

BROWARD COUNTY AVIATION DEPARTMENT
ANNUAL REPORT 2019 – 2020
A TWO-YEAR REVIEW



FORT LAUDERDALE-HOLLYWOOD INTERNATIONAL AIRPORT | NORTH PERRY AIRPORT



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Mission Statement



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To be South Florida's airport of choice, providing global connectivity at a low cost and an exceptional guest experience.

CORE VALUES

- ▮ Innovation
- ▮ Ethics
- ▮ Respect
- ▮ Excellence

PILLARS

- ▮ Guest Experience
- ▮ Employee Development and Engagement
- ▮ Financial Responsibility
- ▮ Stakeholder Engagement and Partnerships
- ▮ Planning

Message from Broward County Administrator Bertha Henry



Broward County's Fort Lauderdale-Hollywood International Airport (FLL) celebrated its 90th anniversary in 2019, along with much success and growth.

FLL continues to be one of the fastest-growing large hubs in the U.S. The airport saw more than 36 million passengers travel through, experienced record levels of boardings and enhanced the overall guest experience with many new additions. As one of Broward County's key economic engines, FLL benefits more than just travelers: it also benefits the local economy, job creation, and business revenue.

It is the hard work and dedication of the employees that play a role in giving travelers a positive experience. Safety and security protocols have been upgraded. Employee development has been enhanced. The airport showcases local culture with public art exhibitions and provides community outreach with events honoring military veterans.

I would personally like to thank the professionals, from the Aviation Department staff to many external partners and stakeholders, who share responsibility for the successes presented in this annual report.

While the ongoing impact of COVID-19 may change the way we travel, we will still continue to do so. Likewise, the Fort Lauderdale-Hollywood International Airport will continue to serve our visitors and community, creating real, sustainable growth and economic prosperity for all of Broward County.

A handwritten signature in black ink that reads "Bertha Henry". The signature is written in a cursive, flowing style.



Message from CEO/Director of Aviation Mark E. Gale



Welcome to our 2019-2020 Annual Report. Due to complications stemming from the COVID-19 pandemic, this report is a comprehensive two-year review of milestones and accomplishments at Broward County's Fort Lauderdale-Hollywood International Airport (FLL) and North Perry Airport (HWO), our general aviation reliever facility.

In 2019, FLL had a banner year with nearly 37 million passengers traveling to and from destinations worldwide. The airport's domestic passenger volume increased by 2 percent, while international traffic rose almost 3 percent. Overall, FLL's passenger traffic grew in 2019, despite the North Runway's four-month closure for significant reconstruction. Meanwhile, nationally HWO was the busiest General Aviation Contract Tower Airport for aircraft operations in fiscal 2019.

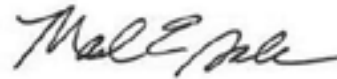
Then COVID-19 arrived in early 2020, creating unprecedented impact on the aviation industry and, almost overnight, historic reductions in flights and concession business at airports nationwide. We worked steadfastly to mitigate the twists and turns of the pandemic to keep our airports operational and financially viable. While 2020 was extremely challenging, we believe it made us more agile and resilient. Despite the odds, airport employees and partners accomplished some excellent work during the year while serving 16.5 million travelers. I am eternally grateful to the Broward County Aviation Department (BCAD) team for their dedication and commitment.

Message from CEO/Director of Aviation Mark E. Gale

During the past two years, BCAD made strides on several capital improvement projects at FLL to enhance airport safety, operational efficiency, and overall guest experience. Key projects included installing a new welcome sign at FLL's entrance; reopening the rehabilitated North Runway; and adding a new pedestrian crosswalk signalization system on the lower level, outside of Terminals 2, 3, and 4. In 2020, work continued on terminal improvement projects and upgrades to wayfinding signage along the airport roadway.

Currently, travel is rebounding to 2019 levels at FLL amid the evolving pandemic. We remain optimistic about a sustained recovery and a very bright future ahead for FLL.

Happy reading, and thank you for your continued patronage.





Broward County Aviation Department Overview

BROWARD COUNTY AVIATION DEPARTMENT

The Broward County Aviation Department (BCAD) operates the Fort Lauderdale-Hollywood International Airport (FLL) and its general aviation facility North Perry Airport (HWO). FLL is a large-hub airport (defined as supporting more than 1 percent of national departing passengers) with commercial airline service since 1953. The airport is one of Broward County's most impactful economic engines driving business and travel through one of Florida's most popular locations. In 2019, there were more than 19,000 employees at FLL. Established in 1929 as Merle Fogg Field, FLL will mark its 91st anniversary in 2020.

As one of the leading economic engines in Broward County pre-pandemic, FLL generated 255,386 direct, indirect, and induced jobs, as well as an annual economic impact of \$37.5 billion, according to results of a 2019 independent consultant's review. Meanwhile, HWO accounted for 1,163 direct and indirect jobs and generated total business sales of approximately \$119.1 million, as shown by a recent Florida Department of Transportation (FDOT) Economic Impact Study.



FLL Airport History



FLL's roots can be traced back to a golf course. Ninety years ago, people played golf here until the nine-hole course was converted to a landing strip named after aviation pioneer Merle Fogg. During World War II (WWII), the U.S. Navy took advantage of the strategic location of Merle Fogg Field and transformed it into Naval Air Station Fort Lauderdale. The naval base trained pilots for battle here using Fort Lauderdale beach and the surrounding area as torpedo bombing sites. FLL's storied history began in 1948 when Broward County assumed control of the facility. In 1959, the airport was dedicated as Broward County International Airport and later renamed Fort Lauderdale-Hollywood International Airport on October 5, 1963.

FLL is located in the heart of the Gold Coast in South Florida, 21 miles north of Miami International Airport (MIA) and 42 miles south of Palm Beach International Airport (PBI). This strategic location provides a catchment area of more than six million people. The airport is the epicenter of a thriving global transportation network, and its growth has been fueled by a booming cruise market, a growing international population, the addition of new airlines, and expanding networks of other carriers. Its unique location, less than two miles from the county-owned seaport, Port Everglades, makes it the closest airport/seaport connection in the nation. This unique connectivity creates a synergy that is nurtured by Broward County and valued by cruise passengers. Because FLL's fares are lower, cruise travelers often choose FLL as their gateway to PortMiami as well.



Message from Mayor Dale V. C. Holness (11/19/19-11/17/20)



I'm proud of our Fort Lauderdale-Hollywood International Airport (FLL) and our airline partners for the excellent work they're doing during the COVID-19 pandemic. Our priority is always the well-being of the passengers and employees and ensuring safety and sanitation practices are implemented.

Though 2020 was challenging, it's important to focus on the progress made in 2019.

FLL was named the 2019 Economic Development Partner of the Year by the Greater Fort Lauderdale Alliance. This important recognition is given to select businesses that demonstrate a major commitment to economic development. FLL generates 255,386 direct, indirect, and induced jobs and has an annual economic impact of \$37.5 billion, according to results of a 2019 independent consultant's review.

As mayor, I signed off on \$1.3 billion in airport bond issues during 2019, which included \$510 million in bonds to fund ongoing capital improvements and construction projects. These projects create thousands of jobs and serve to strengthen our economy. In October 2019, the North Runway reopened after substantial completion of a \$95 million rehabilitation project involving runway and adjacent taxiway upgrades.

While full economic recovery will take some time, FLL is planning for a better future. We're all in this together, and together, we'll be successful in building a better, more prosperous Broward County.

A handwritten signature in black ink, appearing to read "D. Holness". The signature is fluid and cursive.

FLL by the Numbers



In Fiscal Year (FY) 2019

- FLL carried **36,354,852** passengers, up **3 percent** over FY 2018 – according to Airports Council International (ACI).
- FLL ranked **18th** in passenger traffic, **10th** in international traffic, **14th** in domestic origin and destination (O&D)* passengers per ACI.
- FLL continued to be the dominant domestic airport in the region and carried **54 percent** of the domestic O&D passenger traffic in the tri-county area.
- FLL had the lowest average domestic fare in the region and the second-lowest average domestic fare among large-hub airports.

From FY 2015 to FY 2019

- FLL was the fastest-growing large-hub airport in the U.S., with an increase of **37.8 percent** in passenger growth. That's an additional **10 million** passengers.
- During this same timeframe, commercial operations have increased by **26 percent** or **169** additional flights a day.

