



Position Specification

Greater Orlando Aviation Authority



**GREATER ORLANDO
AVIATION AUTHORITY**

Chief Executive Officer

November 2021

POSITION SPECIFICATION

Position	Chief Executive Officer
Company	Greater Orlando Aviation Authority
Location	Orlando, Florida
Reporting Relationship	Reports to the Board of Directors
Website	https://www.orlandoairports.net/

COMPANY BACKGROUND

The Greater Orlando Aviation Authority (“GOAA, “the Authority”, or “the airport”) operates Orlando International Airport (“MCO”) as well as Orlando Executive Airport (“ORL”), a general aviation reliever airport. Pre-pandemic MCO served more than 50 million passengers, making it the busiest airport in Florida, third largest origin and destination (O&D) airport in the United States, the tenth busiest airport in the country, and thirty-first busiest in the world with \$42 billion of economic impact in the Central Florida region. The airport currently resides on close to 12,000 acres of land, comprising the fourth largest airport by land mass in the United States.

Pre-pandemic, Central Florida continued to reign as the most-visited destination in the United States. Visit Orlando announced that more than 75.8 million people traveled to the region during 2019. The airport is centrally located within a two-hour drive of more than sixty percent of Florida’s population and is the region’s premier global gateway.

The story of the Orlando International Airport has been one of vision, tremendous growth, flexibility, teamwork and partnership, and periodic challenges. The North Terminal Complex that was conceived to ultimately serve 24 million annual passengers has now served over 50 million annual passengers before the opening of the first phase of the new South Terminal.

Mission, Vision, & Values

The mission of the Greater Orlando Aviation Authority is “to provide safe, secure, customer-friendly, affordable services and facilities that promote the Orlando Experience.”

The vision of the Authority is to “advance Orlando and the region as the premier intermodal transportation gateway for global commerce.”

The Authority has also established and adheres by a clear set of values:

- Safe and secure environment
- Customer focused
- Fiscal responsibility
- Collaborative relationships
- Innovation, sustainability, and flexibility
- Ethical behavior (PRIDE)
 - Professionalism
 - Respect
 - Integrity

- **Diversity**
- **Efficiency**

GOAA's Strategic Goals

GOAA has established several strategic goals to realize its vision and fulfil its mission:

- Exceed the expectations of the travelling public with the collaboration of our airport partners and the community.
- Deliver unparalleled customer service.
- Foster economic development for the region.
- Operate and maintain safe, secure, world-class facilities.
- Act in a fiscally responsible manner.

The strategic opportunities for growth and development at GOAA are truly outstanding including, but not limited to:

- Capturing the role of the premier domestic and international gateway to Florida through enhanced domestic and international air service.
- Building MCO into a major logistics and intermodal transportation center.
- Positioning MCO into the center of a major aerotropolis; and leveraging the major real estate assets of the Authority to broadly expand the revenue base while further connecting MCO with the diversifying greater Orlando and Space Coast economy.

Air Service

Passenger Air Service

As of the publication of this specification, Orlando International Airport enjoys commercial passenger service from 34 carriers to 99 domestic and 37 international destinations.

The largest U.S. carriers at MCO are Southwest Airlines, Spirit Airlines, Frontier Airlines, Delta Air Lines, American Airlines, JetBlue Airways, and United Airlines. The largest carriers providing international service are JetBlue Airways, Copa Airlines, Spirit Airlines, Aeromexico, Southwest Airlines, Volaris and others. MCO recently welcomed its first international flight from the United Kingdom on Monday November 8, 2021 from Virgin Atlantic. British Airways and Azul Linhas Aereas are scheduled to restart international air service on November 15, 2021 and December 1, 2021, respectively.

Pre-pandemic domestic air service accounted for 86% of the traffic while international service made up 14%. MCO has grown well in the international market over the last decade, but there is a great opportunity to continue adding more direct international destinations, in Europe, Latin America, the Gulf, and Asia Pacific.

Key passenger air service development opportunities going forward include:

- Continue to work closely with the tourism community to safely and quickly ramp service back up across the US domestic market.
- Focus on the international market and ensure proper attention is placed upon the most logical destinations.
- In the longer term, keeping an eye on the eVTOL and flying taxi market to best position MCO as a leader in this space.
- Liaise with key state and economic development groups and forums within the region to

ensure all voices are being heard.

Cargo Air Service

Annually, MCO moves close to 45 million pounds of cargo through its facilities with service provided by 16 cargo airlines: the largest cargo operators including UPS Airlines, FedEx Airlines, Kalitta Air, Amerijet International, and DHL Air. There are substantial opportunities to leverage available real estate to grow the role of cargo at MCO as a major international cargo gateway and intermodal center.

Airport Infrastructure

The airfield at the Orlando International Airport has also undergone significant growth and transformation since the closure of McCoy Air Force Base.

The current airside infrastructure features four runways:

- Runway 18R-36L: 12,004 feet long by 200 feet wide
- Runway 18L-36R: 12,005 feet long by 200 feet wide
- Runway 17R-35L: 10,000 feet long by 150 feet wide
- Runway 17L-35R: 9,000 feet long by 150 feet wide

All runways are oriented in a north-south direction and are separated by significant distance to allow for future triple independent instrument landing system approaches.

The significance of this feature is that the runway capacity is available to accommodate future growth needs well into the 21st century.

The existing taxiway system at the airport is relatively simple in support of the four parallel runways. Among the most important features to note are the locations where east-west taxiways connect the runway system. These “crossfield” taxiways are located to the north and south of the north terminal complex and two locations between the third and fourth runways. The taxiways are also configured to be expanded in the future by adding additional parallel taxiways as airfield demand will dictate.

Portions of the North Terminal are now approaching 40 years old. The North Terminal has four airside, 93 gates, 137 retail and food and beverage concessions and over 4.5 million square feet of building area.

Since 2000, airport capacity has been increased multiple times with each effort seeking to optimize the North Terminal while maintaining an acceptable level of passenger service. By 2013, a final wave of projects was approved including capacity projects to improve baggage systems, ticketing lobbies, international passenger processing facilities at Airside 4, roadways, and curbsides.

With the FAA’s approval of PFC 17 and the South Airport Automated People Mover program, the North Terminal capacity is 40 million annual passengers which was stretched to over 50 million in 2019.

Financial Highlights

MCO does not receive any local tax dollars, generating revenue through airline and airport user fees. Currently sixty percent of the revenue is generated through non-aeronautical revenue streams including parking, car rentals, concessions, and commercial enterprises while forty percent of the revenue is generated through aeronautical charges. Aeronautical charges are assessed annually

by resolution of the Aviation Authority Board pursuant to a rate methodology. Airlines desiring to participate in the sharing of surplus revenues may enter into a revenue sharing agreement which stipulates certain conditions for participation detailed in the next section.

Revenues

GOAA generated revenues in 2020 of \$584.10 million, down 23% from 2019 due to the pandemic. Total revenues from 2019 were \$758.81 million, up 2% from 2018.

