminal Complex Phase 1	95,479	6,783	241,000	769,000	1,006,375	146,509	2,265,146
South Terminal Phase 1 Exp	18,013	26,416	17,680	150,000	273,993	43,839	529,941
<b>TOTAL SOURCES OF FUNDS</b>	<b>\$350,100</b>	<b>\$136,747</b>	<b>\$281,629</b>	<b>\$952,574</b>	<b>\$1,605,069</b>	<b>\$249,819</b>	<b>\$3,575,938</b>



## Plan of Finance

The Authority has financed portions of the costs of the STC on an interim basis using Lines of Credit. The Authority plans to issue bonds in February 2022 which will fund approximately \$260.5 million of the costs of the STC and to repay certain draws on the lines of credit and their associated interest expense. The specific form, amount, and timing of debt to finance the remaining costs to be financed for the 2021-2027 CIP have not been determined at this time, but is approximated at \$124.5 million.

## FY 2021-2027

### CAPITAL EXPENDITURE BUDGET

The Capital Expenditure Budget provides for the Authority funded portion part of the Capital Improvement Program (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 2022, the capital expenditure budget includes a \$44.3 million as part of the annual R&R and \$5.7 million as part of the CIP, for a total of \$50.0 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, PFC's, CFC's, and reallocation of unused prior capital funds.

The CIP funded with Authority Funds of \$136.7 million will be included in the capital expenditure budget each year as the projects progress.

The opening of the South Terminal Complex in FY 22 is expected to increase operating expenses, including additional utilities, contract costs, and supplies needed to operate the facility. These costs have been estimated and are included in the Operations and Maintenance Budget.



## Orlando International Airport

### SUMMARY OF CAPITAL FUND REQUESTS

<b>Capital Expenditures</b>	<b>Amount</b>
Small Business Office Space and Reception Area	\$48,200
Art Program	164,622
Furniture, Fixtures, and Equipment for Authority Departments	235,000
Facility Improvements	4,015,736
Commercial Properties Master Leasing/Marketing Plan	500,000
Demolition Buildings 859, 809 and 860	301,000
Deferred Structural Maintenance for MRO Hangar (Bldg 407)	3,786,164
Airline/Tenant Relocations, Improvements and Refurbishments	6,000,000
STC VRC, AOC, Billing, Lost & Found and Breakroom Equipment, Furniture and Workstations	215,000
ST Spare Parts Inventory	3,322,630
GSE Storage at Delta Cargo Service Rd.	35,000
ARFF Capital Items	95,000
Security CCTV Storage Redundancy	680,000
GRC Suite	250,000
Communications Room Refurbish	500,000
Server Environment Expansion	210,000
Systems/Server Storage Expansion	311,000
PC, Peripheral, and Software	250,000
Access Control Panel Upgrade	100,000
Splunk UBA	40,000
DNS/DHCP/IPAM Managing Platform	300,000
Firewall Replacement	100,000
LIU Labelling	40,000
AIDB Upgrade	110,000
Digital Signature	250,000
Structured Cabling - LIU Security	141,000
Server R&R	403,000
F5 Replacement	250,000
TSA CCTV Checkpoints - North Terminal Complex	1,388,795
Airsides 1, 2, 3, & 4 Apron Rehabilitation	500,000
West Airfield Lighting Replacements	3,502,000
Terminal Top Parking Garage Fire Sprinkler System Replacement	1,000,000
MCO Repair and Paint Commercial Lane Canopy Structures	2,700,000
Landside HVAC Central Plant Improvements	1,000,000
MCO Campus Stormwater Management & Restoration	500,000
Master Stormwater Planning	1,000,000
Environmental Consulting Services	250,000
GASB 49 Environmental Compliance	250,000
<b>TOTAL FOR CAPITAL EXPENDITURE FUND</b>	<b>\$34,744,147</b>

<b>Capital Improvement Fund</b>	<b>Amount</b>
East Airfield Taxiway Rehabilitation and Related Work	\$660,000
STC Self Bag Drop	5,000,000
<b>TOTAL FOR CAPITAL IMPROVEMENT FUND</b>	<b>\$5,660,000</b>



**Discretionary Fund**

	<b>Amount</b>
Air Service Incentive Plan (Credits)	\$2,500,000
Art Program	85,378
<b>TOTAL FOR DISCRETIONARY FUND</b>	<b>\$2,585,378</b>

**Hotel Capital Requests**

**Capital Expenditure Hyatt**

	<b>Amount</b>
Hotel Capital	\$7,010,475
<b>TOTAL FOR CAPITAL EXPENDITURE HYATT</b>	<b>\$7,010,475</b>

<b>GRAND TOTAL CAPITAL REQUESTS</b>	<b>\$50,000,000</b>
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# ORLANDO EXECUTIVE AIRPORT







## 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, as well as one of the most popular shopping malls in Orlando.

### Fiscal Budget 2021-2022

Through fiscal year 2021, and continuing into fiscal year 2022, the key project is the commercial property development initiatives, primarily along the State Road 50 corridor. Design of the Runway Incursion Mitigation project planned in fiscal year 2021, with construction planned for fiscal year 2022, which will enhance safety for aircraft operations.

