



GREATER ORLANDO  
AVIATION AUTHORITY



# 2013 | STRATEGIC PLAN

THE ORLANDO EXPERIENCE™

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Members of the Greater Orlando Aviation Authority Board

Strategic planning is essential for an organization to remain viable and to sustain growth. For over 30 years the Greater Orlando Aviation Authority has focused on meeting the aviation needs of the Central Florida Region while delivering outstanding customer service that is now known as The Orlando Experience™. Over the last 18 months staff and I have met with 28 different types of stakeholder groups conducting 59 stakeholder meetings from which we have received over 1,300 individual comments.

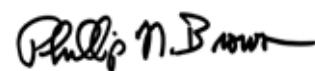
The most significant challenges that the Greater Orlando Aviation Authority faces today are rapid changes in the economy, airline routes and alliances, regional and local competition, technology, safety and security procedures, terminal capacity constraints, and access to capital. To address those challenges and through workshops with the Greater Orlando Aviation Authority Board, we have developed a revised mission statement and four distinct goals to guide the Greater Orlando Aviation Authority's business practices.

The current outlook for our industry is closely tied to both the local and national economic state both of which manifest more uncertainty than we would prefer. Such conditions argue for a well-conceived strategy that can guide us through these uncertain times. The airline industry has undergone rapid changes in the last several years with a concerted objective of maintaining profitability. To accomplish this end they have formed alliances and established bilateral agreements and intensified their efforts to reduce excess capacity.

For the Aviation Authority, this means an increasingly competitive environment for new air service, the most impactful means by which we achieve our stated strategic goal of fostering economic development. To sustain the growth that we have enjoyed over the last 30 years we must intensify our emphasis on exceeding the expectations of our customers, the traveling public. Excellent customer service is a hallmark of our community, and must be our hallmark as well; if we are to succeed. This community has become increasingly global in its outlook and, indeed, in the very fabric of the community. Central Florida's demographics clearly demonstrate a much more international bias than 30 years ago. To support this globalization we must offer the traveling public world-class facilities; developed, operated and maintained to world-class standards. Underpinning all of these efforts is the fundamental notion that we must be fiscally responsible in executing the strategies to achieve these goals. If we are not fiscally responsible all of our efforts will not be sustainable.

Thinking strategically in all that the Greater Orlando Aviation Authority does is important to create sustainable success. Incorporating the practice of assessment, planning, identification of risk, implementation, and measuring into the Greater Orlando Aviation Authority culture will provide the tools to shape our future.

Sincerely,



Phillip N. Brown, Executive Director



“FISCAL RESPONSIBILITY  
COMBINED WITH VISION AND  
STRONG LEADERSHIP HAVE  
BEEN THE HALLMARKS OF  
ORLANDO INTERNATIONAL  
AIRPORT FOR OVER 30  
YEARS. IT IS NOW OUR  
RESPONSIBILITY AS LEADERS  
TO BUILD UPON THOSE  
VALUES AND STRATEGICALLY  
ESTABLISH THE FRAMEWORK  
FOR THE FUTURE OF AIR  
TRAVEL IN CENTRAL  
FLORIDA AND FURTHER THE  
BUSINESS, TOURISM AND  
GROWTH INTERESTS OF OUR  
COMMUNITY.”

**FRANK KRUPPENBACHER**  
GREATER ORLANDO  
AVIATION AUTHORITY  
CHAIRMAN

## ORGANIZATIONAL DESCRIPTION

The Greater Orlando Aviation Authority operates and maintains Orlando International and Orlando Executive Airports as an agency of the City of Orlando, Florida. Orlando International Airport is the second busiest airport in Florida, ranked by the number of passengers with more destinations than any other airport in Florida. Orlando International Airport ranks as the 3rd largest origination and destination market and the 13th busiest Airport in the United States, and 32nd in the world in terms of total passengers.

The Aviation Authority is governed by a seven-member board. Five members are appointed by the Governor of the State of Florida, subject to confirmation by the State Senate, one member is the Mayor of the City of Orlando and one member is the Mayor of Orange County, Florida. One of the five members of the Board appointed by the Governor is a resident of Osceola County. The Executive Director is appointed by the Authority's Board and oversees a staff of approximately 659 employees. The Aviation Authority maintains agreements with airlines, tenants, concessionaires, contractors and vendors that support airport functions.



## MISSION STATEMENT

Provide safe, secure, customer-friendly, affordable services and facilities that promote The Orlando Experience™.

## VISION STATEMENT

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

## OUR VALUES

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

## GOAL 1: CUSTOMER SERVICE

Exceed the expectations of the traveling public, with the collaboration of our airport partners and the community.

Maintaining and enhancing the Orlando Experience™ encourages customers to visit and conduct business in the Orlando area by providing essential aviation capacity to support both business and tourism growth.

## GOAL 2: ECONOMIC DEVELOPMENT

Foster economic development for the region.