Overall, the operating revenues of the Authority decreased \$144.0 million in fiscal year 2020, or (24.7%) from the previous year, primarily due to the COVID-19 pandemic and the federally imposed travel restrictions associated with the pandemic. Because of the reduction in passenger traffic due to COVID-19, many of the in-terminal concessions temporarily closed or reduced their hours beginning in March 2020, and slowly started to re-open over the remainder of the fiscal year. Participating airline revenue decreased \$25.6 million or (14.4%), and nonparticipating airline revenue decreased \$21.8 million or (50.5%). Overall, concession revenues decreased \$22.4 million or (26.4%). Food and beverage and general merchandise combined revenues decreased \$17.7 million or (33.3%) while service concession and other terminal area revenues decreased \$4.8 million or (14.9%). Ground transportation revenues decreased \$57.3 million or (28.6%) while hotel revenues decreased \$14.9 million or (35.8%).

Effective November 1, 2013, the Authority began operating under a resolution relating to airline rates and charges and airline operating terms and conditions for the use of facilities and services at Orlando International Airport, adopted by the Authority Board in 2013, and amended in 2016 and 2019 (the Resolution). The Resolution, which has no expiration date, provides for a compensatory rate-setting methodology for use of the terminal facilities, including certain activity-based charges for use of the baggage system, and a residual ratemaking methodology to establish landing fees for use of the airfield. Any airline may commit to use certain terminal space on an exclusive or preferential basis and, as a result, pay a fixed monthly charge for such space. Otherwise, airlines pay for terminal space assigned by the Authority on a per-use basis. The Authority entered into a new five-year rate agreement with participating airlines effective October 1, 2019. Airlines that sign and comply with the terms of a rate agreement with the Authority are entitled to share in certain revenues remaining after the payment of all Authority debt service and operating expenses, including fund deposit requirements (net remaining revenue). The Authority receives the first \$55 million of net remaining revenues for FY 2020 – FY 2025, with participating airlines sharing in a pool of the next \$10 million, and then 50% of remaining revenues.

The Authority received revenues from participating airlines of \$152.3 million, \$177.8 million and \$162.1 million for fiscal years 2020, 2019 and 2018 respectively, which represented approximately 35%, 31% and 31% of total operating revenue.

For more additional information on the annual financial report, please visit:

https://orlandoairports.net/site/uploads/CAFR_2020.pdf

Capital Improvement Program (CIP)

Due to the effects of the pandemic on the aviation industry, GOAA presented a plan to reduce the 2019 CIP based on updated financial projections. The 2020 CIP was approved for \$3.756 billion, an overall decrease from the 2019 CIP of \$360.6 million. Major projects include:

Substantially Complete and Completed Projects

Major construction programs in the North Terminal Complex included the Hyatt room renovation.

Airfield Projects Planned or Underway

Overall reductions in the 2020 CIP included \$13.7 million of reduction in airfield projects. The airfield, which serves both the current North, and future South Terminals, is undergoing rehabilitation projects. Taxiway J construction rehabilitation reached final completion, as well as runways 17R-35L in 2019, and 18L-36R rehabilitation began during 2020.

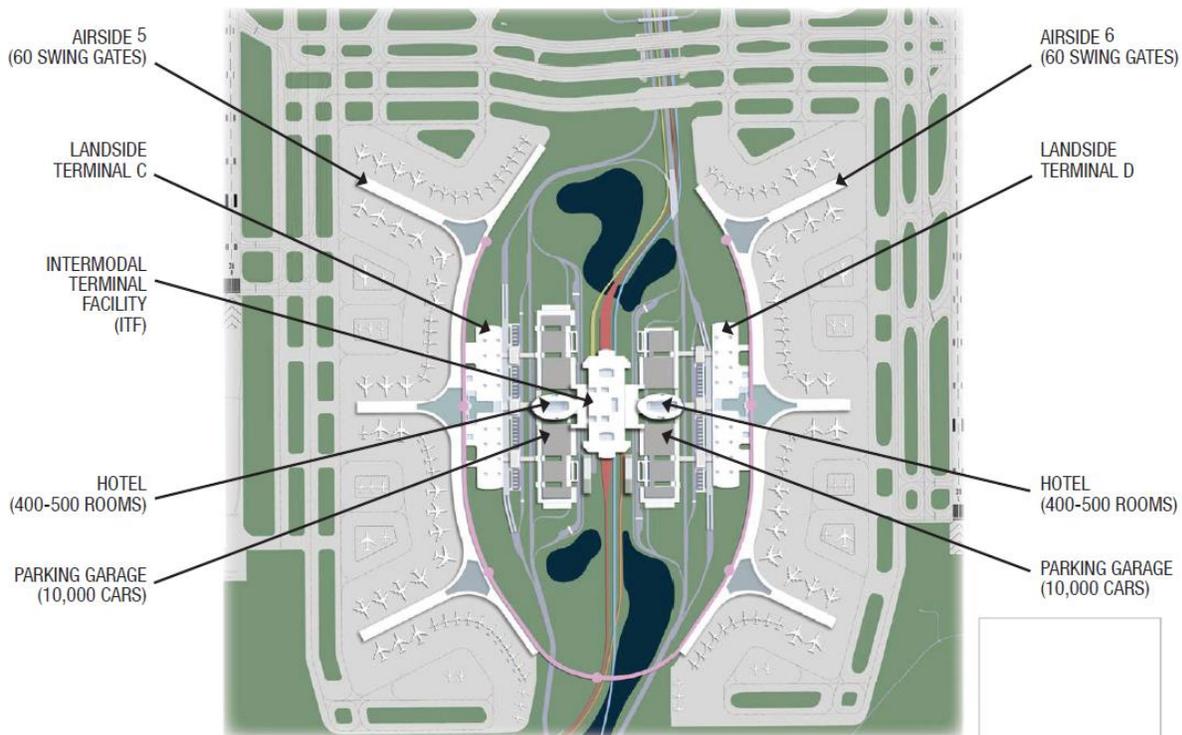
North Terminal Projects Planned or Underway

Enhancements for the East and West checkpoint expanding the number of screening lanes as well as relocation of the TSA offices was completed in fiscal year 2020. During fiscal year 2020, Orlando International Airport became the first airport to implement the ability to accommodate 100% biometric screening for both entry and exit of international passengers, allowing faster processing time for international travelers. Additionally, projects have been added to the CIP to address terminal improvement required to address COVID-19 concerns.

South Terminal Projects Planned or Underway

The largest part of the CIP is the new South Terminal project, with Phase 1 scheduled substantial completion in Q1 2022. South Terminal Phase 1 (STC- P1) operations are scheduled to commence following the conclusion of Spring Break 2022, typically the peak period for airline traffic.

FIGURE 14 – SOUTH TERMINAL COMPLEX



- Initial design of the new STC-P1 was completed in 2017, and the first construction contract was awarded during the summer of 2017. The flexible gate configuration will service both domestic and international passengers and allow for narrow body, jumbo and super jumbo

aircraft. Currently 15 gates with 20 parking positions are under construction. All 15 gates are configured to be “swing” gates to serve domestic and international airline activity.