ANTICIPATED REVENUE	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget
Aviation Related	306,314	894,728	919,291
Commercial Properties	2,749,876	2,461,947	2,403,432
Other Revenue	953,465	195,325	112,277
CARES Act	0	531,040	1,500,000
Total Anticipated Revenue	4,009,655	4,083,040	4,935,000
Contribution from ORL Revenue Fund	0	0	1,702,000
<b>Total Deposits</b>	<b>\$4,009,655</b>	<b>\$4,083,040</b>	<b>\$6,637,000</b>
<b>APPROPRIATIONS</b>			
Operations & Facilities	1,456,177	1,520,430	1,729,570
Safety & Security	1,168,362	1,262,890	1,471,300
Administration	620,814	586,510	680,310
Other Expenses	317,976	457,210	377,125
Total Appropriations Before Capital	3,563,330	3,827,040	4,258,305
Capital Outlay and Improvements	0	256,000	2,378,695
<b>Total Appropriations</b>	<b>\$3,563,330</b>	<b>\$4,083,040</b>	<b>\$6,637,000</b>



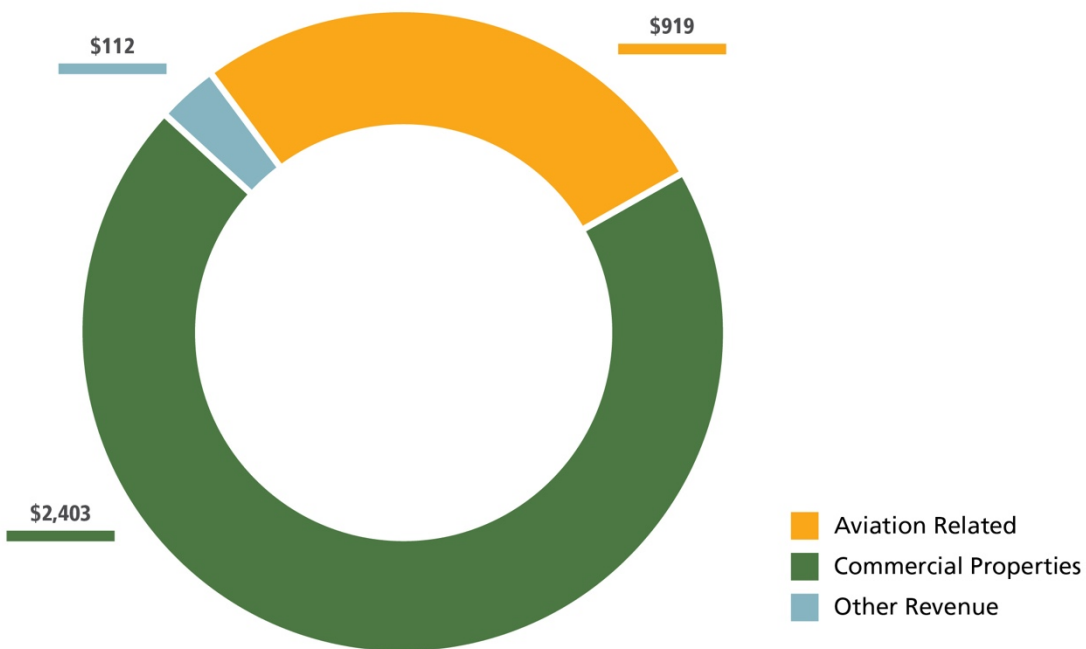
## ORLANDO EXECUTIVE AIRPORT

### Budget Highlights

#### REVENUES

Revenues at Orlando Executive Airport (ORL) decreased \$117,000 from the 2021 budget before Federal Relief Funds. The decreases to revenue include building rent from fixed base operators, commercial real estate agreements, and interest.

### Budgeted Revenues (thousands)

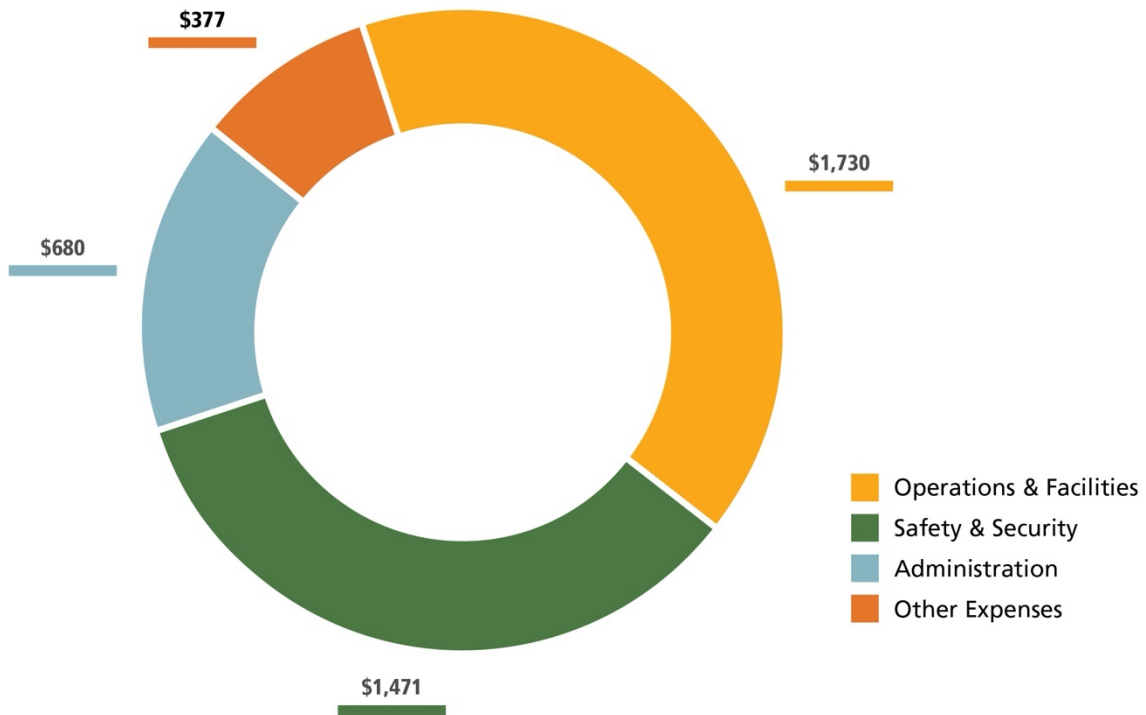




## EXPENDITURES

For fiscal year 2022, expenses increased \$431,265 from the 2021 budget.