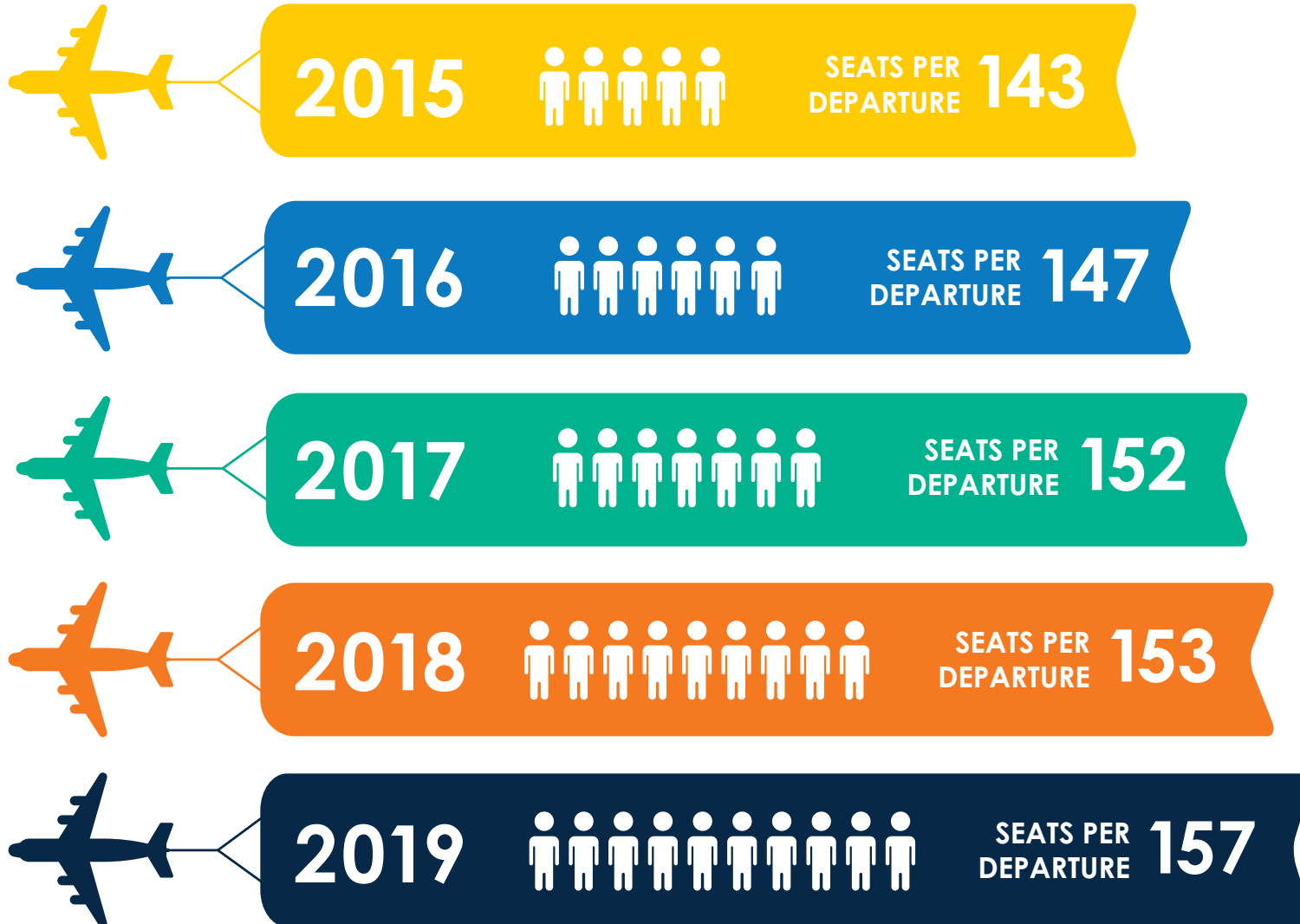
*O&D passengers start or end their flights at FLL versus making a connection.





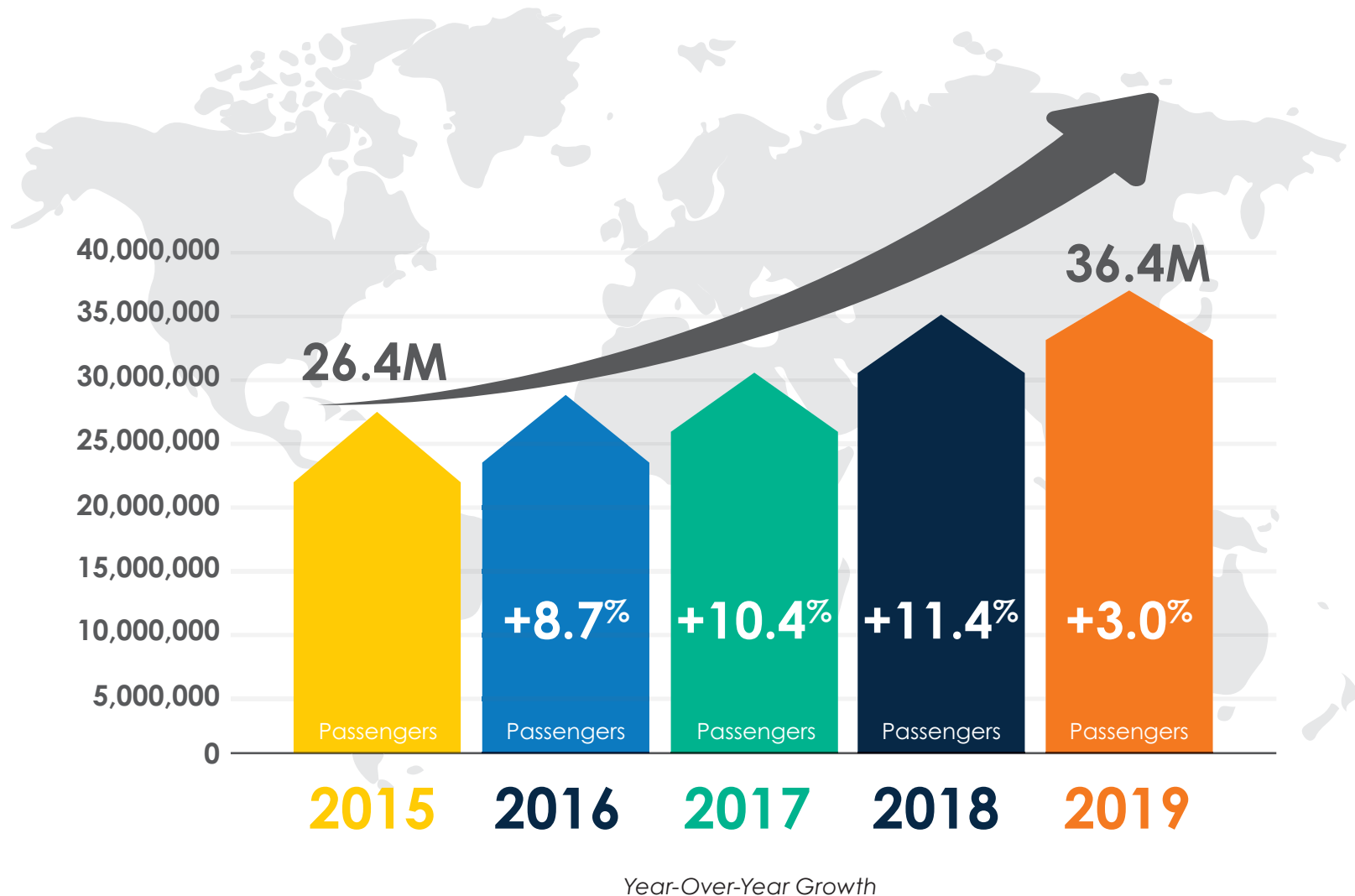
Planes are Getting Bigger

With more wide-body aircraft operations at FLL and the arrival of larger narrow-body equipment, the average seats per departure have increased by 9.8 percent in the last five fiscal years.



Total Passenger Traffic

Passenger traffic has increased by 10 million passengers in the last five fiscal years.