The master plan for the ultimate buildout of the South Terminal Complex include the following key features:

- Introduction of two-unit airside concourses, Terminals C and D, that will allow for an initial 16-gate first phase terminal project that can ultimately be expanded to 120 gates. This component will be the first piece to open in Spring of 2021 with JetBlue Airways being the predominant anchor tenant of those gates.
- The two 60-gate unit terminals will facilitate much simpler incremental gate expansion as tenant demand dictates. The rotation of the landside terminals onto a north-south axis will allow for the option of terminal expansion without the constraint of the terminal loop road system experienced in the North Terminal Complex.
- U.S. Customs and Border Protection facilities will be located in the landside terminal buildings, connected to airside gates via continuous sterile corridor.
- Airside hubs will offer expanded space for food and beverage and retail concessions beyond security checkpoints.
- The two airside portions of the unit terminal will offer the option for a secure, cable driven APM system that can be located inside the building envelope and connect all six Terminal C and D hub areas. An interconnection to the North Terminal APM system can be provided to facilitate passenger connections.
- The South Terminal C project includes an enhanced arrival and departure experience with arrivals on the third level, direct contact gates and will alleviate double bag handling. Security checkpoints will be enhanced with larger queue areas, expandable security checkpoints and employee screening separated from passenger screening. Other design features include a tote baggage system that allows early bag storage, improves energy efficiency and noise reduction, and delivers the bags closer to the aircraft. These planned enhancements will enable Orlando International Airport to continue providing a high level of customer service.

The Intermodal Terminal Facility is located at the center of the South Terminal Complex site in order to best serve both Terminals C and D and the potential for future revenue producing hotel and commercial development.

Due to the decrease in demand resulting from the COVID-19 pandemic, in May 2020, the staff presented a plan to reduce the 2019 CIP based on updated financial projections. This plan included a projected \$226.9 million reduction to the existing South Terminal C programs which include the South Terminal Phase 1 (STC-P1) and Phase 1 Expansion (STC-P1X) programs, reducing the facility from 19 gates to 15 gates, and a projected net \$133.7 million reduction to the remaining CIP.

Leadership and Organizational Chart

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. Three of the board members must be residents in Orange County, one may either be from Orange or Seminole County, and one must be a resident in Osceola County. A current list of the board members' biographies is captured in Appendix A.

The Chief Executive Officer is appointed by the Authority's Board and oversees a staff of approximately 800 employees. GOAA benefits from a strong, diverse and committed leadership team with a current organizational chart captured in Appendix B.

Airport History

Following the closure of the McCoy Air Force Base in 1974, there was a special legislative act in the State of Florida passed which created the Greater Orlando Aviation Authority. In 1976, the airport received international status and was renamed Orlando International Airport.

In 1981, the airport completed its \$300 million MCO Terminal Complex ranking 25th in passenger traffic in the United States with six million passengers and thirteen signatory airlines. Between 1989 and 1992, the airport opened its third parallel runway, opened the new FIS concourse increasing capacity to 2,000 international passengers per hour and opened the 445-room Hyatt Regency Hotel in its main terminal complex.

In 2000, MCO was rated #1 Airport in North America by J.D. Power & Associates. Several years later, the airport built the tallest air traffic control tower in the country (345 feet) and added a fourth parallel runway.

The \$470 million-dollar Automated People Mover (APM) Complex was proposed in 2012. Two years later, MCO was the first airport in the United States to use Automated Passport Control kiosks for visa waiver countries and the \$1.1 billion-dollar capital improvement plan was approved.

In 2015, construction began on the APM South Complex and Intermodal Terminal Facility; the customer service department/program was established, the Board approved the initial design for the new South Terminal and passenger traffic hits record annual number of 38.8 million passengers.

MCO was ranked highest in customer satisfaction across mega airports by J.D. Power & Associates in 2017 and 2018. The annual passenger traffic surpasses 44 million ranking in the top 10 in the United States and among the top 45 busiest airports in the world.

In 2018, MCO becomes the first airport in the nation to employ entry and exit facial recognition biometric technology for international travelers. The airport won back-to-back awards for customer satisfaction across the mega airport category and surpassed 150 total non-stop destinations. The Aviation Authority Board approved the construction of 19-gate South Terminal project.

MCO welcomed more than 50 million passengers in 2019 and was ranked 10th busiest airport in the United States. The construction began on the South Terminal in what was one of the largest infrastructure programs across North American Airports.

The Greater Orlando Area

An overview of the dynamic greater Orlando area is provided in Appendix C.

Consistent with the planned retirement of the incumbent, Philip Brown, in January 2022, the Greater Orlando Aviation Authority is now seeking to recruit a new Chief Executive Officer ("CEO"). This represents an outstanding opportunity for a dynamic and visionary leader to take the Authority to the next level in the pursuit of its mission and vision.

The new CEO will work in a highly collaborative manner with the Authority Board, and all key internal and external stakeholders, to advance the Authority in support of the robust economic

growth of the greater Orlando region.

The position is based in the greater Orlando, Florida area - a community with an outstanding quality of life and featuring many great attributes.

Looking ahead at the key issues and opportunities facing the Authority, and therefore the new CEO, include:

- Safely and efficiently opening the South Terminal to passenger service in Spring 2022
- Restore revenues and air service as air traffic continues to return
- Continue to diversify the revenues of the organization, seeking new sources of revenue that leverage the substantial assets of the Authority
- Reviewing, negotiating, and implementing a new airline agreement that is set to expire in 2024
- Assessing, enforcing and continuously improving small business and diversity programs and participation
- Creatively securing funding for additional capital programs and strategic initiatives
- Continue to operate the Authority on a safe, compliant, and efficient basis
- Reviewing the overall organization and reporting structure to best support the Authority's strategy
- Responding to the evolving organizational dynamics and issues related to the post-Covid environment including work from home, vaccination requirements, and the like; and
- Ensuring ongoing adoption of and adherence to the organization's core values.

CHIEF EXECUTIVE OFFICER - KEY RESPONSIBILITIES

Under general direction of the Authority Board, the Chief Executive Officer is responsible for planning, organizing, directing, and controlling all functions and activities of the two-airport system at the Greater Orlando Aviation Authority. Major responsibilities, by category, include:

Air Service/Marketing

- Work in lockstep with the current air service team at GOAA to implement a clear vision and recovery path post-Covid.
- Evangelize the strong ties between the leisure/tourism and business community and the airport to demonstrate strong passenger demand.
- Engage with the international community to ensure appropriate focus is placed upon the recovery and increase of international passengers.
- Remain active and engaged in industry eVTOL discussions to ensure proper positioning of MCO as the leader in this space.

Airport Operations, Security, and Maintenance

- Actively manage airport operations and take action to enforce federal, state, and local rules and regulations governing airport use and operations.
- Increase the provision of air transportation services to meet the demands of the area within the environmental constraints of the community for less noise.
- Coordinate ground-operating regulations, runway use and maintenance with Federal Aviation Administration (FAA) traffic controllers to maintain a safe operational climate.
- Ensure the Airport Emergency Plan (AEP) is complete and reviewed regularly and meets

the requirement to provide for the safety of the employees and the traveling public.

Finance & Administration

- Direct staff in various aspects of budget development for the organization including establishing policies, recommending budgets, establishing control systems relative to budget management within each department, and keeping management staff and the Authority Board informed of financial status on a regular basis.
- Perpetuate a self-supporting or surplus revenue status by applying good business management procedures.