### Budgeted Expenditures (thousands)





## ORLANDO EXECUTIVE AIRPORT

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 2022 the operating expenses for the Orlando Executive Airport are budgeted to increase \$431,265. The most significant increases are increases for property and casualty insurance premiums as well increases to management contracts.

### Operations and Maintenance by Section

	Actuals FY 2020	Budget FY 2021	Budget FY 2022	Budget FY 22 vs FY 21
OEA Administration	\$620,814	\$586,510	\$670,080	\$83,570
OEA Operations	995,522	1,021,930	1,233,250	211,320
OEA Facilities	1,445,096	1,504,800	1,721,260	216,460
OEA Kane Common	11,081	15,630	15,630	0
OEA Customs Border Protection	172,840	240,960	240,960	0
OEA Non-allocated Operating Costs	317,976	457,210	377,125	80,085
<b>Total Operating Expenses</b>	<b>\$3,558,927</b>	<b>\$3,827,040</b>	<b>\$4,258,305</b>	<b>\$431,265</b>
<b>FULL TIME EQUIVALENTS</b>	<b>15</b>	<b>15</b>	<b>15</b>	

### Capital Improvement Requests FY 2021-2022

Description	Amount
ORL Colonial Promenade Improvements	\$2,000,000
ORL Slope Mower	74,000
ORL Operations Vehicle	55,000
ORL East Ramp Rehab	36,300
ORL BP-045 Taxiway F&G and Taxiway E4 Construction	213,395
	<b>\$2,378,695</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

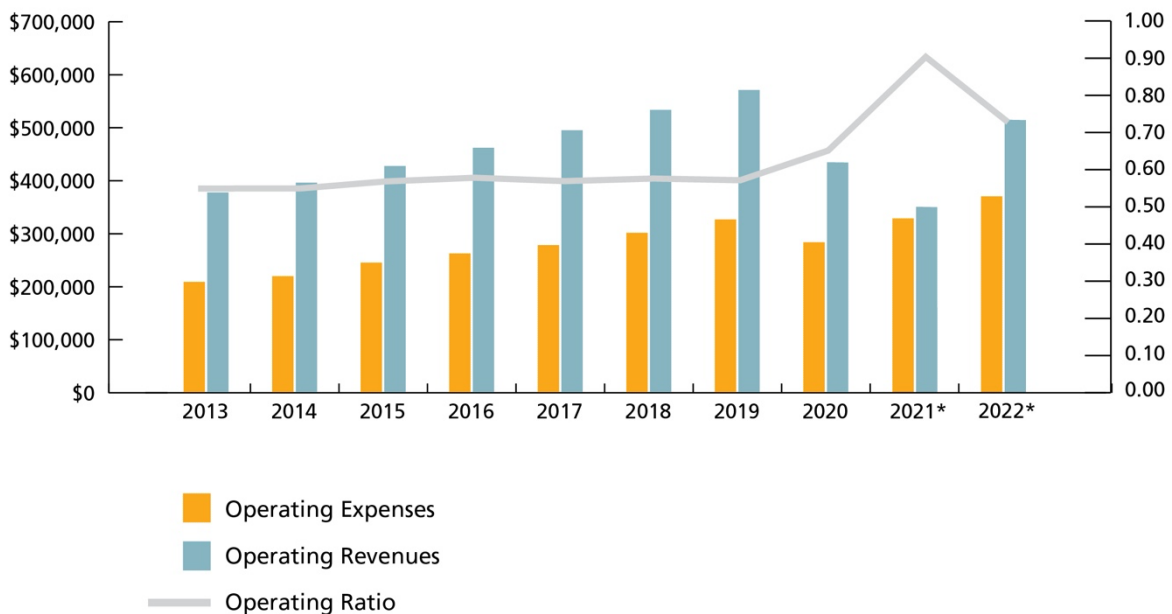
This is a measure of operating efficiency that compares operating expense to operating revenue. Operating revenue must exceed operation expenses to provide a financial cushion and cover debt service expenses.

Orlando International Airport Only.

### FISCAL YEARS ENDED SEPTEMBER 30, 2013 – 2022

(1)(in thousands)

Fiscal Year	Operating Expenses (1)	Operating Revenue (1)	Operating Ratio	% Change
2013	\$209,262	\$377,858	0.55	-2.0%
2014	\$215,948	\$396,462	0.54	-1.7%
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*	\$320,000	\$354,818	0.90	38.1%
2022*	\$377,500	\$518,736	0.73	-19.3%