Delivering superior service to support the development and economic growth of the community will enhance both airline and non-airline revenues. Increasing non-airline revenues keep aviation costs competitive, making travel to Orlando affordable to a broader market of travelers.

## GOAL 3: SAFE AND SECURE FACILITIES

Operate and Maintain Safe and Secure World-Class Facilities.

Providing state-of-the-art, safe and secure facilities enhances the customer experience and provides for greater efficiencies in the operation of the facility, increases customer confidence in air travel and reduces operational cost.

## GOAL 4: FISCAL RESPONSIBILITY

Act in a fiscally responsible manner.

Remaining fiscally responsible provides stability and access to capital markets to support growth, while maintaining the Aviation Authority's current facilities.



# GOALS, OBJECTIVES AND STRATEGIES

## GOAL 1: CUSTOMER SERVICE

Exceed the expectations of the traveling public,  
with the collaboration of our airport partners and  
the community



“CUSTOMER SERVICE IS AN IMPORTANT FOCUS FOR OUR AIRPORT AND COMMUNITY. FOR THAT REASON OUR GOAL IS TO USE INNOVATION, TRAINING AND QUALITY TO MAINTAIN A LEADERSHIP ROLE IN THE INDUSTRY.”

*CESAR CALVET,  
FORMER BOARD CHAIRMAN,  
2010 - 2012*

## OBJECTIVE 1

Develop a culture of customer service that promotes The Orlando Experience™.

Strategy (1) Develop training programs for Greater Orlando Aviation Authority staff, airport employees and agencies.

Strategy (2) Review and recognize outstanding customer service.

Strategy (3) Establish measurable criteria to assess customer performance.

## OBJECTIVE 2

Establish a baseline for service expectations to use as a measurement of customer satisfaction.

Strategy (1) Utilize survey data to identify areas for improvement in facilities and operations.

Strategy (2) Employ recognized standards for comparison with other airports.

## OBJECTIVE 3

Create an environment that provides clear and consistent communication with the traveler to reduce the stress of moving through the airport.

Strategy (1) Initiate customer loyalty programs for frequent users.

Strategy (2) Utilize technology to communicate location, airport amenities, concessions and services (i.e. PDA's, Apps, way-finding).

Strategy (3) Assign personnel at the most critical decision points within the airport to assist in way-finding.

Strategy (4) Use available forums for communicating to airport partners the value of investing in a culture of customer service.



# GOAL 2: ECONOMIC DEVELOPMENT

Foster economic development for the region

“ORLANDO INTERNATIONAL AIRPORT IS AN ECONOMIC GEM BECAUSE IT BRINGS MILLIONS OF PEOPLE TO OUR CITY EVERY YEAR. IT’S A GATEWAY THAT CONNECTS ORLANDO TO INVESTORS, ENTREPRENEURS AND VIBRANT COMPANIES AROUND THE WORLD.”

**BUDDY DYER**

MAYOR, CITY OF ORLANDO, 2003 – PRESENT



## OBJECTIVE 1

Increase domestic and international air service to maintain growth, diversify risk and increase revenues for the airport and the region.

Strategy (1) Develop marketing plans for both outbound and inbound passengers.

Strategy (2) Develop originating business travel from Central Florida.

Strategy (3) Develop opportunities for originating leisure traffic.

Strategy (4) Develop marketing program for new air service.

## OBJECTIVE 2

Increase air cargo services to attract air passenger service and business to the airport and the region.

Strategy (1) Analyze and determine potential for increasing cargo shipments.

Strategy (2) Develop cargo marketing brochure and advertising campaign.

Strategy (3) Develop relationships with local and national freight forwarders.

Strategy (4) Develop relationships with area ports including Tampa, Canaveral, Ft. Pierce and Palm Beach.

Strategy (5) Participate in air cargo associations, Metroplan’s Freight Advisory Committee, cargo industry trade events, and Airports Council International (ACI) Cargo Forum.

## OBJECTIVE 3

Increase marketing to encourage development of Authority property.

Strategy (1) Develop a Commercial Properties Master Leasing Plan for OIA & OEA.

Strategy (2) Develop infrastructure inventory & requirements.

Strategy (3) Develop a Commercial Properties Marketing Program.

## OBJECTIVE 4

Encourage small and minority businesses, including those from the local business community, to compete to provide goods, services, and concessions to the Aviation Authority.

Strategy (1) Develop program to increase small business opportunities at OIA & OEA.

Strategy (2) Expand community awareness campaigns.