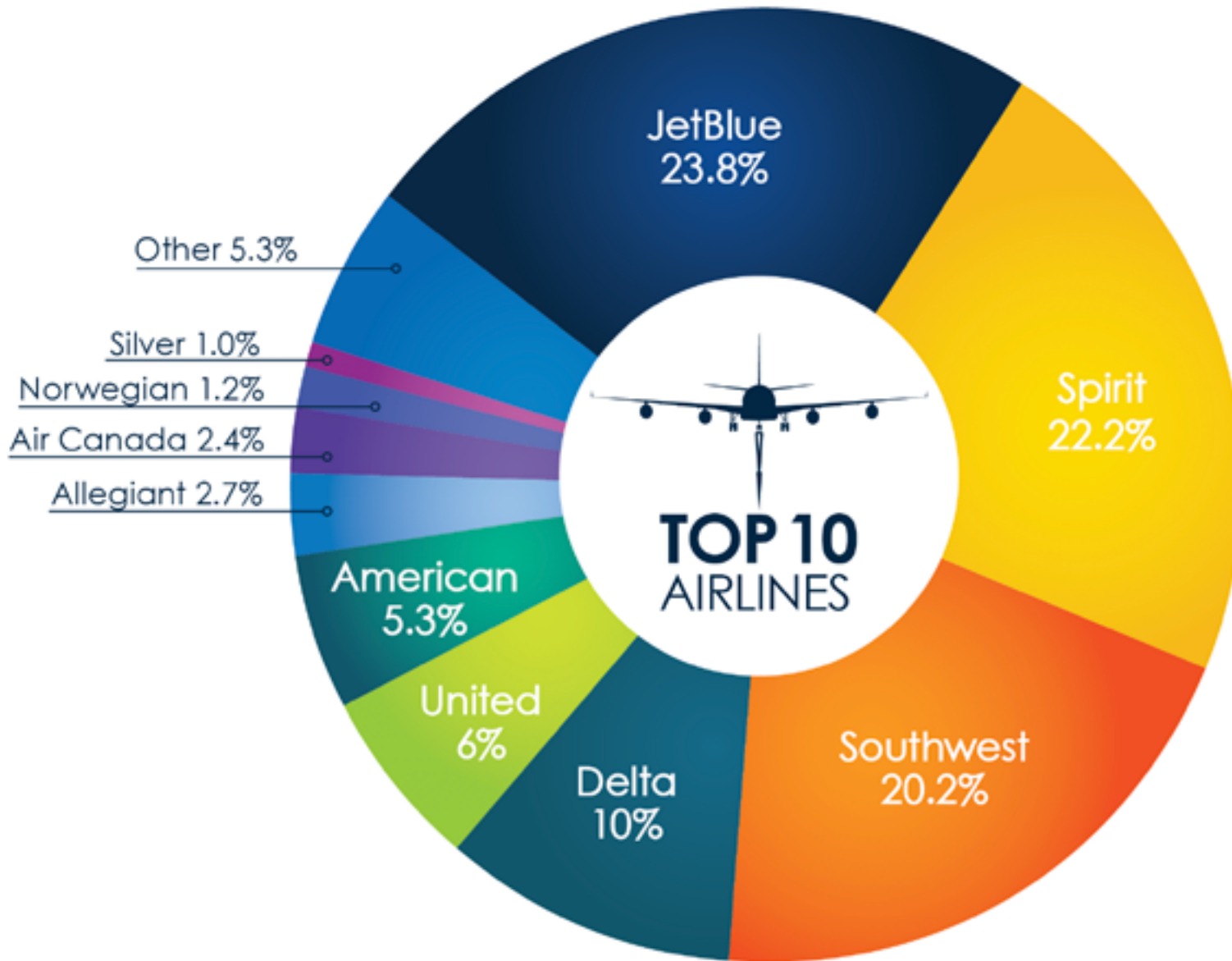
FLL's Passenger Traffic by Airline | FY 2019

AIRLINE	DOMESTIC	INTERNATIONAL	TOTAL
JetBlue Airways	6,076,764	2,559,198	8,635,962
Spirit Airlines	5,968,515	2,088,955	8,057,470
Southwest Airlines	6,089,890	1,240,658	7,330,548
Delta Air Lines	3,650,479	636	3,651,115
United Airlines	2,171,682	—	2,171,682
American Airlines	1,882,464	33,694	1,916,158
Allegiant Air	967,247	—	967,247
Air Canada	—	865,980	865,980
Norwegian Air Shuttle	—	437,834	437,834
Silver Airways	165,796	205,851	371,647
Alaska Airlines	333,299	—	333,299
Azul Linhas Aereas	—	287,710	287,710
Bahamasair	—	221,768	221,768
Frontier Airlines	195,387	—	195,387
WestJet	—	188,033	188,033

FLL's Passenger Traffic by Airline | FY 2019

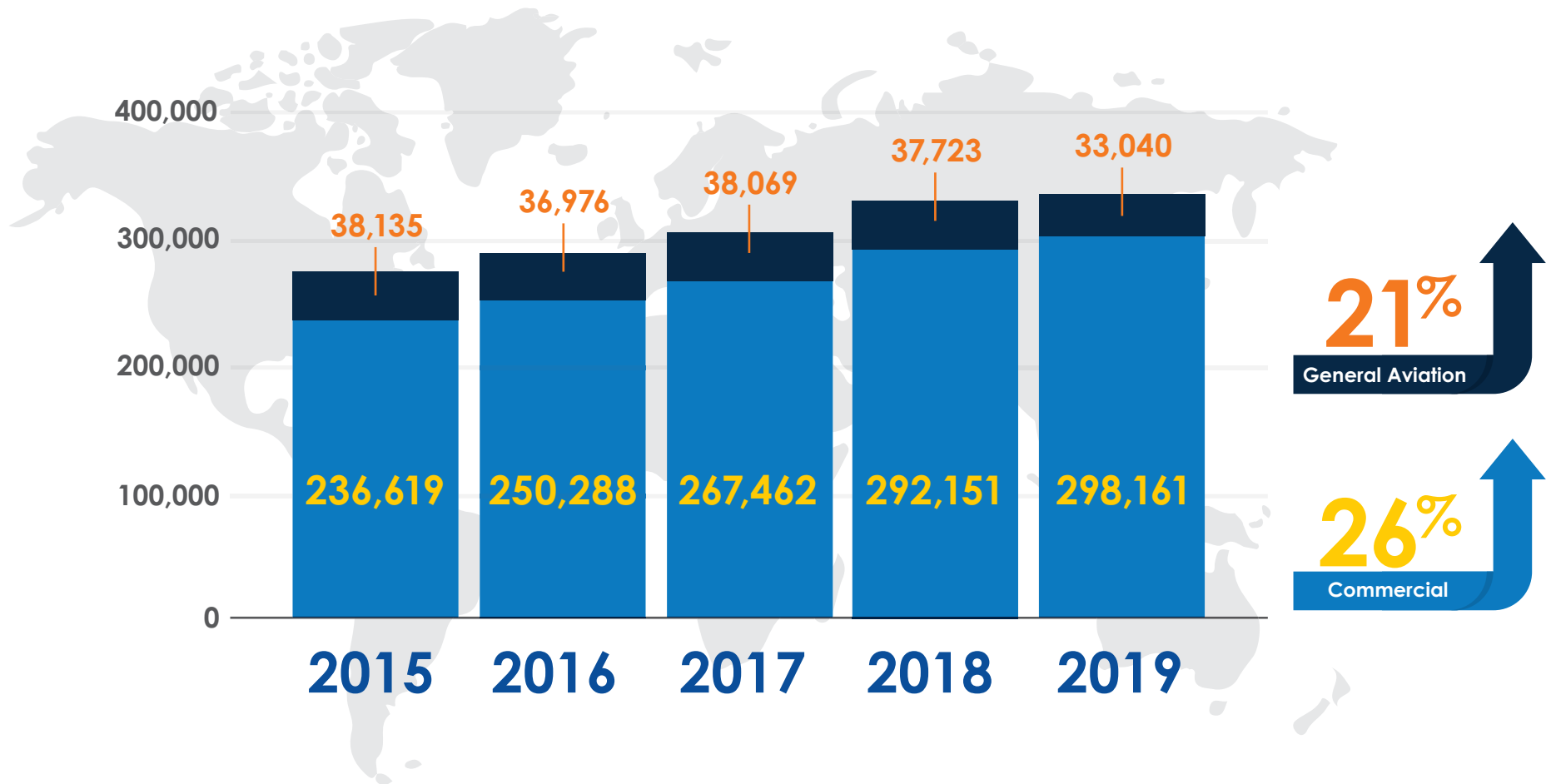
AIRLINE	DOMESTIC	INTERNATIONAL	TOTAL
Caribbean Airlines	—	158,784	158,784
Air Transat	—	128,062	128,062
Emirates	—	99,423	99,423
Avianca Airlines	—	96,698	96,698
Copa	—	73,504	73,504
British Airways	—	67,313	67,313
Tame Airlines	—	50,701	50,701
Swoop	—	23,074	23,074
Endeavor Airlines	8,119	24	8,143
GoJet Airlines	5,817	—	5,817
Sunwing Airlines	—	5,657	5,657
Sun Country Airlines	3,559	—	3,559
IBC Airways	—	2,277	2,277
GRAND TOTAL	27,519,018	8,835,834	36,354,852

FLL's Top 10 Airlines by Market Share | FY 2019



Total Aircraft Operations

In the last five years (FY 2015-2019), general aviation aircraft operations have increased by 21 percent. During the same timeframe, commercial operations have increased by 26 percent or 169 additional flights a day.