\* Budgeted FY 2021 & 2022



## PERFORMANCE INDICATORS

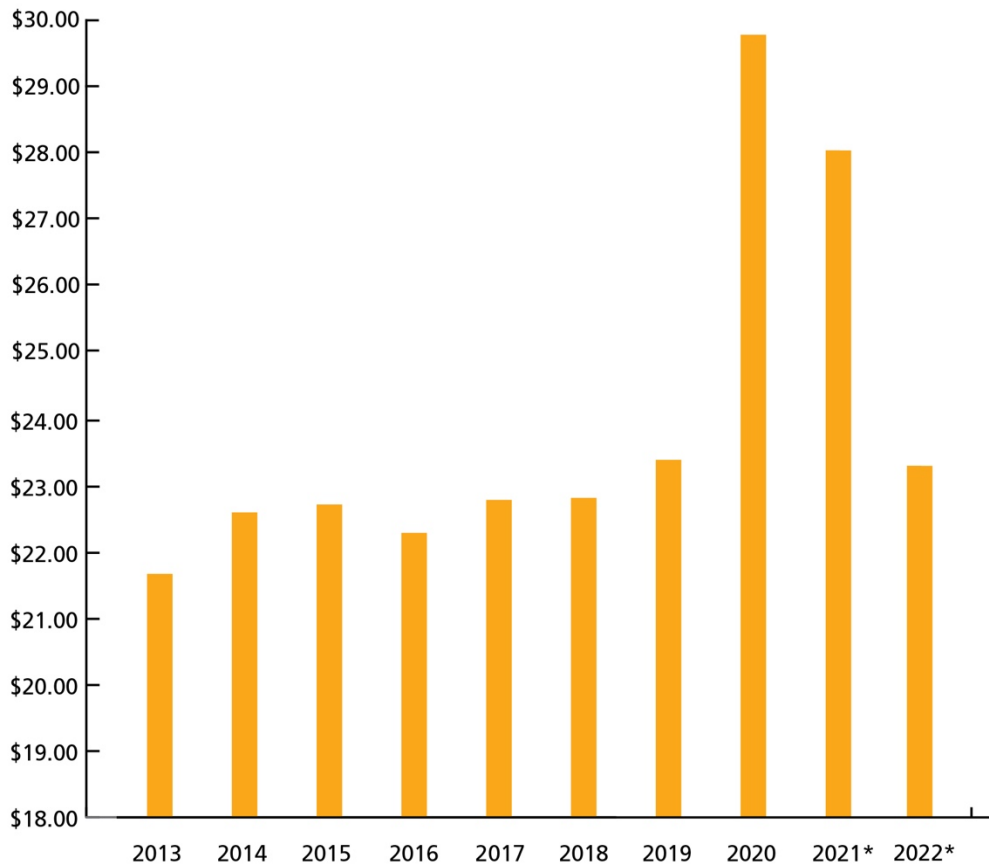
### Operating Revenue per Enplaned Passenger

This is a measure of operating revenues per enplaned passenger. Orlando International Airport Only.

#### FISCAL YEARS ENDED SEPTEMBER 30, 2013 – 2022

(1)(in thousands)

Fiscal Year	Operating Revenue (1)	Enplaned Passenger (1)	Operating Revenue per Enplanement	% Change
2013	\$377,858	17,427	\$21.68	5.3%
2014	\$396,462	17,535	\$22.61	4.1%
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*	\$354,818	12,655	\$28.04	-6.1%
2022*	\$518,736	22,362	\$23.20	-17.3%



\* Budgeted FY 2021 & 2022



## PERFORMANCE INDICATORS

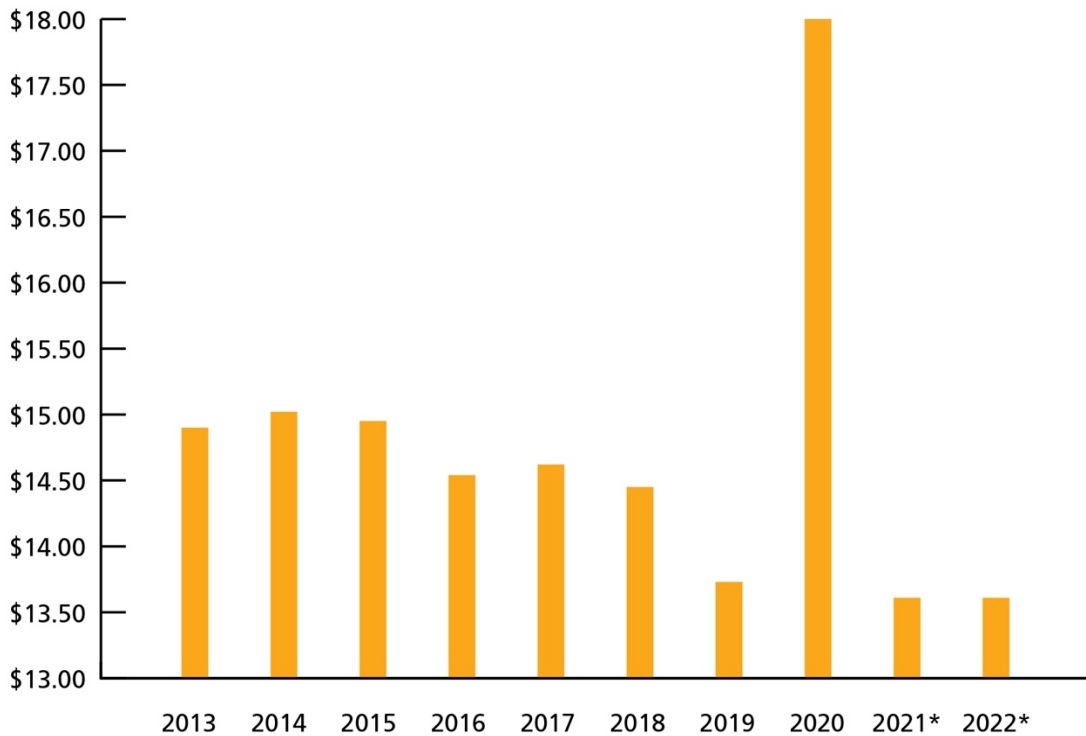
### Non-Airline Revenue per Enplaned Passenger

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. Orlando International Airport Only.

#### FISCAL YEARS ENDED SEPTEMBER 30, 2013 – 2022

(1)(in thousands)

Fiscal Year	Non-Airline Operating Revenue (1)	Enplaned Passenger (1)	Non-Airline Revenue per Enplanement	% Change
2013	\$259,621	17,427	\$14.90	4.8%
2014	\$263,359	17,535	\$15.02	0.8%
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*	\$172,210	12,655	\$13.61	-24.4%
2022*	\$287,613	22,362	\$13.61	-5.5%