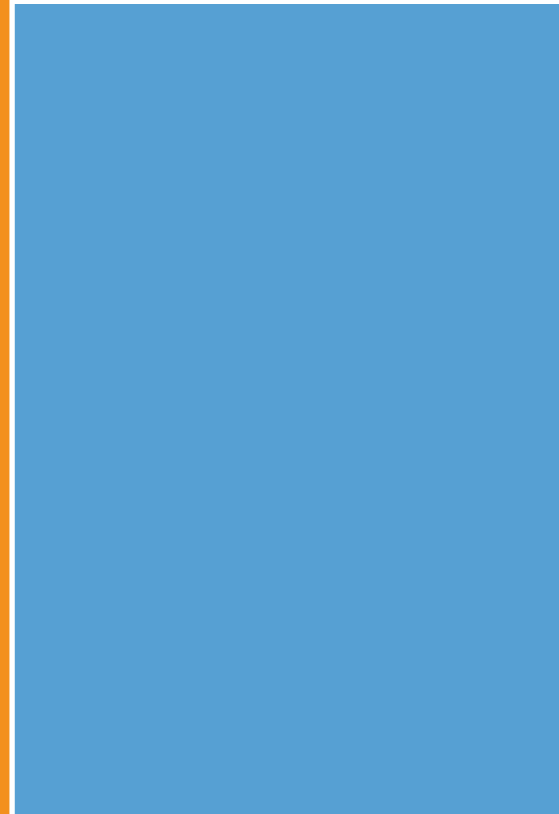
Strategy (3) Solidify commitment of financial institutions for small business support.

# GOAL 3: SAFE AND SECURE FACILITIES

Operate and Maintain Safe and Secure  
World-Class Facilities

“FROM THE VERY BEGINNING, WE KNEW WHERE  
WE WERE GOING WITH THIS AIRPORT, AND  
THAT IT WOULD HAVE TO EXPAND TO SERVE  
BURGEONING AIR TRAVEL AND TRANSPORT  
NEEDS WELL INTO THE 21<sup>ST</sup> CENTURY.”

*JOHN WYCKOFF  
AVIATION AUTHORITY  
EXECUTIVE DIRECTOR, 1988 - 1991*



## OBJECTIVE 1

Improve passenger & baggage security screening operations.

Strategy (1) Expand the use of the Remote Screening Facility (RSF) from average daily baggage use from 10% to 25%.

Strategy (2) Optimize Pod D to accommodate airline consolidation.

Strategy (3) Renovate and update baggage handling systems that restrict baggage processing rates and efficiency.

Strategy (4) Reduce passenger screening wait time to no more than 10 minutes.

## OBJECTIVE 2

Promote The Orlando Experience™ in all airport facilities.

Strategy (1) Enforce design standards for GOAA and tenant projects.

Strategy (2) Modernize the airport check-in areas and security checkpoint to improve the passenger experience.

Strategy (3) Improve the international passenger arrival flow and experience.

Strategy (4) Preserve existing assets to meet the region's future aviation and intermodal needs.

## OBJECTIVE 3

Increase use of technology to improve passenger, baggage, and business processes.

Strategy (1) Develop mobile infrastructure and applications to inform and offer personalized services to passengers and airport users.

Strategy (2) Use technology to streamline operations and business processes.

## OBJECTIVE 4

Integrate safety strategies into all facilities and processes.

Strategy (1) Enhance the airport safety program and culture to integrate safety standards, job hazard analysis, and public hazard protection into all design, construction, operations and maintenance activities.

Strategy (2) Consolidate the airport incident reporting, data collection, and analysis systems to identify and mitigate hazards.

# GOAL 4: FISCAL RESPONSIBILITY

Act In a fiscally responsible manner

“THE REAL CHALLENGE WAS TO BUILD A FACILITY TO HANDLE THE TREMENDOUS GROWTH WE WERE GOING TO HAVE AND BE ABLE TO PAY FOR IT. WE WANTED TO PROVIDE AN AIRPORT THAT IS EXPANDABLE, AND WITH THE VISION AND COOPERATION OF LEADING CITIZENS.”

*WALLY SANDERLIN  
FORMER CHAIRMAN, AIRPORT ADVISORY BOARD*



## OBJECTIVE 1

Maintain a competitive cost structure to attract and retain airlines.

- Strategy (1) Evaluate Airline Lease and Use Agreement and review use of terminal for common use or per use charge vs. fixed facility cost.
- Strategy (2) Implement new cost structure determined in Strategy 1 into new Airline Lease and Use Agreement.
- Strategy (3) Establish repository of cost per enplaned passenger (CPE) from other airports to assist with assessing market and developing annual CPE for budgeting purposes.
- Strategy (4) Establish CPE for various revenues and expenses, or other metric to manage expenses, and monitor on a quarterly basis.
- Strategy (5) Monitor revenues and expenses budget to actual on monthly basis to ensure CPE and debt service coverage target is achieved.

## OBJECTIVE 2

Increase non-airline revenues to diversify income, mitigate economic risk, and maintain competitive airline fees.