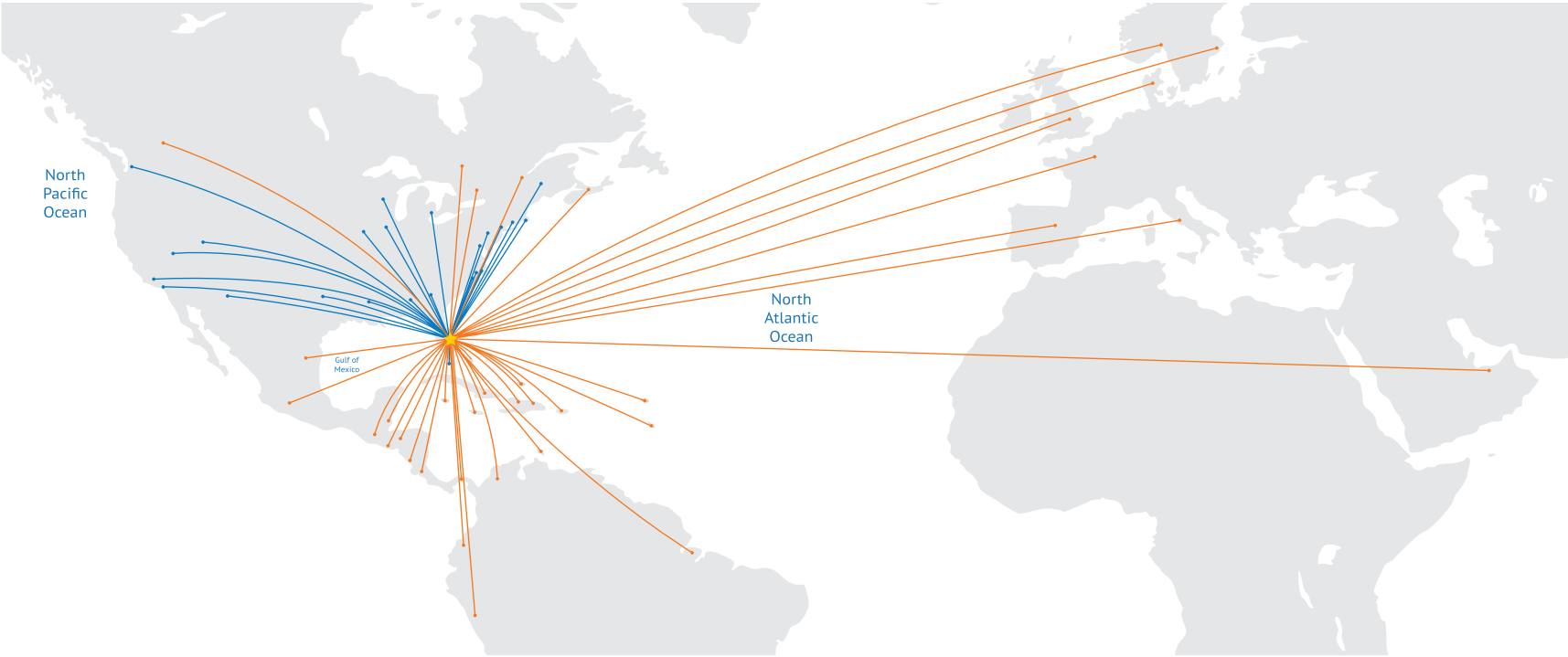


New Service by FLL Airlines | FY 2019

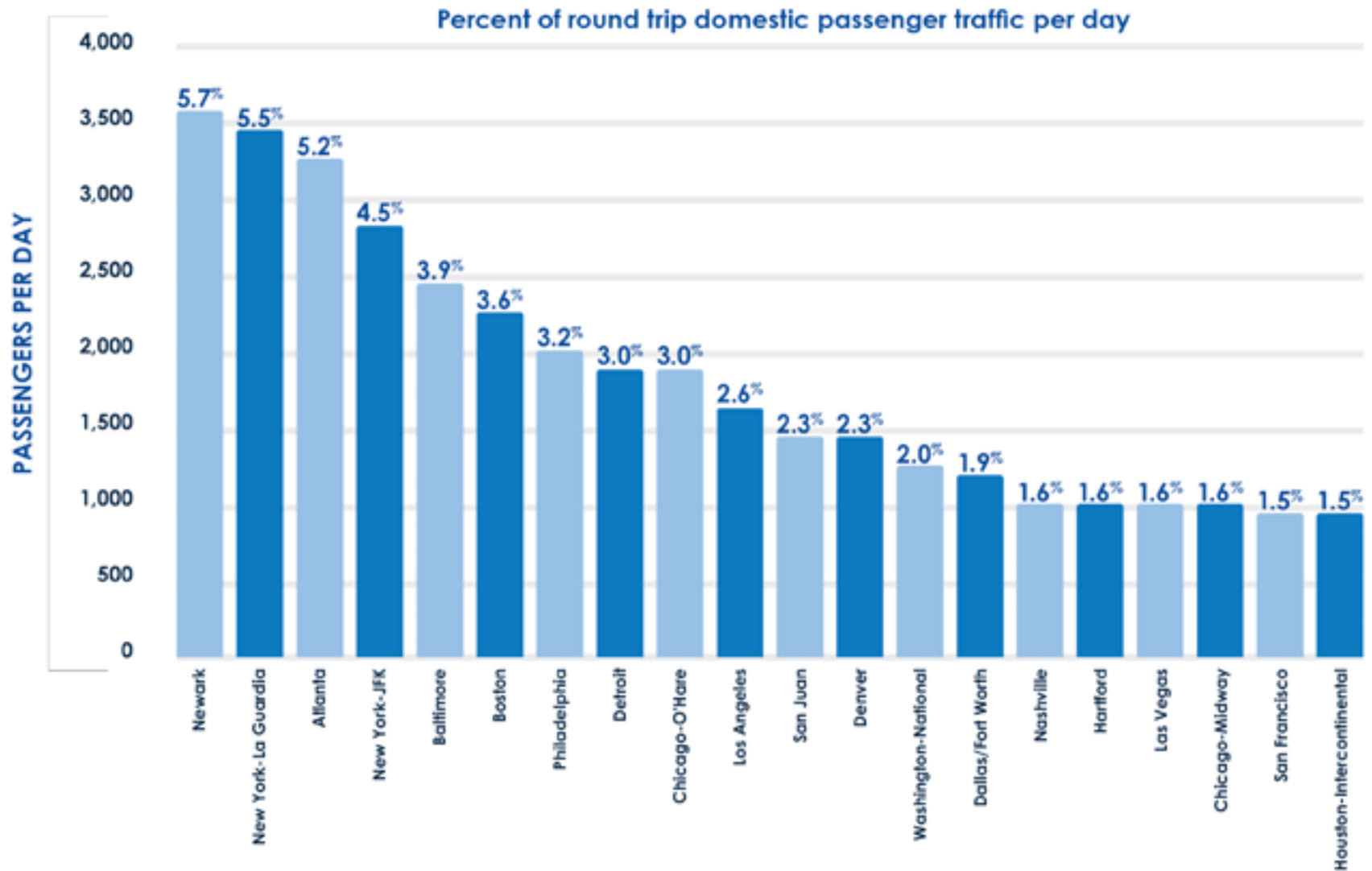
AIRLINE	DESTINATION	DATE
Silver	Pensacola, Florida	February 2019
JetBlue	Phoenix, Arizona	February 2019
JetBlue	St. Maarten	February 2019
Spirit	Jacksonville, Florida	February 2019
Spirit	Austin, Texas	February 2019
JetBlue	Guayaquil, Ecuador	February 2019
WestJet	St Johns, Canada	March 2019
Frontier	Denver, Colorado	March 2019
Spirit	Raleigh-Durham, North Carolina	May 2019
Spirit	Charlotte, North Carolina	June 2019
Swoop	Hamilton, Canada	October 2018

GLOBAL CONNECTIVITY

In FY 2019, FLL had an average of 227 daily departures to 85 U.S. destinations and over 100 daily departures to 66 international destinations in 34 countries.