\* Budgeted FY 2021 & 2022



## PERFORMANCE INDICATORS

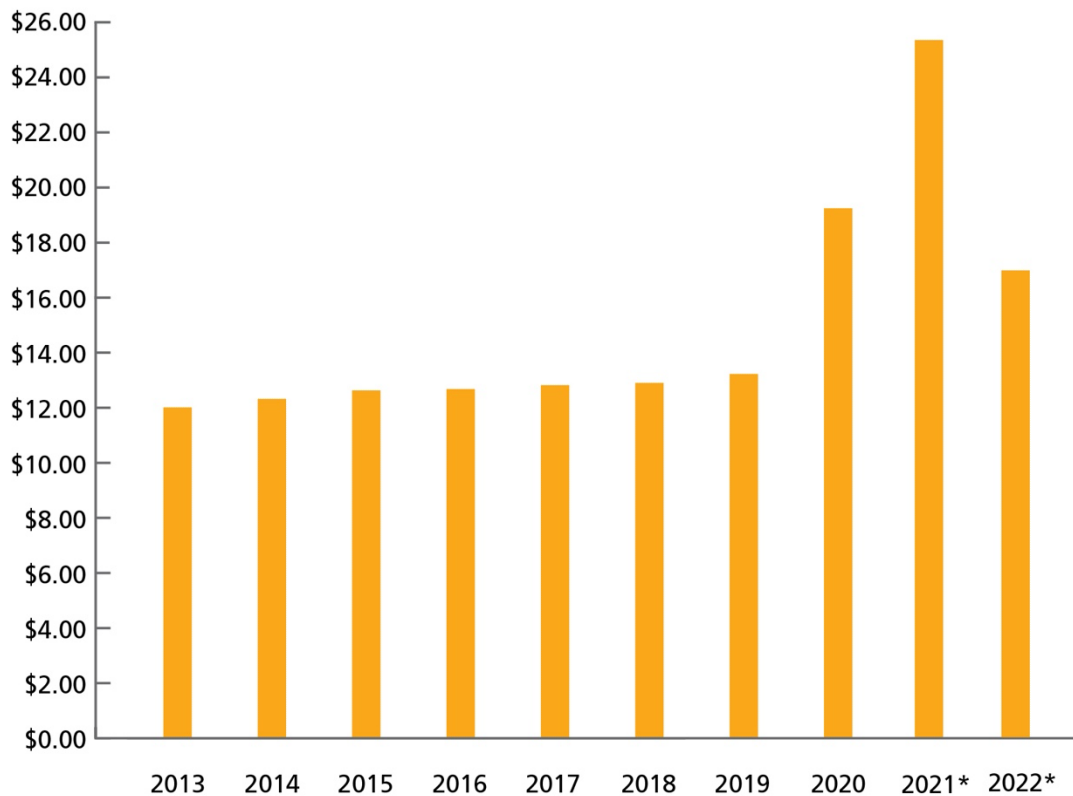
### Operating Expenses per Enplaned Passenger

This divides operating expenses by enplanement and measures the Authority's relative operating Efficiency. Orlando International Airport Only.

#### FISCAL YEARS ENDED SEPTEMBER 30, 2013 – 2022

(1)(in thousands)

Fiscal Year	Operating Expenses (1)	Enplaned Passenger (1)	Operating Expenses per Enplanement	% Change
2013	\$209,262	17,427	\$12.01	3.4%
2014	\$215,948	17,535	\$12.32	2.5%
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*	\$320,000	12,655	\$25.29	29.6%
2022*	\$377,500	22,362	\$16.88	-33.2%



\* Budgeted FY 2021 & 2022



## PERFORMANCE INDICATORS

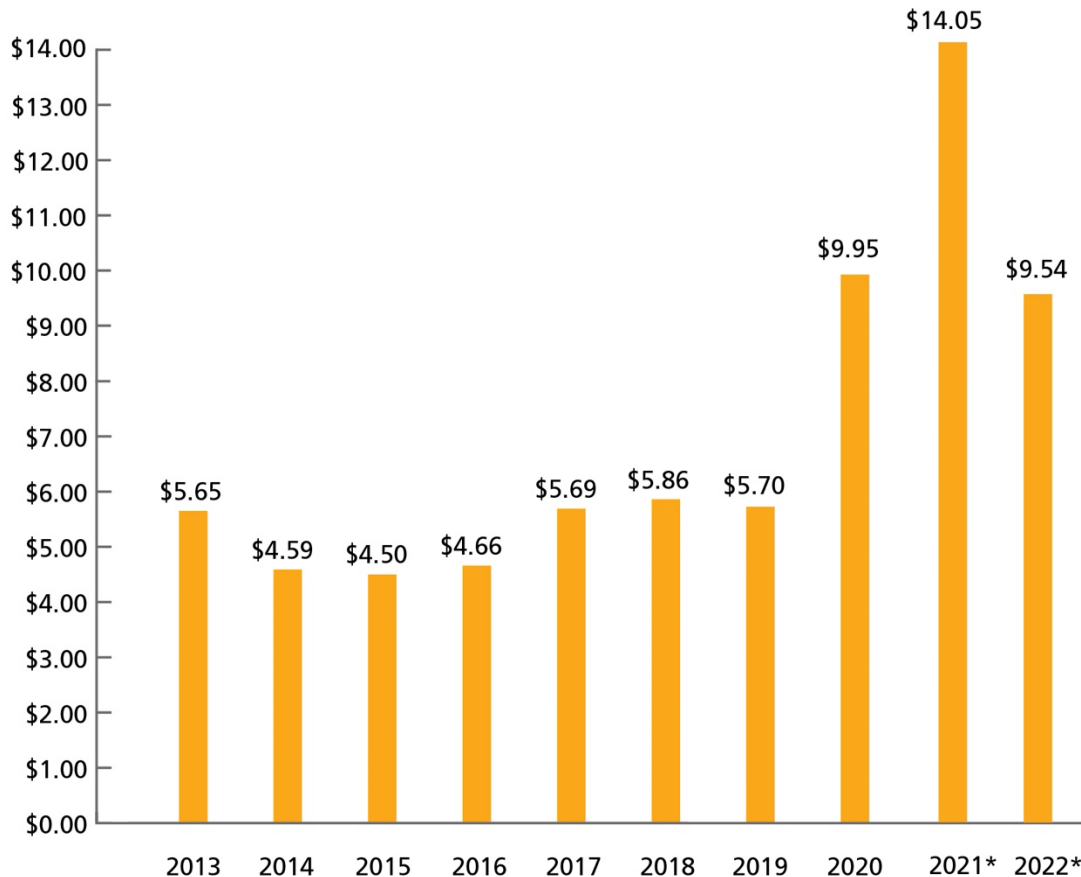
### Airline Cost per Enplaned Passenger

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. Orlando International Airport Only.