Planning, Construction and Environmental

- Directly oversee the safe and efficient opening of the South Terminal in Spring 2022.
- Participate in the long- and short-range planning of airport facilities by predicting aviation needs in order to formulate recommendations for major expansion programs and improvements of the airport including strategic decisions regarding Terminals C and D.
- Analyze the existing North Terminal for redesign and redevelopment.
- Define, deliver, and oversee the implementation of airport plans to ensure the safe, secure, and efficient development of operations, and maintenance of the airport and related facilities.
- Enforce federal, state, and local rules and regulations governing airport use outside the area of authority of the Federal Aviation Administration (FAA) and recommends or promulgates modifications in existing rules.
- Identify, evaluate, and implement new concepts and innovations to improve airport operations.

Communications & Community/Government Relations

- Establish and foster relationships with key constituent groups to ensure that the airport's interests are coordinated with those of relevant stakeholders. Represent the airport in the community, the industry, and in governmental meetings.
- Build and maintain strong collaborative relationships with all key external stakeholders and their leadership.
- Promote aviation activity in the community by representing the Authority.
- Maintain cooperative relationships with all airport tenants.

YEAR ONE CRITICAL SUCCESS FACTORS

The following critical success factors represent those deemed most critical to be accomplished in year one to ensure success:

- Establish **strong and trust-based working relationship with the Aviation Authority Board.**
- Establish himself/herself as the clear leader of the Authority, **building strong relationships with the leadership team and staff.**
- **Integrate into the greater Orlando community**, if not already a resident, establishing relationships with key stakeholder groups and their representatives and serving on key regional boards, committees, and taskforces.
- Identify and **address the most compelling issues and opportunities** facing the organization, with **the successful opening and efficient management of the new South Terminal** being the most immediate.

- **Develop a sound appreciation of GOAA culture and values** and how to both effectively adapt to and help evolve them.
- **Benchmark MCO and ORL** against cutting edge and **top ranked airports** in the world and assess areas of improvement.
- **Establish a reputation** for leading **world class operations**.
- Assess the current GOAA **organizational structure, personnel and leadership team** and develop and secure approval for a plan to renew the organization consistent with strategic priorities.

PROFESSIONAL EXPERIENCE

The criteria outlined below reflect the *ideal* candidate for the role. It is not expected that all candidates meet all the criteria but preferred if he/she brings the majority. Certain criteria that are airport industry-specific clearly do not apply to candidates from outside the airport industry.

The ideal candidate should bring most, if not all, of the following:

- Experience as a **general manager (P&L leader) with overall cross-functional responsibility for the development and management of an enterprise or complex organization in the private, quasi-public, or public sectors**. Ideally, experience as a Chief Executive Officer/Executive Director and, if not, as a divisional or business unit general manager or deemed “general management-ready.”
- A **highly regarded and experienced airport executive or a senior executive from an industry with similar or relevant characteristics**:
 - **Airport sector candidates should bring extensive knowledge and experience of airport industry best practices, standards, and regulations.**
 - Consideration will also be given to successful and adaptable executives who bring experience from **adjacent and relevant sectors such as airlines, aviation services, transportation and logistics, infrastructure, public/quasi-public sector enterprises, real estate, tourism, and travel.**

All candidates should bring:

- An **orientation towards strong community and stakeholder engagement**. Experience **coordinating and communicating with multiple stakeholders in a competitive environment** at very senior levels to a wide variety of audiences, including the community and the public-at-large.
- Experience leading an **enterprise of comparable scale or complexity** or deemed ready to step up to the scale of GOAA.
- Experience in **facilities development and capital program management of scale or complexity**, with a track record of on-budget, on-time delivery.
- Demonstrated **strong project management skills** in the context of direct management responsibility for large-scale initiatives involving significant dollar amounts and implications, a large staff, and many diverse stakeholder groups.
- A strong **focus on customer service** to all external and internal customers.
- A strong **track record of negotiating effectively with third parties** including, in the case of airports, current and potential users of airport properties and facilities, agencies and interest groups.
- An **experienced leader of people** with a strong emphasis on **attracting, growing, developing and retaining top talent** within the organization.

- Experience in **dealing with the public sector across federal, state, and local regulatory frameworks** - and ideally brings a nice blend of both private and public sector experience and of working at the **public-private sector interface**.
- Experience with **real estate development** given the substantial real estate assets available to the Authority.
- Experience with **regional economic development and multimodal transportation planning and integration**, particularly given the emerging role of MCO as a regional transportation hub.
- Experience and comfort working in **highly visible representational positions** that have put him or her “in the spotlight” and “under the microscope.” Adept at dealing with the media on a regular basis.
- Experience with **crisis management**.
- Sound **financial management skills** and understanding.
- **Experience on the international stage**, particularly given the increasing global role of the greater Orlando area and the need to build international air service.
- Ideally, experience reporting to and/or working with a **board of directors**.
- **A willingness and ability to relocate to the greater Orlando area** and to effectively integrate himself/herself into the community, if not already a resident.

For candidates with airport sector experience:

- Experienced as the **overall leader or as a direct report to the overall leader of a medium or large hub airport**.
- Knowledge of decisions and regulations made by the **Federal Aviation Administration, Department of Homeland Security, and other relevant regulatory agencies**.
- Knowledge of **pertinent federal, state, and local laws, codes, and regulations affecting airport development and operations**, air transportation, and airport safety and security.
- Knowledge of principles and practices of corporate business, **self-liquidating finance programs, revenue financing, pricing of rates and charges, and general accounting practices**.
- Background in **airport master plan development and implementation and the management of major (multi-billion-dollar) new construction and infrastructure build out**, on-time and on-budget.
- A **demonstrated track record in air service development** working in close partnership with key stakeholders.
- Experience in **air cargo service development and associated facilities development**.
- Knowledge and experience with **revenue drivers such as parking, concessions, marketing, airline agreements, and airport economic development**.
- Brings a **thorough knowledge of airport finance, revenue generation, administration, operation, maintenance, planning, development, and utilization of civil airport properties, services, and facilities**.
- Knowledge of **airport operations and administration** including the roles and functions of each department/section within the GOAA.
- Knowledge of **airport management practices** as applied to the analysis, evaluation, development and implementation of airport programs, policies, and procedures.
- Strong background in **non-aeronautical revenue generation** with a curiosity and passion for innovation in that domain. This includes a progressive orientation towards pricing and facilitation of the ongoing shift from cost-recovery to value pricing.

- **Demonstrated track record of establishing and maintaining solid, respectful, and trusting relationships with all key stakeholders in an airport context**, including boards, appointed governmental officials, airlines, concessionaires, on-airport service providers, business and community leaders, special interest groups, and other stakeholder groups.

EDUCATION AND QUALIFICATIONS

- Minimum of an **undergraduate degree** from a well-respected school. **Graduate degree** and advanced executive leadership courses and relevant professional certifications are highly desirable.
- For those with airport experience, **thorough knowledge of laws, rules, and regulations relating to civil airport operations, including those of the Federal Aviation Administration – F.A.R. Part 139.**
- A **personal, criminal, social media and employment background check** is required for this position.
- **Eligible to work in the United States**, or able to secure such right to work with relative ease and timeliness.