- Strategy (1) Develop a process to evaluate business opportunities and financial implications (risk/reward) to the Aviation Authority.
- Strategy (2) Increase revenue from Economic Development Opportunities through development of Aviation Authority owned property, operations and services.
- Strategy (3) Increase airport concessions revenue from existing operations and new opportunities.



## OBJECTIVE 3

Maintain a strong financial position to retain access to capital.

Strategy (1) Establish sufficient cash reserves.

Strategy (2) Ensure periodic updates to rating agencies.

Strategy (3) Develop outreach and communication with investors to ensure adequate disclosures and transparency on Aviation Authority and investor websites.

## OBJECTIVE 4

Establish sufficient policies to provide resiliency against economic changes, and fluctuations in airline and passenger use of facilities.

Strategy (1) Establish a policy and target amount to establish adequate reserves, for consideration by the Aviation Authority Board.

Strategy (2) Establish a Renewal and Replacement Reserve based on percentage of assets.

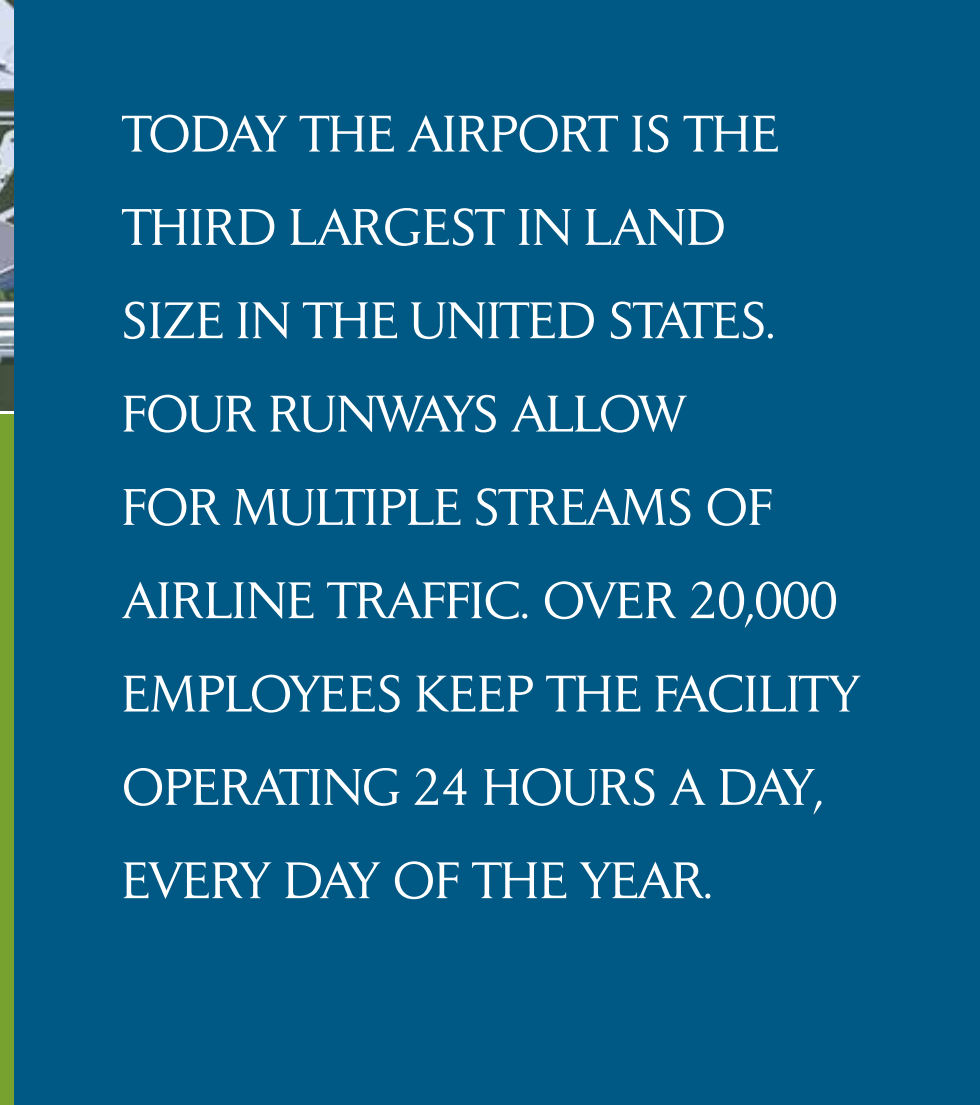
Strategy (3) Establish cost benefit analysis to be used in evaluating capital projects for access to capital reserves.

Strategy (4) Maintain sufficient emergency response and business continuity programs for sustainability of the organization.



"THE ECONOMIC ENGINE OF OUR CENTRAL FLORIDA COMMUNITY, OUR AIRPORT, MUST PROVIDE OPPORTUNITIES FOR MIDDLE MARKET COMPANIES ALSO."