#### FISCAL YEARS ENDED SEPTEMBER 30, 2013 – 2022

(1)(in thousands)

Fiscal Year	Enplaned Passenger (1)	Cost Per Enplaned Passenger
2013	17,427	\$5.65
2014	17,535	\$4.59
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*	12,655	\$14.05
2022*	22,362	\$9.54



\* Budgeted FY 2021 & 2022





**STATISTICAL  
SECTION**



## HISTORICAL STATISTICAL INFORMATION

### Orlando International Airport

#### PRINCIPAL OPERATING REVENUES, AIRLINE RATES AND CHARGES

Cost per enplaned passenger for the years ended (in thousands)

	2020	2019	2018
Airfield Area			
Landing Fees - Participating	\$43,803	\$46,979	\$35,773
Landing Fees - Cargo, FBO, Nonparticipating	6,344	7,050	5,058
Passenger Airline Apron Use Fees	4,210	5,049	4,163
Fuel Flow Fees - FBO	667	1,053	1,063
Fuel System Rental	1,028	1,007	1,163
Total Airfield Area	<u>\$56,052</u>	<u>\$61,138</u>	<u>\$47,220</u>
Terminal Area			
Terminal Area Rents - Participating	\$64,976	\$70,761	\$67,837
Terminal Area Rents - Nonparticipating	914	1,128	1,092
Terminal Area Rents - Other	12,813	13,882	14,128
Airline Equipment	4,502	4,642	4,454
Baggage System	37,677	55,872	54,853
Concessions - Advertising	5,209	5,363	4,273
Concessions - Food & Beverage	21,489	31,553	28,953
Concessions - General Merchandise	13,911	21,513	21,332
Concessions - Services	8,097	11,600	10,171
Federal Inspection Station/Facility Fees	11,234	29,597	23,021
Other Government Agencies	1,226	1,279	1,273
Total Terminal Area	<u>\$182,048</u>	<u>\$247,190</u>	<u>\$231,387</u>
Ground Transportation			
Ground Transportation Support	\$1,276	\$2,202	\$2,099
Parking - Facilities	47,896	77,237	69,122
Onsite Rental Cars	77,543	94,171	92,301
Offsite Rental Cars	4,346	7,098	6,354
Commercial Lane	12,073	19,769	18,098
Total Ground Transportation Area	<u>\$143,134</u>	<u>\$200,477</u>	<u>\$187,974</u>
Other Buildings and Grounds			
Fixed Base Operator Fees	\$1,692	\$1,868	\$1,822
Foreign Trade Zone	20	20	20
Building Rentals	6,359	5,981	5,175
Land Rentals	4,177	4,536	3,851
Cargo Apron Use	1,903	1,137	833
Other Buildings and Grounds	4,600	5,939	5,765
Other Operating Revenue	3,077	3,792	3,030
Total Other Buildings and Grounds	<u>\$21,828</u>	<u>\$23,273</u>	<u>\$20,496</u>
Hotel	<u>\$26,816</u>	<u>\$41,753</u>	<u>\$42,850</u>
Rail Station	<u>\$4,349</u>	<u>\$4,311</u>	<u>\$3,855</u>
Total Orlando International Airport	<u>\$434,227</u>	<u>\$578,142</u>	<u>\$533,782</u>
Orlando Executive Airport Operating Revenue	<u>\$3,784</u>	<u>\$4,311</u>	<u>\$3,694</u>
<b>Total Operating Revenue</b>	<b><u>\$438,011</u></b>	<b><u>\$581,964</u></b>	<b><u>\$537,476</u></b>
Enplaned Passengers	14,538,126	24,846,842	23,382,273
Cost per enplaned passenger	<u>\$9.95</u>	<u>\$5.70</u>	<u>\$5.86</u>



## HISTORICAL STATISTICAL INFORMATION

### 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)
2011	16,080,029	3.50	1,692,020	6.04	17,772,049	3.74	9.52
2012	15,870,366	(1.30)	1,859,675	9.91	17,730,041	(0.24)	10.49
2013	15,470,690	(2.52)	1,956,577	5.21	17,427,267	(1.71)	11.23
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



## HISTORICAL STATISTICAL INFORMATION

### Orlando International Airport

#### AIRLINE LANDED WEIGHTS FOR THE YEARS ENDED

Fiscal Year	Participating Airlines	Non-Participating Airlines (1)	Cargo	Total	Percent Change
2011	19,239,801	1,371,432	809,678	21,420,911	2.50
2012	18,946,251	1,461,367	735,221	21,142,839	(1.30)
2013	18,585,998	1,429,477	738,365	20,753,840	(1.84)
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)

(1) Pursuant to the Rate Resolution, effective November 1, 2013, all prior lease and use agreements were terminated. As a result, the Authority no longer maintains information categorizing Airlines as "Signatory" or "Non-Signatory".



## HISTORICAL STATISTICAL INFORMATION

### Orlando International Airport

#### AIRLINES SERVICING ORLANDO INTERNATIONAL AIRPORT AS OF SEPTEMBER, 30 2020

##### Network Carriers

---

Alaska Airlines Inc.  
American Airlines Inc.  
Delta Air Lines  
United Airlines Inc.

##### Regional Airlines

---

Air Canada Rouge  
Endeavor Airlines Inc.  
Republic Airlines Inc.  
Shuttle America Corp.