IDEAL PERSONAL PROFILE

- **Integrity and honesty** beyond reproach.
- A **strong, visible, and charismatic leader of people** with the skills required to motivate and “move” people in new directions. Leads boldly and by example and cultivates these attributes in others.
- **Decisive and not afraid to take a position on issues.** Gathers input and perspectives from multiple parties but not afraid to make and stand by his/her decisions.
- **Strategic, visionary, and forward-thinking**, with a track record of identifying the “next” opportunities for the airports.
- Balances his or her visionary orientation with **solid execution skills**; is operations- and results focused. Has a demonstrated track record of getting things done, demonstrating strong discipline, and breaking through bureaucracy.
- A **strong delegator** who makes effective use of his or her team and does not micromanage. A leader who **gives people the responsibility and authority** to get their jobs done yet holds them accountable to do so.
- **Politically astute but apolitical.** Can handle himself or herself well with politicians and political bodies and is not afraid to hold his/her ground on matters that relate to protecting the interests of the Authority
- An effective **arbitrator and consensus builder**, capable of appreciating the differing and sometimes competing interests in a situation, resolving conflict, and bringing them together around a common and acceptable solution.
- **Excellent relationship and stakeholder management skills**, across all key external and internal groups.
- Effectively **manages multiple issues and conflicting interests**, demonstrates courage under pressure and acts decisively, but not unilaterally, seeks consensus from division and department leaders on sensitive issues.
- **Collaborative and team oriented.** Oriented toward and effective at partnering and building relationships with key stakeholders.
- Adopts a **servant leadership** approach and gives credit to others, inside and outside the organization, where it is due.

- Strong **business and financial acumen and insight**. Thinks and acts like a businessperson.
- **Tough but fair**, with an ability to negotiate successfully with third parties and walk away with “win-win” solutions and a positive experience for both sides.
- **Excellent oral and written communication skills** as demonstrated by the ability to articulate an idea as well as the ability to listen to others, comfortable interacting with employees at all levels.
- **Accessible**; has an open-door policy.
- **Self-awareness** and appreciation of areas of **personal continued growth and development**.
- Brings an orientation toward **public service**. Appreciates that an airport organization is effectively a service business to a variety of stakeholders.
- Has “**gravitas**” and senior executive-level stature to command respect and attention in the role, both internally and externally. Has demonstrated professional and executive presence to stand on behalf of an organization as its leader.
- Comfortable working within a **fast-paced, high-pressure, unstructured, and ever-changing environment**.
- **Calm, cool and collected**, unfazed by crisis or challenge.

The Greater Orlando Aviation Authority has a strong focus on diversity and inclusion. Accordingly, the Authority encourages and expects to consider a diverse slate of candidates for consideration for the CEO role.

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Appendix A

Greater Orlando Aviation Authority Board Members

<p>Carson Good</p>	<p>Chairman</p>	<p>M. Carson Good, has served as President of Good Capital Group since 1989. The company is a private real estate investment company which structures and provides capital to operators and makes direct investments in Florida commercial real estate. He also serves as a Director of Alpine Income Trust, a NYSE traded REIT which owns and operates a nationwide portfolio of high-quality single tenant properties, as well as Chairman of The Greater Orlando Aviation Authority.</p> <p>Mr. Good also served as Florida Managing Director for Jones Lang LaSalle, a Fortune 500 global real estate company, as well as a senior executive of Trammell Crow Company, and of Intram Investments. Mr. Good has spent 30 years in commercial real estate, developing, operating, capitalizing, and brokering NNN buildings, shopping centers, land tracts and mixed-use projects.</p> <p>Mr. Good received undergraduate degrees in English literature and business administration from Florida State University and an M.B.A. from Rollins College.</p>
<p>Honorable Buddy Dyer</p>	<p>Mayor of Orlando</p>	<p>Having served as Mayor since 2003, Buddy Dyer has worked tirelessly to shape Orlando into a vibrant, future-ready community where unity and partnership are the keys to helping every city resident thrive. Since his first day in office, Mayor Dyer has increased collaboration between Central Florida's many governments, its business and civic communities and residents.</p> <p>Mayor Dyer has made it a top priority to ensure that all residents are treated equally, are equally protected and have equitable access to opportunity. Recent actions and investments to end systemic racism and make Orlando an even more inclusive community include hiring the city's first Equity Official and expanding successful youth programs like the Parramore Kidz Zone and My Brother's Keeper Orlando so academic support, mentoring and career training can be offered to more young residents. As part of this effort and to increase police transparency and law enforcement accountability, the Orlando Police Department's use of force policies were updated and a Community Response Team with trained mental health professionals was launched to respond to some non-violent 911 calls instead of law enforcement officers.</p>

		<p>Mayor Dyer is leading the efforts to diversify Central Florida’s economy and create a new breed of high-wage careers in cutting-edge industries such as life sciences and biotechnology, where a hub has been created at Medical City in Lake Nona and in downtown’s newest Innovation District, Creative Village - a 68-acre site that is a hub for technology and innovation with the new UCF Downtown, Valencia College Downtown campus and the new regional headquarters for Electronic Arts.</p> <p>Mayor Dyer’s commitment to public safety is reflected in the Orlando Fire Department’s status as one of the elite departments in the entire country. At the same time, the Orlando Police Department is increasing its community policing efforts to further reduce crime and help residents build bonds with officers.</p> <p>Mayor Dyer is also a leading voice for Orlando, and all of Central Florida, to address housing and homelessness challenges. The City of Orlando is using partnership to advance the shared priority that every resident has a safe place to sleep, and their basic needs of clothing, food and hygiene are met. Mayor Dyer is also ensuring that the City of Orlando continues to address the need for safe, affordable housing for residents by making investments and creating partnerships to bring new and rehabilitated apartments and homes to the city.</p> <p>Recognizing the need for more transit options, Mayor Dyer is an advocate for the expansion of mobility options. Advances under his leadership include SunRail, Central Florida’s first commuter rail system that launched in 2014, and an increase to the city’s bike trail network. He has also made sustainability a priority for the City of Orlando to ensure that Orlando continues to be a desirable place to live, work and play.</p> <p>Prior to being elected Mayor, he served for a decade in the Florida Senate. Mayor Dyer earned his undergraduate degree in Civil Engineering from Brown University and his Juris Doctorate degree from the University of Florida College of Law. Before he chose to serve in public office, Mayor Dyer worked as an environmental engineer. He was born in Orlando and raised in nearby Kissimmee. Mayor Dyer is married to his wife Susie and is the proud father of two sons, Trey and Drew, and a beloved dog, Sammie.</p>
Honorable Jerry Demings	Mayor of Orange County	Mayor Jerry L. Demings was sworn in on Dec. 4, 2018, as the 5th elected Mayor of Orange County and is the first African American to serve in the role.