*BILL MILLER,  
FORMER BOARD CHAIRMAN,  
1998 2000*



TODAY THE AIRPORT IS THE THIRD LARGEST IN LAND SIZE IN THE UNITED STATES. FOUR RUNWAYS ALLOW FOR MULTIPLE STREAMS OF AIRLINE TRAFFIC. OVER 20,000 EMPLOYEES KEEP THE FACILITY OPERATING 24 HOURS A DAY, EVERY DAY OF THE YEAR.



# CURRENT PERSPECTIVE AND OUTLOOK

“THE AIRPORT WAS DEVELOPED AS A TOTAL ENVIRONMENTALLY RESPONSIVE COMPLEX THAT HAS HIGH PASSENGER CONVENIENCE FEATURES, LOW MAINTENANCE AND OPERATIONAL COSTS, ACCOMMODATES A HIGH GROWTH RATE AND REFLECTS THE UNIQUE CHARACTER OF THE CENTRAL FLORIDA ENVIRONMENT.”

*DESIGN CRITERIA, AVIATION AUTHORITY, 1978*



THE NORTH AND SOUTH TERMINALS ARE DESIGNED TO COMPLEMENT EACH OTHER AND WILL BE DEMAND-DRIVEN, BUILT IN INCREMENTAL PHASES. THE AIRPORT HAS THE ULTIMATE ABILITY FOR ACCOMMODATING 80 MILLION PASSENGERS ANNUALLY WITH OVER 200 GATES.



The Greater Orlando Aviation Authority is uniquely positioned to advance Orlando and the region as the premier intermodal transportation gateway to global commerce. Orlando International Airport is an origin and destination airport that serves the nation’s number one tourist destination and a growing medical, educational and business community. Orlando Executive Airport is a premier General Aviation reliever airport that increases the air capacity of the region. The objectives and goals have been designed to include collaboration with community and airport partners to deliver The Orlando Experience™ to Aviation Authority customers.

The integration of the goals is designed to strengthen current revenues and provide opportunity for growth to the Aviation Authority as well as its business and community partners. Goals, objectives and strategies are designed as a framework for key Aviation Authority business initiatives.

The greatest strengths from which further opportunities are to be developed include long-term vision and planning, customer service focus, diverse air service distribution, strong ground transportation options, competitive cost structure, substantial non-airline revenues, strong credit ratings, emergency and business continuity planning, organizational resiliency, effective organization and work force, technology focus and Orlando Executive Airport as a premier reliever airport.

The greatest challenges facing the Greater Orlando Aviation Authority stem from an uncertain economy resulting in soft domestic passenger growth, airlines’ reluctance to invest and fewer capital markets. Economic uncertainty makes it difficult to attain necessary capital and airline support to maintain and update the facility and provide anticipated capacity improvements.

## STRENGTHS, WEAKNESSES, OPPORTUNITIES, AND THREATS (SWOT)

### STRENGTHS

- Long-term vision
- Collaborative relationships
- Strong origin and destination market
- The Orlando Experience™
- Ground transportation options
- Distribution of direct flights
- Strong non-airline revenues
- Effective work force

### WEAKNESSES

- Aging facilities
- Constrained capacity in the North Terminal
- Slow economic growth
- Industry’s dependence on oil
- Restrictive international facilities
- Low yield market for airlines

### OPPORTUNITIES

- Emerging air service markets
- Minority and small business opportunities
- Maximization of capacity for domestic and international growth
- Increase of OEA non-aviation revenues
- Negotiation of new airline lease and use agreement
- Expansion of intermodal access

### THREATS

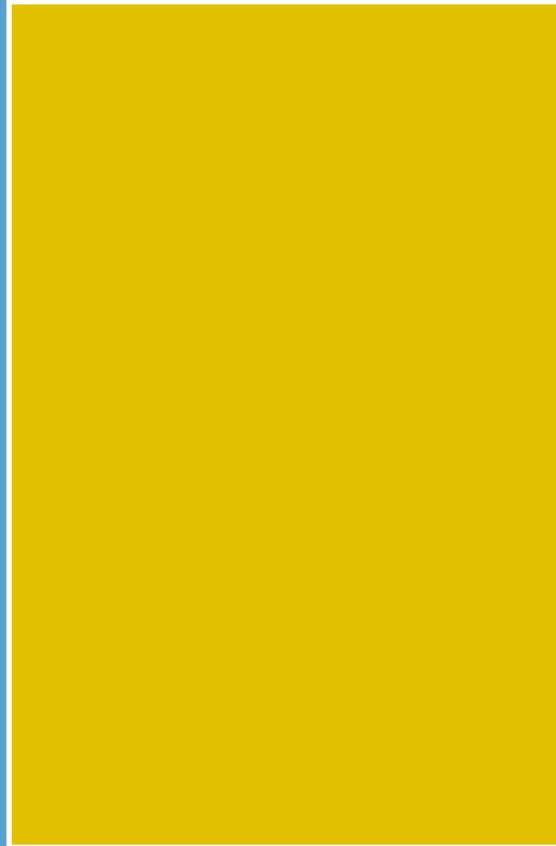
- Economic events
- International events
- Regulatory changes
- Erosion of traffic by competition

# KEY SUCCESS FACTORS

“THE UNIVERSITY OF CENTRAL FLORIDA AND THE ORLANDO INTERNATIONAL AIRPORT HAVE GROWN TOGETHER OVER THE YEARS TO BECOME WORLD-CLASS ORGANIZATIONS THAT STRENGTHEN OUR COMMUNITY’S SOCIAL AND ECONOMIC FOUNDATIONS.”