##### Low Cost Carriers

---

Frontier Airlines  
jetBlue Airways Corp.  
Silver Airways Corp.  
Southwest Airlines Co.  
Spirit Airlines  
MN Airlines LLC d/b/a Sun Country

##### Cargo Airlines

---

21 Air, LLC  
ABX Air Inc.  
Amerijet International Inc.  
Atlas Air Inc.  
Federal Express Corporation  
Kalitta Air  
Kalitta Charters  
Mountain Air Cargo  
Suburban Air Freight, Inc.  
United Parcel Service Inc.

##### Foreign-Flag Airlines

---

ABC Aerolineas S.A. de C.V. d/b/a Interjet  
Aer Lingus Ltd.  
Aerovias de Mexico S.A de C.V.  
Aerovias Del Continente Americano S.A.  
Air Canada  
Air Transat

##### Foreign-Flag Airlines

---

Azul Linhas Aereas Brasileiras S.A. Inc. d/b/a Azul Brazilian Airlines  
Bahamasair  
British Airways  
Caribbean Airlines Limited  
Concesionaria Vuela Compania Aviacion SAPI de CV d/b/a Volaris  
COPA Airlines  
Edelweiss Air AG  
Emirates Inc.  
GOL Linhas Aereas S.A.  
Icelandair LLC  
Lan Peru S.A.  
Lufthansa Airlines  
National Air Cargo Group, Inc.  
Norwegian Air Shuttle  
Norwegian Air U.K. Limited Company  
Sunwing Airlines Inc.  
Swoop Inc.  
TAM Linhas Aereas d/b/a TAM Airlines (1)  
Trans American Airlines (3)  
Virgin Atlantic Airways Ltd.  
Westjet Airlines Ltd.

##### Other (2)

---

Aerolineas Argentinas S.A. Inc.  
Eastern Airlines LLC  
Fast Colombia S.A.S.  
Hi Fly, Ltd.  
Hi Fly, Transportes Aereos SA  
Miami Air International, Inc.  
Omni Air International  
Qantas Airways  
Societe Air France  
Swift Air, LLC  
TAG Aviation UK Limited  
Titan Airways Limited  
Wamos Air



## Historical Airline Market Shares

### PERCENTAGE OF TOTAL PASSENGERS FOR THE YEARS ENDED

	2020	2019	2018	2017	2016
<b>Participating Airlines</b>					
Southwest Airlines Co	22.15%	21.66%	23.80%	24.98%	25.59%
Delta Air Lines	12.05	13.34	13.91	14.17	14.39
jetBlue Airways	10.74	11.95	12.23	13.00	13.53
American Airlines Inc.	12.01	11.24	11.96	12.68	14.08
Spirit Airlines	13.71	11.26	8.48	6.61	4.28
Frontier Airlines	10.82	9.06	8.06	7.17	6.01
United Airlines Inc.	7.90	8.25	8.50	8.66	9.18
Virgin Atlantic Airways Ltd.	1.05	1.75	1.77	1.95	2.09
Air Canada	1.38	1.49	1.56	1.62	1.53
COPA Airlines	0.79	0.98	0.97	0.91	0.95
WestJet Airlines Ltd.	0.78	0.92	0.89	0.81	0.88
British Airways	0.41	0.61	0.59	0.62	0.68
Aerovias de Mexico S.A. de C.V.	0.30	0.34	0.43	0.47	0.48
Silver Airways Corp	0.30	0.27	0.34	0.33	0.37
Bahamasair	0.11	0.19	0.20	0.20	-
<b>Subtotal Participating Airlines</b>	<b>94.5%</b>	<b>93.31%</b>	<b>93.68%</b>	<b>94.18%</b>	<b>94.04%</b>
<b>Non-Participating Airlines</b>					
Domestic Mainline	1.74%	1.57%	1.62%	1.46%	1.32%
Foreign Flag Airlines	3.76	5.12	4.70	4.36	4.64
	-	-	-	-	-
<b>TOTAL</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>



## HISTORICAL STATISTICAL INFORMATION

### Orlando International Airport

#### PRIMARY ORIGINATION AND DESTINATION PASSENGER MARKETS FOR THE YEAR ENDED SEPTEMBER 30, 2020

Rank	Market	Trip Length	Estimated Annual Passengers (1) (Each-Way)
1	Newark, NJ	MH	554,431
2	Philadelphia, PA	MH	469,393
3	Boston, MA	MH	397,662
4	San Juan, PR	MH	357,515
5	Chicago/O'Hare, IL	MH	351,942
6	Detroit, MI	MH	342,157
7	Atlanta, GA	SH	336,921
8	New York/LaGuardia, NY	MH	309,832
9	Baltimore, MD	MH	309,528
10	Denver, CO	MH	286,632
11	Minneapolis/St. Paul, MN	MH	275,722
12	New York/Kennedy, NY	MH	274,196
13	Los Angeles, CA	LH	246,284
14	Washington/National, VA	MH	234,456
15	Dallas/Ft. Worth, TX	MH	222,083
16	Hartford, CT	MH	211,218
17	Chicago/Midway, IL	MH	182,765
18	Nashville, TN	MH	175,881
19	Indianapolis, IN	MH	175,518
20	Pittsburgh, PA	MH	173,260

(1) Estimated annual passengers is based on the average daily passengers for the period of October 2019 to June 2020, plus an estimate for July to September 2020 based on the monthly passenger counts which indicated that 12% of MCO's annual passengers traveled in those months.