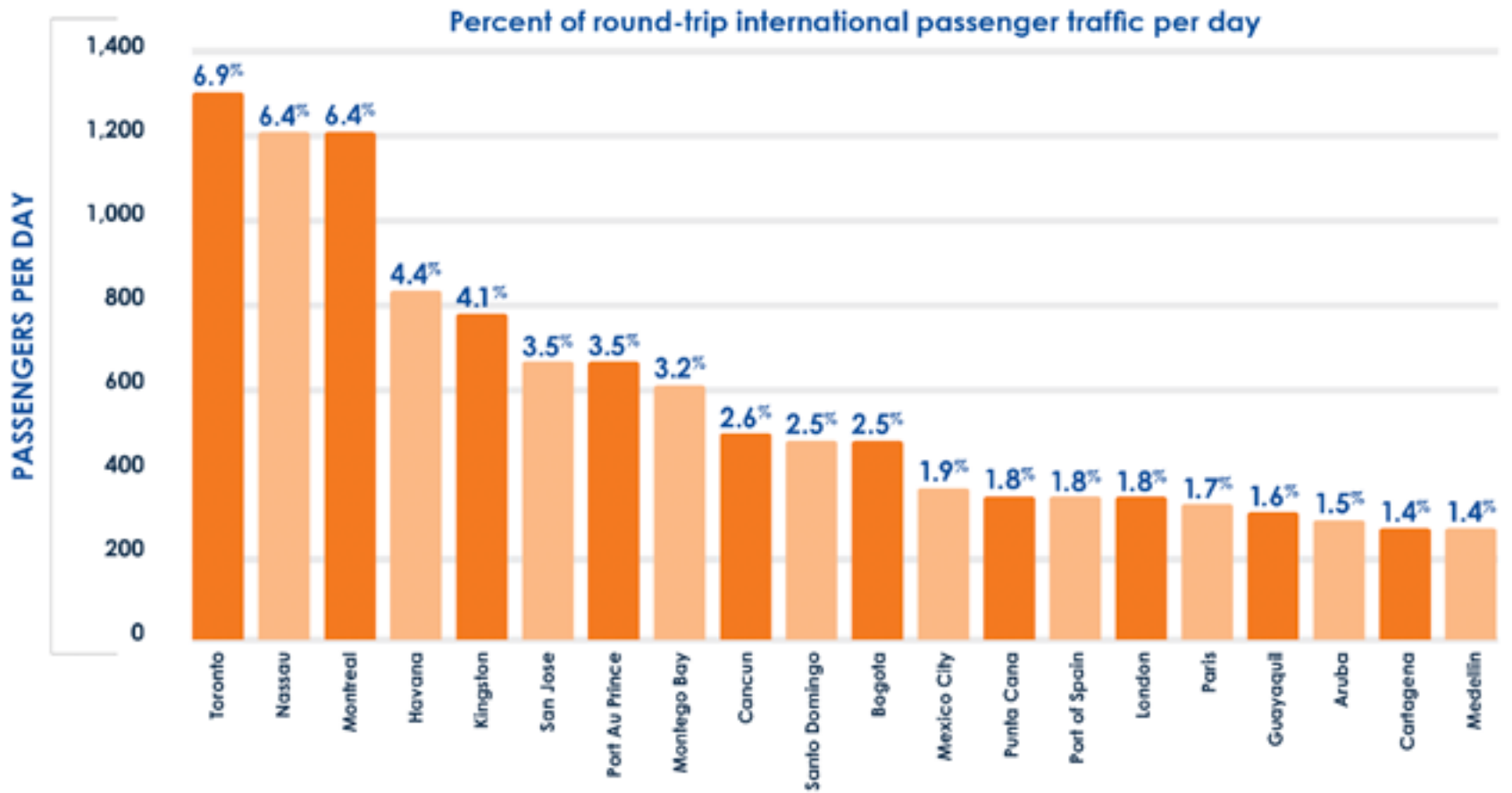


FLL's Top 20 Domestic Markets



FLL's Top 20 International Markets

In FY 2019, among U.S. airports, FLL ranked first in flights to the Bahamas and Haiti, and second in flights to Colombia, Jamaica, and Cuba.





North Perry Airport (HWO) History

HWO is the general aviation reliever airport to FLL and is located in Pembroke Pines, Florida.

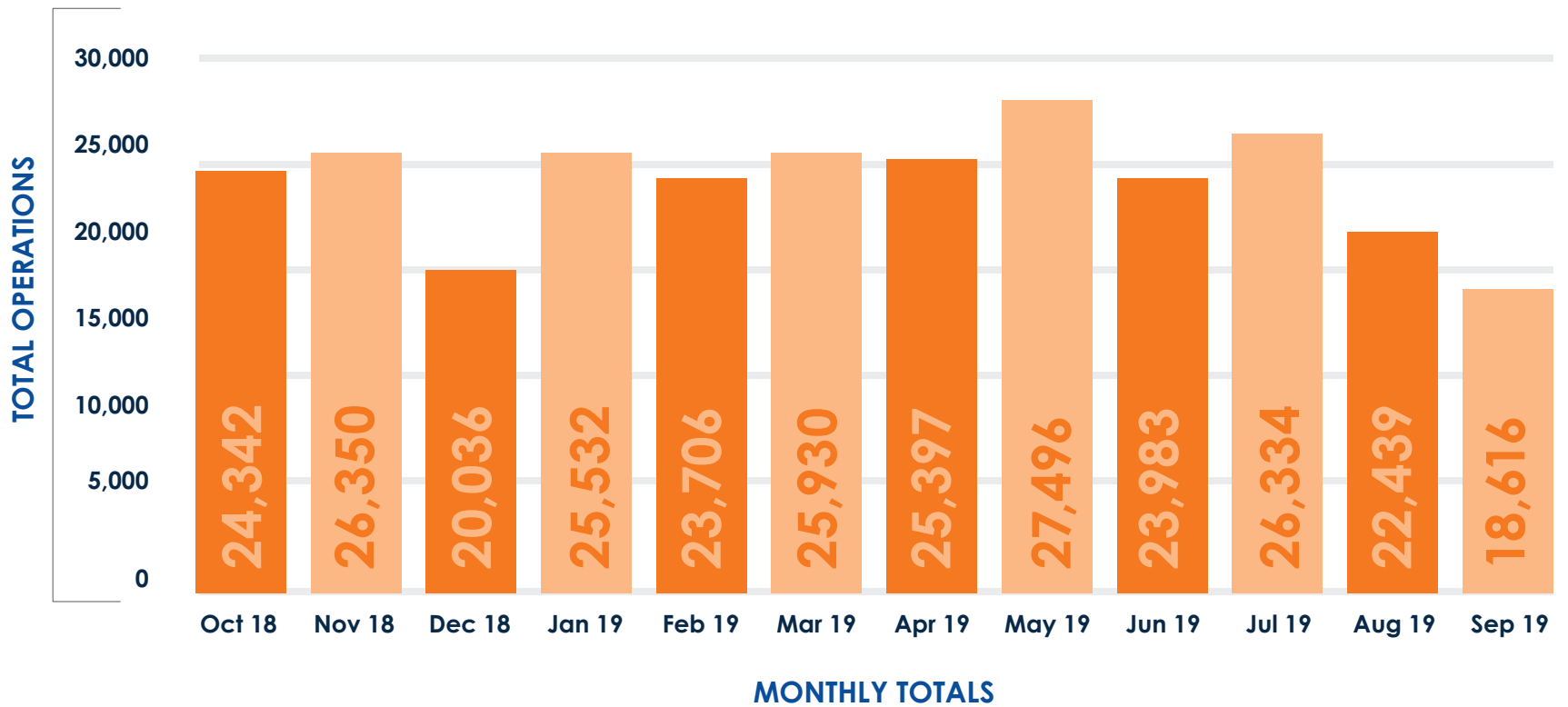
South Florida pioneer Henry D. Perry originally owned the land where the airport is located. Perry was a dairy farmer and, like many other farmers in the South Florida area during WWII, he was petitioned in 1943 by the U.S. Navy to sell his property for the training of servicemen. The Navy paid Perry \$25,276 for the one square mile of land and built HWO in 1943. The airport was designed as a satellite training field in connection with Miami Naval Air Station. The runways were built in a wagon wheel configuration for training during all types of wind conditions. Broward County acquired HWO in 1957.

Since its inception, the airport has grown to encompass 148 T-hangars, four fixed base operators (FBOs), and an Air Traffic Control Tower (ATCT).

In FY 2019, the airport was named the busiest General Aviation Contract Tower Airport in the United States in terms of aircraft operations. HWO had 290,161 aircraft operations in FY 2019. The airport serves a niche market of flight training, helicopter tours, aerial advertising, and light-aircraft activity.

Currently, the airport is undergoing a \$2 million safety enhancement project for Runways 10R-28L and 1L-19R.

HWO Traffic Count | FY 2019





FUN FACTS*

9,733 Margaritas in
Paradise Served
MARGARITAVILLE

345,116 Pizzas
Served
TORN BASIL

69,527 Tacos
Served
LA FAMILIA

255,390 Empanadas
Served
SERGIO'S

186,773 Burgers
Served
SHULA'S

114,354 Muffins
Served
HARVEST & GROUNDS

387,714 Nuggets
Served
BURGER KING

5,970 Tequila
Shots Served
CASA NOBLE

106,364 Shakes
Served
STEAK & SHAKE



* Merchandise sold or served
during peak periods in 2019

NEW RESTAURANTS/CONCESSIONS

Serving up local and national fine dining, fresh food, and fun shopping

In 2019, FLL saw one of the most significant years for airport concession growth, with the opening of 12 shops, restaurants, and business services.

The concession program has proven popular with passengers. The new dining options represent a robust mix of local and national brands, offering expanded chef-driven menus. The shops are smartly designed and offer a wide variety of brand-name merchandise, popular clothing brands, and technology for the tech-savvy traveler.

BCAD is focused on delivering vibrant, exciting, and award-winning concepts to continue enhancing the overall guest experience at FLL. When the program is completed, FLL will have more than 100 new concession offerings.

Guest Experience



OPENED IN 2019

Food & Beverage

- Offerdahl's T1C
- Starbucks T1B
- Red Stripe T1B
- Rocco's Tacos T1C
- Shake Shack T2D
- Flash Fire Pizza T2D

Retail and Business Services

- Brighton T4G
- Business & Currency Services Exchange Kiosk T1A and T3E/F
- Today T3E/FC
- Newslink T1C
- 3Sixty Duty Free & More T3/4C

T1B/C = Terminal 1 B/C Connector	T3E/FC = Terminal 3 E/F Connector
T1A = Terminal 1 Concourse A	T3E = Terminal 3 Concourse E
T1B = Terminal 1 Concourse B	T3F = Terminal 3 Concourse F
T1C = Terminal 1 Concourse C	T3/4C = Terminal 3/4 Connector
T2D = Terminal 2 Concourse D	T4G = Terminal 4 Concourse G

FUN FACTS*

35 SIXTY DUTY FREE & MORE

46,448 Units of Candy

9,123 Units of Cosmetics

42,969 Units of Perfume

35,228 Cartons of Tobacco

188,510 Liters of Alcohol



* Merchandise sold or served during peak periods in 2019

RENTAL CAR CENTER OPTIONS GROW

FLL's Rental Car Center (RCC) on-site options expanded from 11 to 13 companies in 2019. The new providers were Fox and Ace. They joined FLL's existing RCC lineup of Advantage, Alamo, Avis, Budget, Dollar, Enterprise, E-Z, Hertz, National, Payless, and Thrifty in providing more convenient car rental services to airport guests, all under one roof. Sixt, formerly an off-site provider, became our 14th on-site car rental company in January 2020.