		<p>He oversees more than 8,000 Orange County employees and a \$5.4 billion budget as the County's chief executive officer. He says that his goal is to make Orange County the "Experimental Prototype Community of Tomorrow" by creating a community culture of innovation, collaboration and inclusiveness.</p> <p>Always a trailblazer, Mayor Demings became Orlando's first African American police chief in 1998 and was elected the first African American Orange County Sheriff in 2008. He was re-elected in 2012 and again in 2016.</p> <p>An Orlando native, Mayor Demings is married to former Orlando Police Chief Valdez B. Demings, who also made history as the first female police chief in Orlando. In November 2016, she was elected to the 115th Session of the United States Congress and was re-elected in 2018. Congresswoman Demings represents Florida Congressional District 10. They have three sons who are all graduates of Florida Agricultural and Mechanical University.</p> <p>A lifelong public servant, Mayor Demings is a graduate of Jones High School and holds a bachelor's degree in finance from Florida State University and a Master of Business Administration from Orlando College. He graduated magna cum laude.</p> <p>He is a graduate of the 194th session of the Federal Bureau of Investigation's National Academy and studied at Harvard University's John F. Kennedy School of Government.</p> <p>Mayor Demings currently serves on several regional boards of directors, including the Greater Orlando Aviation Authority, Central Florida Expressway Authority, Metroplan Orlando, Central Florida Regional Transportation Authority/Lynx, Dr. Phillips Performing Arts Center, Orange County Tourist Development Council, Orlando Economic Partnership and he is involved in numerous civic organizations. He is a member of Omega Psi Phi Fraternity, Alpha Phi Omega Fraternity and Sigma Pi Phi Fraternity and is a steward at Saint Mark AME Church in Orlando. Mayor Demings has a passion for working with organizations that support children and volunteers with several non-profit agencies.</p>
Dr. John Evans	Board Member	Dr John L Evans is a Positive Organizational Scholar; he works with leaders of firms and organizations, from myriad locations worldwide, on how to improve

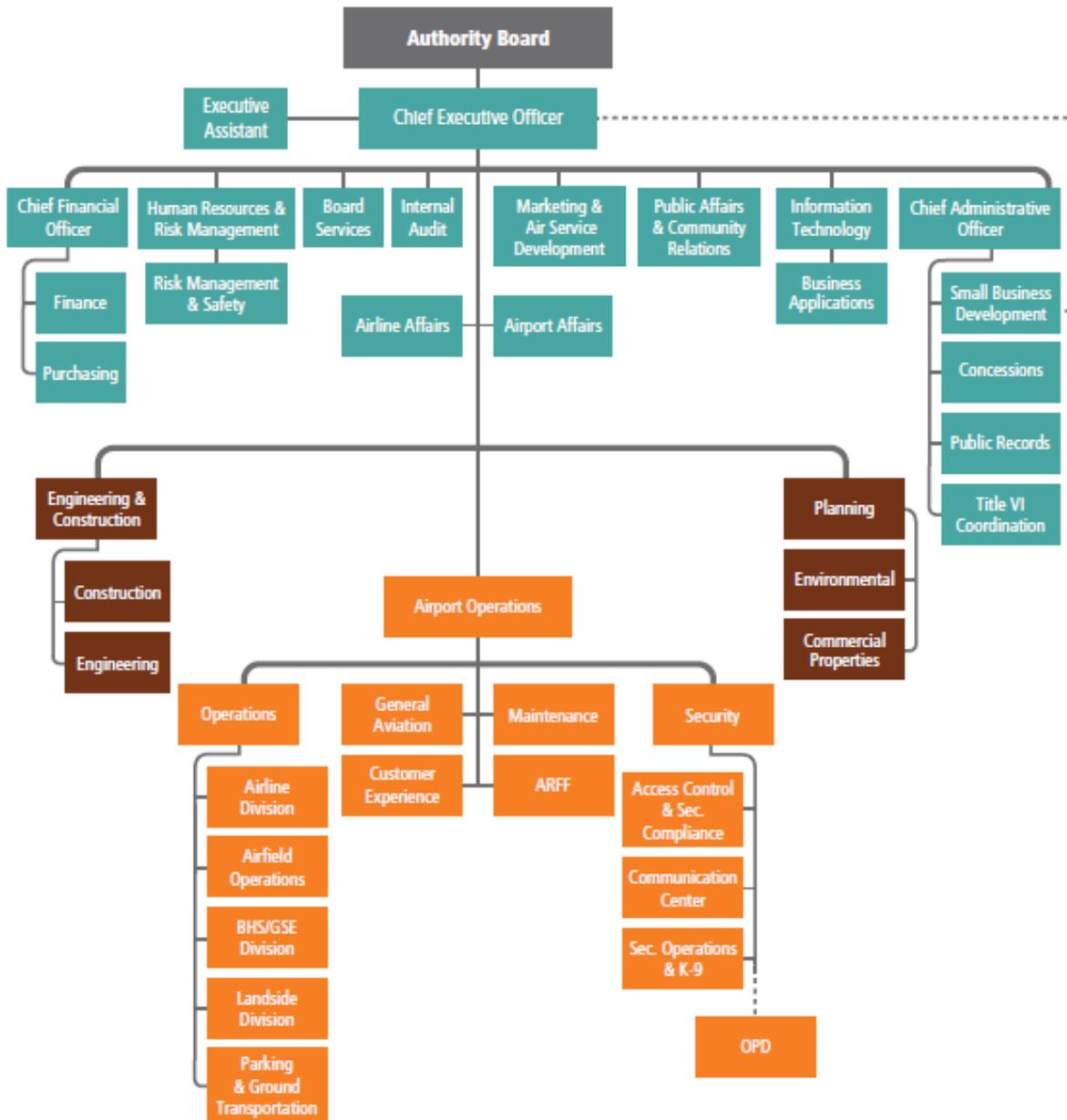
		<p>client experience, manage Covid stress manifestations, and the fundamentals of negotiations. Three clients include Georgetown University, Schroders Investments, and the nation's top Registered Investment Advisor.</p> <p>Prior to founding his firm, Dr Evans was Executive Director of consulting for a global investment firm for 13 years. A regular contributor to Barrons and the Orlando Sentinel, Evans has authored four books, two being Amazon best sellers. He was voted one of Central Florida's 100 most influential citizens and includes as his clients a host of recognizable political leaders.</p> <p>He founded evansandevansconsulting.com and earned a BA degree from Univ of Fla, an MBA from the Univ of Miami, and a doctorate in Organizational Leadership from Pepperdine Univ. Native to Central Florida, he is also a proud Lakemont Elementary fightin' Leopard.</p>
Belinda Ortiz Kirkegard	Board Member	<p>Kirkegard, of Osceola County, is the Economic Development Director for the City of Kissimmee. Before assuming the role as Kissimmee's Chief Development Officer in 2009, she worked for the Central Florida Hotel & Lodging Association, the Orange County Business Development office and was an aide to several Central Florida elected officials.</p> <p>In 2019, she earned the <i>Orlando Business Journal's</i> Women Who Mean Business Executive of the Year and has been recognized the last four years consecutively by <i>Florida Trend</i> magazine as "Someone to Know." She is also a member of the <i>Orlando Sentinel's</i> CFL 100 team, who blogs weekly for the newspaper.</p> <p>Kirkegard is an active member of the community, also serving on the Board of Directors for AdventHealth Central Florida Division, the Puerto Rican Chamber of Commerce, the Hispanic Chamber of Commerce of Metro Orlando, Prospera and is an involved parent at Partin Settlement Elementary School.</p> <p>Kirkegard earned her bachelor's degree in public administration and Political Science from the University of Central Florida and has a master's degree in public administration from Troy State University.</p>
Craig Mateer	Board Member	<p>Craig Mateer is the founder and CEO of CCM Capital Group, Inc., a hospitality, logistics, and real estate operations company. During his 30 years as founder and CEO of Bags, Inc., Mr. Mateer registered numerous patents in the travel and technology industries and established key strategic</p>