*JOHN C. HITT, PH.D.*

*PRESIDENT, UNIVERSITY OF CENTRAL FLORIDA*



## VISION

The Aviation Authority is committed to its vision, “Advance Orlando and the Region as the Premier Intermodal Transportation Gateway for Global Commerce.”

Continuing the vision requires adaptability, long range planning, financial management, effective operations and facilities that meet demand, as the world continues to change.

## LEADERSHIP

Each board member, executive, manager and employee should understand and embrace the objectives and supporting strategies and technologies discussed in this plan, and then lead by example.

## ORGANIZATIONAL AND COMMUNITY COMMUNICATION

Clear communication of objectives and strategies between the Board, staff, airport and community partners, reporting of progress, continuous analysis of results, and corrective action are key elements to achieving the goals.

## THINKING STRATEGICALLY

Evaluating how proposed actions, activities, and projects are consistent with Aviation Authority goals, objectives, and strategies is important to create sustainable success.

Aligning the use of business intelligence with the implementation of the objectives allows the organization to assess, measure, and evaluate performance in real-time.

Incorporating the practice of assessment, planning, identification of risk, implementation, measuring, and course correcting into the culture provides the tools to achieve sustainable success.



SITUATED ON NEARLY 14,000 ACRES OF LAND, ORLANDO INTERNATIONAL AIRPORT IS WELL POSITIONED TO DEVELOP TO MEET THE FUTURE DEMANDS OF AVIATION IN CENTRAL FLORIDA.

# GREATER ORLANDO AVIATION AUTHORITY BOARD 2013

Frank Kruppenbacher	Chairman
Dr. Jason Pirozzolo	Vice Chairman
Dean Asher	Treasurer
Mayor Buddy Dyer	City Of Orlando
Mayor Teresa Jacobs	Orange County
Jim Palmer	Board Member
Domingo Sanchez	Board Member



FROM LEFT TO RIGHT: FRANK KRUPPENBACHER, CHAIRMAN;  
 DR. JASON PIROZZOLO, VICE CHAIRMAN;  
 DEAN ASHER, TREASURER;  
 MAYOR BUDDY DYER, CITY OF ORLANDO;  
 MAYOR TERESA JACOBS, ORANGE COUNTY;  
 JIM PALMER, BOARD MEMBER;  
 DOMINGO SANCHEZ, BOARD MEMBER



## GREATER ORLANDO AVIATION AUTHORITY LIST OF BOARD MEMBERS FROM 1975 – 2010

Don Ammerman	William Frangus	Howard McNulty
Allen Arthur	Bill Frederick	William Miller
Robert D. Ayers	Jeffry Fuqua *	James Palmer
Ben Benham	M. A. Garcia	Charles M. Potter
Harry W. Bower	James B. Greene	General William E. Potter
Jacqueline Bradley	Gail Handy	James Pugh
Cesar Calvet	Robert T. Hattaway	Tony Rey
Linda W. Chapin	Harvey R. Heller	John Ritch
Lee Chira	Roger Holler	Norman A. Rossman
William C. Coleman	Glenda Hood	W. M. Sanderlin
Jose Colon	Mary I. Johnson	Dr. Fenton B. Sands
James T. Cooper	Michael P. Johnson	Alan C. Starling
Donald L. Crenshaw	A. R. Kennedy	George L. Stuart
Richard Crotty	Kenneth D. Kienth	Rob Theisen
Sherman S. Dantzler *	Carl T. Langford	W. Lamar Thomas
William E. Donegan	Hal Marston	Jeanne Van Meter
Buddy Dyer	Mel Martinez	William Whitaker
Napoleon Ford	Dennis C. McNamara	

**CITY OF ORLANDO  
 MAYORS**  
 Carl Langford  
 Bill Frederick  
 Glenda Hood  
 Buddy Dyer

**ORANGE COUNTY  
 MAYORS**  
 Linda Chapin  
 Mel Martinez  
 Richard Crotty  
 Teresa Jacobs

*\*Sherman Dantzler and Jeffry Fuqua have served multiple terms as Chairman since the Authority began.*



Over the years many have contributed to the success of both Orlando Executive and International Airports in their role as community volunteers, leaders and elected officials. Listed are those who participated over the years.