Cars Rented at FLL | FY 2019

			656,312
			434,429
			399,368
			57,717
			68,531
			56,181
			28,786
Total:			1,701,324

AIRPORT AMENITIES AND INITIATIVES

5GHz Wi-Fi Upgrades

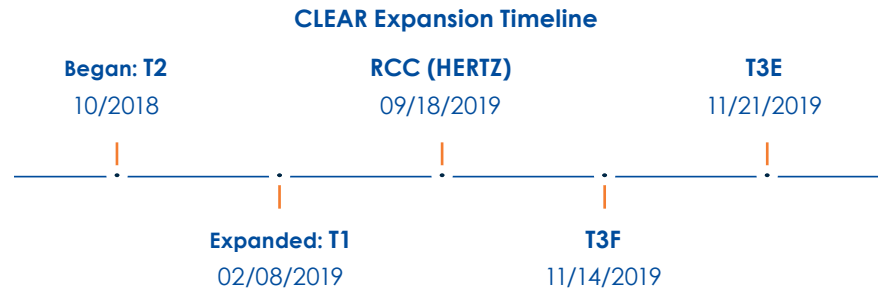
FLL began a phased upgrade to the Wi-Fi system in late 2018 that was completed in July 2019, to better support growing passenger demand for high-speed internet on the go. The system upgrades were needed as the original installation of FLL's public wireless network was becoming over-subscribed due to soaring passenger volumes in recent years. FLL's Wi-Fi network is available in all terminals and concourses, as well as in the RCC. The airport has provided free Wi-Fi since 2005. Overall, network improvements have included the installation of more than 350 new Wi-Fi access points, upgraded system software, and wireless controllers. Additionally, the airport's Wi-Fi bandwidth increased from 300MB to 3.7GB to provide more coverage for travelers located in densely-populated areas of our terminals and concourses.

United Club, Terminal 1

The newly renovated United Airlines' United Club opened in February 2019 at Terminal 1, Concourse C. The 5,000 square-foot lounge features complimentary Wi-Fi access, wellness rooms, and curated local food and beverage options.

CLEAR

Secure identification program, CLEAR, is currently available to travelers in Terminals 1, 2, and 3. CLEAR uses biometrics, including fingerprints and iris scans, to verify identities of enrolled members, before moving them through a dedicated security checkpoint lane to Transportation Security Administration (TSA) screening. FLL is one of three Florida airports, along with Orlando and Miami International, to offer CLEAR.





AIRPORT DEVELOPMENT UPDATES

Crosswalk Signalization Project

FLL installed a new Pedestrian Crosswalk Signalization System in 2019. The improvements included an audible pedestrian-activated signal system, enhanced overhead lighting, new traffic signals, warning signs, and pavement markings. Additionally, ADA-accessible ramps were installed and impact bollards for pedestrian and terminal safety. Curbside passenger waiting areas were also expanded.

Expansion Joint Structural Enhancement

FLL's Terminal Drive Departure Level Bridge was built in the mid-1980s. Since then, several upgrades were made to improve serviceability to the terminal departure level. With expectations of increased traffic due to our rapid growth, BCAD has developed a Structural Enhancement Plan to extend the useful life of our terminal roadway system. In December 2019, Phase I was completed with the installation of a series of I-beams at 18 expansion joint locations to minimize deflections and prolong the useful life expectancy of the bridge. Our team continued to work on other structural enhancements during 2020, including girder beam upgrades, additional repairs, and weight restriction limitations.

New Welcome Sign

In July 2019, the installation of the new, illuminated "Welcome to FLL" sign on the facade of the RCC was completed. Our distinctive airport signature can be seen by everyone entering the airport.



TERMINAL MODERNIZATION

Terminal 1

The Terminal 1 Modernization Project was completed in November 2019. During the past few years, significant upgrades throughout the terminal have included the opening of a new \$95 million Concourse B/C Connector and centralized TSA passenger screening checkpoint. New exit lane security breach control systems were also installed in Concourses B and C, to allow for fast and safe passage from the secure areas of the terminal to the public side. More than a dozen new shops and restaurants have opened as well, including: Rocco's Tacos & Tequila Bar, Offerdahl's Off-the-Grill, Jimmy Buffet's Air Margaritaville, Harley-Davidson Motorcycles, and MAC Cosmetics, to name a few.

Terminal 2

Terminal 2 Modernization Project improvements are ongoing and scheduled to be substantially completed in late 2021. The project will include a new terminal security checkpoint, an automated exit-lane security breach control system, and a dome-shaped roof. Additional terminal upgrades will include expanded waiting areas with new seating and charging stations, LED lighting, more dining and shopping options, modern, spacious restrooms, and a mezzanine level Delta Sky Club.



Terminal 3

The Terminal 3 Modernization Project will renovate multiple areas in Concourses E and F, and the pre-security area (ticket counters to the baggage claim). Additionally, the upgrades will include a central automated exit-lane security breach control system, expanded wait areas with seating and charging stations, redesigned dining and shopping venues, large modern restrooms, LED lighting, and a new air conditioning system to serve Terminals 2 and 3. The modernization project began in summer 2018 and is scheduled for completion by the end of March 2022.

Terminal 4

Terminal 4 achieved a milestone in its ongoing modernization and expansion project in October with the opening of Concourse G's central section connecting the eastern and western wings. The new central corridor allows passengers to experience all Concourse G has to offer, including modern guest amenities and enhanced shopping and dining venues. Included in the pipeline of terminal improvements is a new U.S. Customs and Border Protection (CBP) Facility, with a baggage hall featuring four advanced bag claim devices and high ceilings with windows to allow abundant natural light. The new facility will provide the airport and CBP with the ability to operate all 12 international gates in Concourse G. There will also be a new meet-and-greet area for the public to welcome arriving family and friends. This work includes a new Checked Baggage Inspection System which is expected to be completed in the fourth quarter of 2020. In recent years,



Guest Experience



several new gates have opened in Terminal 4 to provide more destination options for passengers. In 2019, there were 12 international and two domestic gates.

Terminal Connectors

FLL will build enclosed connectors between Terminals 1, 2, and 3. The new connectors will enable travelers to move between terminals without having to exit and re-enter the security checkpoint. The connectors are expected to be operational by the end of 2024.

Wayfinding Signage Upgrades

More than 5,100 new and updated signs will be added across the FLL campus, including its three parking garages, internal roadway system, and terminal curbsides. The new signage will provide a more comprehensive wayfinding system to assist travelers navigating throughout the airport roadways, garages, terminals, and concourses. The project will continue through year end 2021.

North Runway Rehabilitation Project

The North Runway reopened on October 1, 2019, after its closure on June 3 to undergo a \$95 million rehabilitation. The project continued through March 2020 with work on the adjacent taxiway. The runway's reconstruction included a new concrete keel, the installation of two new and improved Engineered Materials Arresting System (EMAS) beds, new drainage pipes, electrical upgrades, signage, and navigational aids (NAVAIDS) systems.

SAFETY AND SECURITY INITIATIVES

New Pedestrian Crosswalk Signalization System

FLL's new pedestrian crosswalk signalization system went live in mid-December 2019. The project is achieving its goals of enhanced pedestrian safety and improved traffic flow. During the initial implementation phase, crossing guards remained stationed at lower-level crosswalks outside of Terminals 2, 3, and 4 to help acclimatize users to the new automated crossing system. As safety is a key priority, we're reminding motorists and pedestrians to follow the traffic lights and crosswalk push-button signal to ensure everyone's well-being when using the airport's roadways.

Pack the Fun, Not the Gun Initiative

BCAD joined forces with local and federal law enforcement partners to remind everyone at FLL that it is illegal to enter a TSA passenger screening checkpoint with a weapon. The initiative was prompted when airport officials were concerned that FLL is routinely listed as one of the top 10 airports in the country for the number of weapons intercepted at TSA checkpoints. The awareness campaign is an extension of our Safety First initiative. We've branded the messaging with the tagline "Pack the Fun" but "Not The Gun" to remind passengers not to bring a weapon to the passenger screening checkpoint.



Ride Share – No Unauthorized Solicitations

At FLL, we are committed to providing a safe and welcoming environment for all airport guests. Our Ride Safe Campaign launched to remind travelers to make smart decisions when considering ground transportation options. It's our way of reinforcing our commitment to a hassle-free airport environment. We are putting these unauthorized transportation providers on notice to cease or desist from such illegal activity at FLL. It is also reminding travelers that, for their safety and security, to always visit the Ground Transportation desk in baggage claim at each terminal or speak with uniformed airport personnel at designated curbside stands to find a legitimate provider.



Continuing Emergency Response Training

In December 2019, BCAD, in partnership with several hundred airport stakeholders, volunteers, and the Broward Sheriff's Office (BSO), conducted "Operation Homefront" to test the airport's response to an active threat. The exercise is part of our ongoing training for airport employees, evaluating FLL's communications channels, law enforcement response, and agency coordination. The overnight drill was conducted in Terminal 4.