		<p>partnerships with Walt Disney World, 250+ airports in the US and Canada, all major airlines, all major cruise lines, TSA, and CBP to innovate unique Guest service initiatives. In 2018, he sold Bags, Inc. to publicly traded SP Plus Corporation.</p> <p>Mr. Mateer graduated from the Florida State University in 1988 and currently resides in Orlando, Florida.</p>
Tim Weisheyer	Board Member	<p>Mr. Weisheyer, the President/broker of Dream Builders Realty, is also the former President of the Florida School Boards Association. He has been a realtor for more than 15 years and is a past president of the Osceola County Association of Realtors.</p>

Appendix B

Greater Orlando Aviation Authority Current Organization Chart

GOAA ORGANIZATIONAL CHART



Appendix C

Orlando, Florida The Region

The Orlando Metropolitan Statistical Area (MSA) extends over 4,012 square miles and comprises four counties: Orange County (1,004.3 sq. mi.), Seminole County (344.9 sq. mi.), Lake County (1,156.5 sq. mi) and Osceola County (1,506.5 sq. mi.). An extensive highway network weaves the four counties together. The Atlantic Ocean is approximately a one-hour drive away and the Gulf of Mexico is approximately a two-hour drive. Orlando International Airport and Port Canaveral offer global export and import possibilities for businesses involved in international trade. Proximity to local, regional, national, and global markets has helped Orlando become one of the world's most exciting and dynamic business environments.

Orlando's bustling downtown draws business of all types and is especially strong in its ability to attract corporate headquarters and information technology (IT) operations. Many startups are choosing to grow in the City's downtown core because of resources like StarterStudio, University of Central Florida (UCF)'s Innovation District focused on digital media and technology, along with a growing number of coworking spaces that are fostering a robust, diverse tech talent pool. Downtown Orlando is home to public and private secondary schools, all noted for excellence and innovative teaching, UCF and Valencia College campuses and UCF's Interactive Entertainment Academy (FIEA), specializing in state-of-the-art game development.

Infrastructure

The greater Orlando area features outstanding intermodal infrastructure, thereby positioning MCO as a future intermodal hub:

Rail: Orlando's first commuter rail transit system, SunRail is a \$800 million investment that stretches from DeBary, the north end of the Orlando region, to south Osceola County in Poinciana. The northern expansion will extend the line further north in Volusia County linking DeBary to Deland.

The Brightline train, a \$3.5 billion investment, provides rapid intercity passenger rail service connecting Orlando International Airport and Miami with stations in Fort Lauderdale and West Palm Beach.

Commercial: Amtrak, Brightline, SunRail (regional)
Cargo: CSX Transportation (CSXT) Florida Central Railroad (FCEN)

Roads: The core of the Orlando region's unmatched infrastructure is strong roadways, providing invaluable connectivity to business. To improve our economy and enhance livability even more, the region's main thoroughfare, Interstate 4, is getting a 21-mile makeover, a \$2.3 billion investment that will connect the Gulf of Mexico to the Atlantic Ocean.

Bus Service Greyhound Lynx (regional) Downtown Orlando: Lymmo (free-of-charge).

Seaports:

Port Canaveral | Atlantic Ocean

- Foreign Trade Zone No. 136
- 50 miles east of Orlando; depths range from 39 feet to 41 feet
- Eleven deep-water cargo piers with two gantry cranes

- World's only quadrimodal foreign trade zone
- Undergoing a \$650 million expansion
- 2nd largest passenger cruise port in the United States

Port of Sanford | Intercoastal Waterway

- 350-foot main pier and bulk unloading pier of 100 feet
- 250,000 square feet of industrial and distribution space

Port Tampa Bay | Gulf of Mexico

- Foreign Trade Zone No. 79
- Florida's largest cargo tonnage port
- Largely a bulk commodities port

Port Manatee | Gulf of Mexico

- Foreign Trade Zone No. 169
- Closest U.S. deep-water seaport to Panama Canal
- Port-owned railroad interchanging with CSX

Tourism/Entertainment

Seven of the top ten theme parks in the U.S., based on attendance, are located in the Orlando area. Continuing innovation and development of new attractions at the theme parks maintained a record-setting flow of visitors to Central Florida. Several new attractions opened in 2019 including Star Wars: Rise of the Resistance at Walt Disney World and The Bourne Spectacular live-action stunt show at Universal Orlando.

Arts & Culture

The greater Orlando area features excellent arts and culture, including:

- Broadway Across America: Orlando
- Florida Film Festival
- Dr. Phillips Center for the Performing Arts
- Orlando Ballet
- Orlando Fringe Festival
- Orlando Museum of Art
- Orlando Science Center
- Zora Neale Hurston Festival

Sports

The area also features a larger number of professional and amateur sports teams across major sports.

- Orlando Magic (NBA)
- Orlando City (MLS)
- Orlando Pride (NWSL)
- Orlando Solar Bears (ECHL)
- Orlando Apollos (AAF)
- UCF Knights (NCAA-1)
- NFL Pro Bowl (2015-2019)
- NCAA Bowl Games - AutoNation Cure Bowl, Citrus Bowl,
- Cheez-It Bowl, Florida Blue Florida Classic
- Arnold Palmer Invitational presented by Mastercard (PGA)

- Invictus Games Orlando 2016
- RAM National Circuit Rodeo Championship Finals

Business

Despite the major role played by tourism, Orlando's business economy is highly diverse and has been growing rapidly due to attractive taxes and incentives within the State of Florida. Some of the primary sectors include advanced manufacturing, biotechnology, aerospace and defense, and simulation. In fact, 80 percent of Orlando's employment is outside of hospitality and tourism. Orlando was ranked number 1 in the United States for job growth between 2015 and 2018.

The leading employers for the region including Walt Disney World Resort, Universal Orlando Resort, AdventHealth, Orlando Health, Publix, and University of Central Florida. Additionally, six Fortune 1000 companies are headquartered in the area: Publix Super Markets, Darden Restaurant Inc, L3Harris Corporation, Wyndham Destinations, Tupperware Brands Corporation and Marriot Vacations Worldwide Corporation.

The city of Orlando also embraces new technologies — poised to lead the nation in regional air mobility with revolutionary air taxi company Lillium locating its first U.S. hub and vertiport just minutes from Orlando International Airport.

Healthcare

AdventHealth is an acute-care healthcare system with more than 2,800 beds in a comprehensive network of 17 hospitals and 15 Centra Care walk-in urgent care centers. It offers a wide range of health services for the entire family, including nationally and internationally recognized programs in cardiology, cancer, women's medicine, neurology, diabetes, orthopedics, and rehabilitation. For the past several years, *U.S. News & World Report* has recognized AdventHealth as one of "America's Best Hospitals". In addition, because AdventHealth performs more complex cardiac cases than any other facility in the country, *MSNBC* selected it as the premier focus of their hour long special—"Heart Hospital." AdventHealth also operates Florida Flight 1, its emergency air-medical transport service.