# ACKNOWLEDGEMENTS

Thank you to our partners, stakeholders, and the community for their contribution in shaping our strategic thinking.

AC Signs	American Urological Association	C&S Companies
AECOM	Ampco Systems	Canaveral Port Authority
Aero Mexico	Antonion Lemus CPA, PA	CCH Marketing
Aeroterm	Apex Office Products & Furniture	Celectsys
AES	Appleton Creative	Central & North Florida Supplier Development Council
Aether Quest Solutions, Inc.	ARC Point Labs Altamonte Springs	Central Florida Partnership
African Chamber	Arnold Palmer Bay Hill Club & Lodge	Central Florida Research Park
Air France	ARVO	Central Florida Hotel and Lodging Association
Air Orlando Aviation, Inc.	Aryen	Cessna Citation
Airport Parking (Park & Bark)	Ashtin Leasing	Christian Booksellers Association
Airport Shuttle USA	ASI Show, Inc.	CIER
AirTran	Associated Transportation of Florida	City of Orlando
Alaska Air	AT&T	City of Orlando Police
AIClear	Atkins	Clancy & Theys Construction Company
Allgen	AVCON	Clarion (Rosen)
Alpha Duty Free	BAGS	CMI
Alpha Keys	Baker Barrios Architects	CMTS LLC
American Academy of Audiology	Balfour Beatty	Co Air
American Academy of Dermatology	Bank of America	Coach Crafters
American Academy of Family Physicians	Bobes Associates Consulting MEPP Engineers	Comnet Software
American Academy of Pediatrics	Bombardier	Competitive Edge Partners Staffing & Payroll
American Airlines	BPA	Copa Airlines
American Association for Cancer Research, Inc.	Brevard County	Covenant Security
American Coach Lines of Orlando	British Airways	Crews, LLC
American College of Physicians	British Chamber	Crossman and Company
American Osteopathic Association	Brooksville Development Company	CT Hsu
American Rental Association	Busy Traveler	

D&A Business Services  
 DAVNA Inc.  
 Delta  
 Deseret  
 Designers West  
 Detail Dynamics  
 Diamond Cab  
 Disney World  
 Division Ten Specialties  
 DPM  
 East Coast Applicators  
 Ellipsis Engineering & Consulting  
 EMD  
 Enterprise Holdings  
 Environmental Management and Design  
 EPIC Engineering  
 Evans Equipment Company  
 Experient, Inc.  
 E-Z bus, Inc.  
 FAA  
 Fairwinds Credit Union  
 Faith Group  
 Fast Park & Relax  
 FBI  
 FDOT  
 Federal Air Marshalls  
 FedEx Express

Flamingo 2000  
 Flight Training Professionals  
 FLOMCO Payless RAC  
 Florida Auto Rental  
 Florida Hospital  
 Florida Hospital East  
 Florida Hospital Nicholson Center for Surgical Advancement  
 Florida Nursery, Growers & Landscape Association  
 Florida Turnpike  
 Former County Chair Linda Chapin  
 Former County Mayor Richard Crotty  
 Former Orlando Mayor Bill Frederick  
 Former Orlando Mayor Glenda Hood  
 Frontier Airlines G & T (Five Star Business Alliance)  
 GALE  
 GCI  
 GEC  
 Genesis VII  
 GO Travel  
 GOAA Staff  
 Gomez Construction Company  
 Gray Robinson  
 Greater Orlando Livery Service  
 H.L. Pruitt  
 HDR

Healthcare Information & Management Systems Society (HQ)  
 Hispanic Chamber of Commerce  
 HMS Host  
 HNTB  
 Hojeij Branded Foods  
 Honorary Consul – Czech Republic  
 Honorary Consul – France (Dean of Consul)  
 Hubbard Construction  
 Hudson News  
 Hulett Environmental Services  
 HW Davis Construction Inc.  
 Hyatt Airport  
 IBM  
 IMDC  
 Infrastructure Engineers  
 InGlur  
 J.P. Morgan  
 JCB Wilson & Associates Airport Consultants  
 JetBlue  
 Jim Shelton's Real Estate Services  
 JMATT  
 John Deere  
 Johnson-Laux  
 JSM & Associates



# ACKNOWLEDGEMENTS CONT'D

Thank you to our partners, stakeholders, and the community for their contribution in shaping our strategic thinking.