Alert! FLL Notification System

This system launched in April 2019, designed to alert FLL employees via text or email to significant airport threats, roadway or terminal closures, aircraft incidents, and weather-related emergencies. It is available to all airport employees, to keep them informed about important incidents.

Drone Squad Takes Flight

Several BCAD employees received their Federal Aviation Administration (FAA) Part 107 Certification in 2019 on how to safely operate a drone or unmanned aerial system (UAS) in an airport environment. The certification shows they understand federal regulations, operating requirements, and procedures for flying drones. The Aviation Department began drone operations in late May. It currently has two DJI Phantom drones and one Mavic Air. The drones have been used to capture footage of the reconstruction of the North Runway and unique aerial photography for promotional use by the airport's Public Information Office, among other tasks. FLL is a leader among U.S. airports now using drones as a tool to aid operations, maintenance, and security initiatives.



NORTH PERRY AIRPORT (HWO)

Zero Discrepancy Inspection

HWO, the general aviation reliever airport for FLL, passed its annual FDOT inspection with zero discrepancies. The inspection is required to maintain the airport's license. The evaluation process ensures that the primary surfaces and safety areas for all runways are clear of hazards and meet state regulations. "Thanks to a very dedicated team at HWO and the support of BCAD maintenance who together make us all HWO proud," said Nina MacPherson, airport manager. HWO has achieved 19 consecutive years of zero discrepancies for this inspection.

SAFETY AND SECURITY

North Perry's Air Traffic Controller Honored for Safety Initiatives

Cedric McQueen, manager for the FAA's Contract Tower at HWO, was recognized in October 2019 as Civilian Air Traffic Control Manager of the Year. He implemented procedures to help prevent student and licensed pilots from making wrong-runway departures at HWO. North Perry, which has four runways, is one of the busiest general aviation airports in the country. The new measures have helped to reduce confusion among pilots.



Employee Development and Engagement



TRAINING OVERVIEW

The Aviation Department recognizes that having engaged, professionally competent employees is essential to effective airport operations. To achieve both individual and organizational goals, BCAD's learning and performance initiatives maintain strategic investments in knowledge, engagement, and talent development.

Situational Leadership II (SLII)

Ken Blanchard's SLII development program teaches managers and supervisors how to provide the right leadership style to help their people thrive. When people get what they need, when they need it, employees and the organization will experience higher performance and engagement. There were 45 SLII classes offered in total: 11 for leaders and 34 for frontline staff. Attendance was strong: more than 100 leaders completed the leadership class, as well as 450 frontline employees.

Airport News and Training Network (ANTN) Digicast

This ANTN video system has been providing employees with training on how to manage an airport in the areas of operations, maintenance, security, customer service, human resources, and more. There are more than 300 videos and new programs offered in the library, all accessible using a web-enabled device. Since 2013, FLL has received the Airport Award for Training Excellence, as one of the top three large-hub airports with the greatest number of participating employees.

Employee Development and Engagement

Airport Security Awareness Training (ASAT)

The ASAT is offered monthly to all airport employees to develop the skills that will enable them to detect persons with hostile intentions and respond accordingly. Topics covered in the training include:

- ▄ Suspicious object recognition, reporting, and handling (this refers to unattended items).
- ▄ The terrorist/criminal mindset and practices.
- ▄ Concepts like Circles of Security (a series of security measures about a particular area).
- ▄ Customer Service and its essential role in security.

Certifications

- ▄ Airport Certified Employee and FAA Part 107 drone certifications.





Employee Development and Engagement



DISABILITY 101: ETIQUETTE AND AWARENESS

BCAD sponsored two classes in 2019 to train the FLL community on understanding disabilities. Thirty-two participants learned how to interact and assist persons with disabilities and the importance of “person-first” language. The goal of the class is to offer a foundation of knowledge to help ensure that the best customer service is provided to all FLL passengers.

UNDERSTANDING TRAVELERS WITH AUTISM SPECTRUM DISORDER (ASD)

Broward County Public Schools (BCPS) provides BCAD and the FLL community with a class that informs them about the characteristics of individuals with ASD. Participants learn what individuals with ASD may need to make the travel experience easier and less stressful. In 2019, there were two classes offered and attended by 35 employees working at FLL.

Employee Development and Engagement

FLL CARES

FLL Cares, an airport-wide training program, focuses on the customer service culture of FLL and its employees. It encourages everyone to work towards established standards and to provide superior service. Every encounter that a customer has at FLL contributes to their experience here, and even though we understand that every encounter may not always be positive, the customers' overall impression should remain positive. Participants learn how to make a difference and to create a welcoming, customer-oriented experience that inspires our guests to return. In 2019, more than 600 employees attended the training, offered in 22 classes.

BROWARD COLLEGE MENTORING PROGRAM

For more than 10 years, the Aviation Department has had a mentoring agreement with Broward College where students studying Aviation Operations Management are provided internship opportunities at FLL and HWO airports. During the internships, students shadow personnel in the Airport Development, Operations, Finance, Administration/PIO section, Air Service Development, and Business Divisions where they learn about the operation and management of their assigned airport. Over the years, the Aviation Department has hired more than 50 students for varying job positions as a result of this initiative. BCAD is proud to be part of this mentoring program and is honored to be able to make a positive impact on the development of the next generation of aviation professionals.





FINANCIAL STATEMENTS*

Financial Highlights for FY 2019

- BCAD's assets and deferred outflows of resources exceeded liabilities and deferred inflows at the close of FY 2019 by \$1.6 billion.
- Total revenue bonds payable were \$2.2 billion at September 30, 2019, a decrease of \$72.9 million versus FY 2018, attributed to the repayment of bond principal.
- Operating revenues were \$306.1 million in FY 2019, which represents a 7.5% increase over FY 2018, primarily due to a rise in airline revenues. There was also a noteworthy increase in concession revenues due to higher levels of passenger spending. Other revenues such as non-airline terminal rents and other rents decreased. Meanwhile, parking showed a slight increase; and rental car revenues were flat.
- Operating expenses were \$196.7 million in FY 2019, representing an 11.9% increase over FY 2018. The increase is mainly due to increases in salaries, wages and benefits, security services, law enforcement and fire rescue, insurance, and maintenance.
- Capital contributions were \$54.1 million in FY 2019 and are comprised primarily of amounts received from the FAA and FDOT.
- Net position increased by \$46.3 million, or 3.1%, over FY 2018.

*For more financial information, visit fl.net

AIRPORT SYSTEM BONDS ISSUE

Broward County recently issued its Airport System Revenue Bonds, Series 2019A, totaling approximately \$510 million, which will primarily fund ongoing capital improvements at FLL. The majority of proceeds from the new Series 2019A bonds - roughly \$491 million - will be used to pay for current construction projects at FLL, including terminal modernization initiatives, concourse renovations, and new enclosed walkways connecting Terminals 1, 2, and 3. The three-terminal connectors are scheduled to be operational by December 2024. Taking advantage of historically low interest rates, the County also refinanced more than \$800 million of the airport's previous debt. This refinancing will result in approximately \$87 million of present value savings when compared to the previous debt repayment terms.*

** The 2019 Bonds, while issued in the calendar year 2019, will be reflected in the FY 2020 financial statements.*

FEDERAL AND STATE GRANTS

In FY 2019, BCAD received more than \$54.1 million in grants from the FAA and FDOT to support Capital Improvement Projects, including the rehabilitation of the North Runway.



INCOME STATEMENT

Fiscal Years Ended September 30
(Thousands of Dollars)

	2017	2018	2019
OPERATING REVENUES	\$ 245,835	\$ 284,678	\$ 306,141
OPERATING EXPENSES	162,031	175,841	196,692
Operating Income Before Depreciation	83,804	108,837	109,449
Depreciation	99,688	114,318	126,073
OPERATING INCOME	(15,884)	(5,481)	(16,624)
NON-OPERATING REVENUES (EXPENSES)			
Passenger Facility Charges	65,451	73,032	74,868
Interest Income	4,208	9,531	29,584
Interest Expense	(61,529)	(73,978)	(91,991)
Other Non-Operating Revenues (Expenses)	(2,129)	(3,957)	(3,647)
TOTAL NON-OPERATING REVENUES (EXPENSES)	6,001	4,628	8,814
INCOME BEFORE CAPITAL GRANTS & TRANSFERS	(9,883)	(853)	(7,810)
CAPITAL GRANTS	43,699	51,979	54,141
INCREASE IN NET POSITION	\$ 33,816	\$ 51,126	\$ 46,331

SUMMARY OF OPERATING REVENUES

Fiscal Years Ended September 30
(Thousands of Dollars)

	2017	2018	2019
Airlines Revenues	\$ 76,886	\$ 136,223	\$ 125,088
Rental Cars	64,872	65,649	65,645
Parking	48,209	52,409	53,228
CONCESSIONS			
Food & Beverage	16,965	19,623	21,037
Retail Including Duty Free	8,890	9,828	10,968
All Other	11,284	11,131	12,793
Concession Revenues	37,138	40,583	44,797
Other Revenue	17,951	21,163	21,418
TOTAL OPERATING REVENUES	245,056	316,027	310,176
Airline Deferred Revenue Adjustment	779	(31,349)	(4,035)
TOTAL REPORTED OPERATING REVENUES	\$ 245,835	\$ 284,678	\$ 306,141

Stakeholder Engagement and Partnerships



SPECIAL EVENTS

FLLibrary

The Broward County FLLibrary opened in the connector walkway between Terminals 3 and 4 in June 2019. The innovative new space, where travelers can download free music and movies on the fly, came to fruition through a partnership between BCAD and the Broward County Library (BCL). The name “FLLibrary” is a combination of the airport’s signature “FLL” call letters and the word “library.”