Orlando Health is a 1,780-bed, private, not-for-profit healthcare network. Established in 1918 on the heels of World War I, and in the midst of the Spanish Flu epidemic that raged across the world, the system today cares for more than two million local patients and 4,500 international patients each year. A community-based and supported hospital organization of facilities, they are comprised of Orlando Regional Medical Center, UF Health Cancer Center at Orlando Health, Winnie Palmer Hospital for Women & Babies, Arnold Palmer Hospital for Children, Dr. P. Phillips Hospital, South Seminole Hospital, Health Central Hospital, and South Lake Hospital. The system is home to Orlando's only Level One Trauma Center, which serves a 22-county region and is equipped to handle the most serious emergencies. Orlando Health is also home to the region's only Level III Neonatal Intensive Care Unit, designed to treat infants with serious conditions. They established the Heart Center at Arnold Palmer Hospital for Children, bringing together leading pediatric cardiology sub-specialists to offer extensive expertise in the diagnosis and treatment of infants and children with heart disease.

Located at Lake Nona, Nemours Children's Hospital is a 620,000-square-foot facility with 95 beds, an 18-bay emergency department, a neonatal intensive care unit and departments specializing in complex childhood diseases. The hospital is a central hub of a 60-acre pediatric health campus featuring a children's clinic, emergency department, diagnostic and ambulatory programs, education centers and research programs. Designed with the help of a family advisory council, the hospital was built with input from parents and children who received care at Nemours. Patient-

controlled technology that can change the color of the lighting in a room at night and personalize space for a child is just one of the features developed by the families and designers. The hospital concept also connects with nature and its healing power by incorporating numerous gardens and green space around the perimeter for patients, and their parents, to explore.

HCA Healthcare is one of the nation's leading providers of healthcare services comprising more than 185 hospitals and 2,000+ sites of care in 21 states and the United Kingdom. HCA Healthcare North Florida Division, which includes multiple sites of care in the Orlando Market, is a comprehensive network of 15 hospitals, 20 freestanding emergency departments, numerous physician practices, outpatient surgery centers and imaging facilities, medical education training programs and a complete continuum of specialized health programs and services that meet the healthcare needs of residents and businesses in the North and Central Florida communities. HCA Healthcare's Orlando Market facilities include five hospitals: Central Florida Regional Hospital (with Level II Trauma Center) in Sanford, Oviedo Medical Center, Osceola Regional Medical Center (with Level II Trauma Center) in Kissimmee, Poinciana Medical Center and UCF Lake Nona Medical Center, as well as five freestanding ERs and multidisciplinary physician practices that in total, employ more than 5,500 colleagues across all Central Florida sites of care.

Education

The Orlando region offers more than 35 colleges, universities, technical schools, and private institutions as well as continuing education programs that offer on-going opportunities for workers sharpening their skills. The exceptional quality of technology research and training at Central Florida colleges and universities is increasingly recognized as an extraordinary community asset. Working in tandem, the University of Central Florida in Orlando and the University of South Florida in Tampa anchor Florida's High-Tech Corridor, providing undergraduate, graduate, and doctoral program options in specialties ranging from microelectronics to bio-med. In addition to the multitude of specialized high-tech curriculums, graduate degrees in business administration and law are also available through local universities

University of Central Florida is a public research university ranked by *U.S. News & World Report* as one the nation's 20 most innovative institutions. UCF offers more than 200 degree programs and confers almost 17,000 degrees each year with a diverse faculty and staff who create a welcoming environment and opportunities for students of all ages and backgrounds to grow, learn and succeed. Additionally, it is the second largest university in the United States.

Recognized as one of the nation's 50 "Best Value" private colleges and universities, according to The Princeton Review, Rollins College is the top regional university in Florida, according to U.S. News & World Report's annual rankings. The college's Roy E. Crummer Graduate School of Business is noted for excellence in graduate management education and lifelong learning programs. Rollins currently has an enrollment of nearly 3,500 students from more than 40 states and 30 nations

Full Sail University is an award-winning educational leader for those pursuing careers in entertainment, media, arts, and technology. With over 70,000+ graduates worldwide, Full Sail alumni have worked on countless award-winning projects with individual recognition including OSCAR®, Emmy®, GRAMMY®, ADDY®, MTV Video Music Award, and Video Game Award honors.

Lake-Sumter State College, Seminole State College of Florida and Valencia College, all members of the Florida College System, combined serve more than 66,000 students in Orlando. The three institutions also have a combined \$1.6 billion economic impact on the region. These colleges all

partner with the University of Central Florida to offer DirectConnect to UCF. Through DirectConnect, associate (A.A. and A.S.) degree graduates of Lake-Sumter State College, Seminole State College of Florida and Valencia College receive guaranteed admission to UCF as juniors. Aimed at improving local access to higher education, DirectConnect has helped thousands of students earn their bachelor's degrees in a convenient, affordable way close to home.

Lake Nona

Some places are proud of their history. Lake Nona is proud of its future. Encompassing 17-square-miles and located adjacent to the Orlando International Airport, Lake Nona is a modern mecca for technology, innovation, and community. When you're in Lake Nona, you can see and feel an energy unique from other places. From its transformative Lake Nona Medical City, where research facilities work together with the country's leading hospitals and educational institutions, to the United States Tennis Association's National Campus, where current and future tennis professionals hone their skills, Lake Nona is a place where no dream is out of reach.

Tavistock Group is an international private investment organization comprised of a family office, trading operation, and a portfolio of public investments and private companies. These investments are concentrated in nine primary sectors, including: real estate, hospitality, restaurants, sports, energy, retail, biotechnology and life sciences, agriculture, and finance. With assets in more than 200 companies across 13 countries, Tavistock Group's holdings are diverse and significant in scale. The organization routinely invest for the long term and takes an active operating role. Tavistock Group has offices and a business presence in North and South America, Eastern and Western Europe, Mexico, and the Caribbean.

From state-of-the-art homes to the innovation centers of tomorrow, Tavistock Development Company looks to the future of design, technology, and human experience. With a thoughtful, forward-looking vision and a nimble, collaborative team, Tavistock Development Company is focused on creating long-term value in projects that inspire. With an array of services – planning, design, hospitality, finance, construction, and development – Tavistock Development has built a portfolio of nationally acclaimed properties, including the 17-square-mile, master-planned community Lake Nona in Orlando, which Fortune heralded as “How to build a great American city.”

Taxes & Incentives

- 
- **NO** state personal income tax guaranteed by constitutional provision
 - **NO** corporate income tax on limited partnerships
 - **NO** corporate income tax on subchapter S-corporations
 - **NO** corporate franchise tax on capital stock
 - **NO** state-level property tax assessed
 - **NO** property tax on business inventories
 - **NO** property tax on goods-in-transit for up to 180 days
 - **NO** sales and use tax on goods manufactured or produced in Florida for export outside the state
 - **NO** sales tax on purchases of raw materials incorporated in a final product for resale, including non-reusable containers or packaging
 - **NO** sales tax on manufacturing machinery and equipment
 - **NO** sales/use tax on co-generation of electricity
 - Balanced budget amendment to state constitution