Keller Williams Realty, Inc.	Mall at Millenia	NFS Consulting, LLC
Kennedy Space Center	Mari Frith Inc. Signage/Wayfinding	Nielsen Expositions
Kimley-Horn	Mary Kay, Inc.	North American Association of Food Equipment Manufacturers (NAFEM)
Kissimmee Convention & Visitors Bureau	McDonald's Corporation	Northrop Grumman
KMG Fence LLC	Mears Transportation	NTP
L&M EZ	Metro Orlando EDC	OEA Advisory Board
Lake Limo	Metroplan Orlando	Oncology Nursing Society
Lake Nona	Milan Engineering	OOCEA
Lake Nona Business Alliance	MLM Architecture	Oracle Corporation
Landrum & Brown	Modica & Associates	Orange County
Lee Vista Center	Montgomery	Orange County Convention Center
Le-Huu Partners Architects	Moore Stephens Lovelace	Orange County Government
Leland Management	Morgan Keegan NASA Kennedy Space Center	Orange County's Sheriff's Office
Liberty Property Trust	National Association of Home Builders	Orgill Dealers Market
Lockheed Martin	National Automobile Dealers Association	Orlando Airport Marriott
Loop Capital	National Minority Consultants	Orlando Fashion Square Mall
Lowndes, Drosdick, Doster, Kantor & Reed, P.A.	National Sheriffs' Association	Orlando Health
LTA Inc.	National Trade Productions, Inc.	Orlando Magic
Lufthansa	National Training and Simulation Association/IITEC	Orlando Mayor Teresa Jacobs
Lynx	Nationwide Commercial Interiors	Osceola County
M&M Site Development LLC	NBAA	OUC
MACTEC		Page One Consultants

PCL	Shutts & Bowen	Trio Transportation
Peabody	Signature Flight Support	TSA
PennWell Corporation	Skanska	UCF Rosen College of Hospitality Management
Perez of FL Inc.	Smart City Holdings	United/Continental Airlines
Pineloch Management Corporation	Smarte Carte	Universal Studios
PMA	Society of Information Technology Managers	University of Central Florida
Priority One International	Southern Strategy	UPS
Project Star Management Consultants, Inc.	Southwest Airlines	URS
QPWB Attorneys at Law	Sovereign Air	US Customs and Border Protection
Quick Cab	Space Florida	USAirways
Reed Exhibitions/PGA Worldwide Golf Expositions	Spirit Airlines	VA Hospital
Renaissance Planning Group	Star Taxi	Valencia College
RERC	Stellar Partners	VIP Transportation Group
Ricondo	Sterling Silver	Virgin Atlantic
RL Burns Inc.	Stevens Construction	VISIT Orlando
Ruye Hawkins	Suburban Land Reserve	Waldorf Astoria Hilton
RW Block Consulting	Sun Equities Realty	Walt Disney World Resorts
Salvador Construction	SunTrust	Watkins Paint
SC Advisors	T&G Constructors	WBQ Engineering
Schenkel Shultz Architects	TAM Cargo	Weingarten
SeaWorld	TECO Peoples Gas	Welbro Building Corporation
Seminole County	TectaAmerica	Westfield Concessions
Servisair	The Grove	WestJet
SheltAir Aviation	The Lane Corporation	Wheels to Wings Transportation
Showalter Flying Services	The Leadership Difference	World Trade Center
	The True Value Company	Wycliffe Book Translations
	Thread Mill Inc.	XpressSpa
	Town & Country	ZAZA Perez of Florida
		ZHA
		Zyscovich Architects



# THE ORLANDO EXPERIENCE™

“THE GREATER ORLANDO AVIATION AUTHORITY WILL CONTINUE TO CREATE, OPERATE AND MAINTAIN FIRST-CLASS, STATE-OF-THE-ART FACILITIES FOR OUR TRAVELING PUBLIC AND FOR THE RESIDENTS OF THE COMMUNITIES IN THE REGION, FURTHERING WHAT HAS BECOME KNOWN AS THE ORLANDO EXPERIENCE™.”

*JEFFRY B. FUQUA, PH.D.  
FORMER BOARD CHAIRMAN  
1988 – 1994 & 2001 – 2010*



“EVERYBODY IN THE COMMUNITY FELT LIKE THEY HAD A PIECE OF THE AIRPORT. IT WAS PRIMARILY BECAUSE OF THE APPROACH WE TOOK BECAUSE EVERYONE IN THE COMMUNITY HAD A PART IN THE OPENING OF THE AIRPORT. EVERYONE TOOK HOME A LITTLE OF THAT AIRPORT IN THE MARROW OF THEIR BONES.”

*SHERMAN DANTZLER  
FORMER BOARD CHAIRMAN  
1980 1982 & 1986 1988*





Greater Orlando Aviation Authority  
Orlando International Airport  
One Jeff Fuqua Blvd  
Orlando, Florida 32827-4399



ABOUT THE MAIN COVER PHOTO: THREE 40-FOOT STAINLESS STEEL FIGURES COMPRISE  
AT THE AIRPORT" BY WILLIAM KING THE POSE OF POINTING TO THE SKY AND LOOKING UPWARDS  
BECAME A SYMBOL FOR THE GOALS AND VISION FOR THE FUTURE OF THE COMMUNITY



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