**Trip Length:**

SH (Short Haul) = 0-600 miles

ML (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	Population	Personal Income (in thousands)	Per Capital Personal Income	Annual Average Unemployment Rate
2011	2,176,297	76,201	35,014	10.2%
2012	2,226,080	79,452	35,692	8.7%
2013	2,270,811	81,669	35,965	7.0%
2014	2,325,257	87,497	37,629	6.0%
2015	2,387,577	94,462	39,531	5.1%
2016	2,457,432	98,890	40,241	4.5%
2017	2,519,926	106,463	42,249	3.9%
2018	2,576,297	113,280	43,970	3.4%
2019	2,608,273	119,246	45,718	3.2%
2020	2,639,374	127,278	48,223	10.2%

(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

	<u>2020</u>	<u>2019</u>	<u>2018</u>	<u>2017</u>	<u>2016</u>
Domestic	33,626,000	69,297,000	68,555,000	65,855,000	62,342,000
Leisure	28,722,000	58,120,000	57,265,000	54,980,000	51,754,000
Business	4,904,000	11,177,000	11,290,000	10,875,000	10,588,000
International	<u>1,651,000</u>	<u>6,498,000</u>	<u>6,488,000</u>	<u>6,153,000</u>	<u>6,120,000</u>
<b>Total</b>	<b><u>35,277,000</u></b>	<b><u>75,795,000</u></b>	<b><u>75,043,000</u></b>	<b><u>72,008,000</u></b>	<b><u>68,462,000</u></b>

	<u>2015</u>	<u>2014</u>	<u>2013</u>	<u>2012</u>	<u>2011</u>
Domestic	60,575,000	57,435,000	54,414,000	52,889,000	51,365,000
Leisure	49,811,000	47,129,000	44,286,000	42,828,000	41,432,000
Business	10,764,000	10,306,000	10,128,000	10,061,000	9,933,000
International	<u>5,898,000</u>	<u>5,373,000</u>	<u>4,856,000</u>	<u>4,269,000</u>	<u>3,803,000</u>
<b>Total</b>	<b><u>66,473,000</u></b>	<b><u>62,808,000</u></b>	<b><u>59,270,000</u></b>	<b><u>57,158,000</u></b>	<b><u>55,168,000</u></b>



## Principal Employers

### ORLANDO-KISSIMMEE-SANFORD, FL METROPOLITAN STATISTICAL AREA

Employer	2021			2012		
	Number of Employees	Rank	Percentage of Total MSA Employment	Number of Employees	Rank	Percentage of Total MSA Employment
Walt Disney World	75,000	1	5.78%	58,000	1	5.75%
Universal Studios Florida	26,000	2	2.00	13,000	7	1.29
Orange County Public Schools	25,000	3	1.93	21,772	2	2.16
Advent Health (formerly Florida Hospital)	21,815	4	1.68	16,700	5	1.66
Orlando Health	20,000	5	1.54	14,310	6	1.42
University of Central Florida	13,647	6	1.05	10,346	8	1.03
Lockheed Martin	8,000	7	0.62	N/A	N/A	N/A
Orange County Government	7,991	8	0.61	7,338	10	0.73
Seminole County Public Schools	7,523	9	0.58	7,909	9	0.78
Siemens Energy	5,541	10	0.43	N/A	N/A	N/A
Wal Mart	N/A	N/A	N/A	18,199	3	1.80
Publix Supermarkets, Inc.	N/A	N/A	N/A	17,521	4	1.74
Other Employees	1,087,684		83.78%	823,233		81.64%
<b>Total Employees</b>	<b>1,298,201</b>		<b>100.00%</b>	<b>1,008,328</b>		<b>100.00%</b>



## Airport Information

AS OF SEPTEMBER 30, 2020

### 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:	One main terminal consisting of a 4,709,443 sq. ft. tri-level building (includes hotel)	
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)	598,392 sq. ft.
	(Gates 60-69 are closed)	
	South Terminal	429,628 sq. ft.
Intermodal Transit Facility:	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:	11,212 Terminal Parking Spaces 11,162 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

### 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.
Fixed Base Operators (FBOs):	Atlantic Aviation Sheltair Aviation Services
International:	US Customs and Border Protection Services (CBP) station in ORL ORL is in the CBP's User Fee Airport (UFA) Program





# **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** – An 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** – The Authority's fund balance is 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 ten-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 which 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, etc.

**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 fund new car rental 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** – 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 which 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)** – The FIS is 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 a 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 certificated 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** – 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 \$1B, such as American, Delta and United Airlines. Also called a "major carrier."

**MEDIUM HUB AIRPORT** – 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** – Net revenue is 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** – 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

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



<b>GOAA</b>	Greater Orlando Aviation Authority
<b>LCC</b>	Low Cost Carrier
<b>LOI</b>	Letter of Interest
<b>MAG</b>	Minimum Annual Guarantee
<b>MAP</b>	Million Annual Passengers
<b>MCO</b>	Orlando International Airport
<b>MOU</b>	Memorandum of Understanding
<b>NPV</b>	Net Present Value
<b>NTC</b>	North Terminal Complex
<b>O&amp;D</b>	Origin and Destination
<b>O&amp;M</b>	Operations and Maintenance Fund
<b>ORL</b>	Orlando Executive Airport
<b>OS</b>	Official Statement
<b>PAYGO</b>	Pay As You Go
<b>PFC</b>	Passenger Facility Charge
<b>POS</b>	Preliminary Official Statement
<b>R&amp;C</b>	Rates and Charges
<b>RAC</b>	Rental Automobile Concession
<b>RFP/RFQ</b>	Request for Proposal/Request for Qualifications
<b>ROAC</b>	Report of the Airport Consultant
<b>ROD</b>	Record of Decision
<b>SOAR</b>	System of Airports Reporting
<b>TIFIA</b>	Transportation Infrastructure Finance and Innovation Act
<b>TNC</b>	Transportation Network Company
<b>TRACON</b>	Terminal Area Radar Control
<b>TSA</b>	Transportation Security Administration
<b>ULCC</b>	Ultra Low Cost Carrier
<b>Large-Hub</b>	1% or greater of US Enplanements
<b>Medium-Hub</b>	Less than 1% but greater than 0.25% of US Enplanements
<b>Small-Hub</b>	Less than 0.25% but greater than 0.05% of US Enplanements