FLL Supports FITCE

Nearly 2,000 participants from more than 63 countries attended the 2019 Florida International Trade and Culture Expo (FITCE) in Fort Lauderdale in October - and FLL was front and center. CEO/Director of Aviation Mark Gale welcomed the attendees during the opening ceremony, while BCAD representatives greeted guests at FLL’s booth. Broward County hosted FITCE under the leadership of then-Vice Mayor Dale Holness. The conference provides a unique platform for attendees to interact with government leaders, global trade experts, and delegations; discussing international trade, foreign investment, and cultural issues.

Stakeholder Engagement and Partnerships



Aviation Conference Breaks Attendance Records

Broward County airports, FLL and HWO joined forces with the Fort Lauderdale Executive Airport to host the 2019 Florida Airports Council (FAC) conference in August. More than 750 attendees participated in FAC's 50th Anniversary Conference and Exposition in Fort Lauderdale. Both the host hotel, Marriott Harbor Beach, and overflow hotel, B Ocean Fort Lauderdale, sold out as organizers welcomed record-breaking attendance. Additionally, the conference's 64-booth exhibit hall sold out in a record three weeks. The milestone gathering generated an estimated economic impact of more than \$1.4 million in Broward.





Stakeholder Engagement and Partnerships



PUBLIC ART AT FLL

BCAD, through Broward County's Public Art & Design Program, continues to bring new cultural amenities to its facilities that enhance the airport experience and highlight the local cultural and natural environments.

North Runway Jet Blast Deflector Transformed with Art

In Flight, a 445-foot-long mural by Florida marine and wildlife artist Peter Agardy, was painted on the North Runway's jet blast deflector. The artist's vision was to portray flight in nature and its juxtaposition with modern air travel. Agardy includes flying fish and an egret in flight, followed by Broward County's skyline, the American flag, and the nation's iconic emblem, the bald eagle. The project is believed to be the first of its kind on a commercial airport's airfield, and it shows how art can beautify utilitarian infrastructure.

Terminal 4 Art Floor Completed

An 80,600 square foot terrazzo floor artwork created by artist Brad Goldberg, titled *Atlantic Swell*, was installed on the departures level of Terminal 4. The design, inspired by water waves and the iconic curvilinear walls of Fort Lauderdale's beach, depicts blue, green, and aqua waves reflecting the colors of the ocean, alternated with white and sand-colored waves inspired by the beach. The combination of these elements is reminiscent of old Florida in style and coloration. The entire floor from east to west spans a quarter of a mile.

Stakeholder Engagement and Partnerships



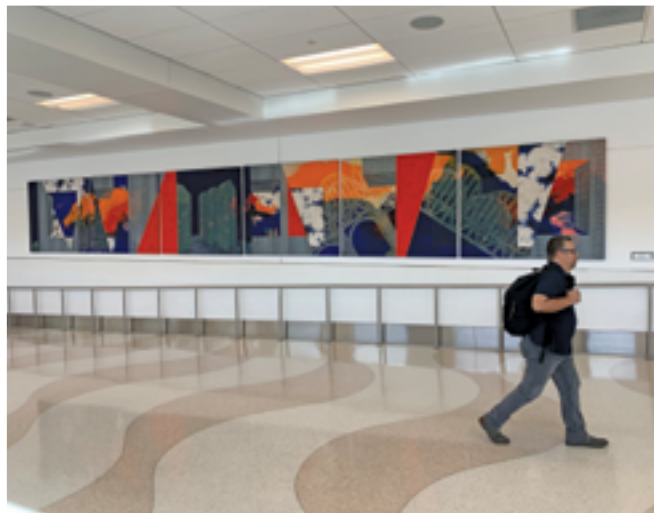
Public Art Reinvented

Three new terrazzo entry vestibules, designed by artist Pam Beyette, were completed as part of the Terminal 2, 3, and 4 Crosswalk Signalization project. Three of the 22 original mosaic tile vestibules from the artwork titled *Lay of the Land*, were removed to allow for the reconfiguration of the sidewalk and were designed and reinstalled in terrazzo, a more durable and sustainable material. The artworks serve as “welcome mats,” illustrating South Florida's expansive and distinctive ecosystem from a bird's eye point of view.



Clyde Butcher and Robert Huff Artworks Relocated

Three large-scale black and white photographs, *Shell Key 2*, *North Fork New River*, and *Conservation Area #2-1*, by the iconic South Florida artist Clyde Butcher, and *Gateways*, a colorful acrylic painting by the late Robert Huff, were relocated to a new home in FLL's “art connector” walkway between Terminals 3 and 4. Butcher's works immerse airport visitors in the natural wonders of Florida's landscapes as depicted through his lens, while Huff's work aims to represent the passing from one situation to another, and the visual relationships found in the built and natural environments.





Stakeholder Engagement and Partnerships



ART EXHIBITS

***En Plane Air* Installation**

In February 2019, a children's art exhibition titled *Florida Nature Prints* was installed for both airport guests and employees to enjoy. The exhibition was on display in Terminal 2, just before the security checkpoint. The art, representing various Florida animal shapes, was created by children ages 4-10 participating in the Roosevelt Gardens Park Summer Camp Program in the Broward Municipal Services District. *En Plane Air* is a rotating art exhibition showcasing the creative talents of Broward County students.

***I Bet You Didn't Know* Employee Art Exhibitions**

The third and fourth installments of FLL's employee art exhibition, *I Bet You Didn't Know* (IBYDK), were featured in the walkway connector between Terminals 3 and 4. The exhibits included acrylic, watercolor and silk paintings, wood and clay sculptures, collages, photographs, jewelry, videos, and mixed-media installations. The latest exhibit highlighted the creative abilities of 28 employee artists at FLL. IBYDK is a collaborative effort between FLL and Broward Cultural Division's Public Art & Design Program. The rotating employee art exhibit provides a biannual opportunity for FLL employees to showcase their creativity to airport visitors and colleagues. IBYDK has been very successful and well-received since the first edition debuted in August 2018.

Stakeholder Engagement and Partnerships



COMMUNITY ENGAGEMENT

***Territory Takeoff* Exhibition**

An art exhibition entitled *Territory Takeoff* was unveiled in August at FLL. The wildlife-themed art, installed on the departures level of Terminal 2, was created through a collaboration among the Boys & Girls Clubs of Broward County, the Florida Panthers, and FLL. Designed and created by children ages 6 to 18, the colorful exhibit showcases the Florida Panthers hockey club's logo and brand with the namesake endangered animal in its natural habitat.

Airport Volunteer Program

Have you ever visited a place, and the one thing you remember best is the smile that welcomed you or the pleasant encounter you had? FLL Airport Ambassadors are goodwill diplomats making a positive impression on the more than 36 million passengers traveling annually through FLL. Volunteers are a vital part of the Aviation Department's commitment to SUNsational service. They introduce visitors to the spirit of the Greater Fort Lauderdale area: friendly, outgoing, and caring. In addition to our ambassadors outfitted in red, members of the FLLAmbassaDogs and Americans with Disabilities Act Access Committee programs are also valued volunteers. In 2019, FLL's volunteers contributed almost 9,000 hours assisting FLL guests and offering their expertise to enhance the airport experience. The airport's volunteer program has played a vital role in enhancing the guest experience for 21 years. Our AmbassaDog therapy dog greeter teams have been sharing hugs, kisses, and licks to help alleviate the stress of the travel experience since 2013.



Stakeholder Engagement and Partnerships



Operation Helping Hand

The Aviation Department collected several thousand items to assist our federal partners during the partial U.S. government shutdown. We provided unpaid federal workers at FLL with cash donations, non-perishable items, and other necessities by engaging the community to help with this important initiative.

Broward County School Board Partnership

BCAD partners with the School Board each year to host Autism in Flight in May and Winter Festival of Music in December.

- Autism in Flight, in collaboration with JetBlue, TSA, and BSO, provides students with autism and their parents a mock travel experience to the Caribbean. Real-life lessons are learned during check-in, security screening, boarding/deplaning, and baggage carousel luggage retrieval.
- Winter Festival of Music showcases students from multiple elementary, middle, and high schools. The 32nd annual event consisted of bands, orchestras, choirs, roaming carolers and dancers. All groups provided FLL passengers with wonderful holiday cheer as they traveled through the airport.

Special Needs Talent and Fashion Show

The “Runway in the Sky” talent and fashion show, featuring special needs youth and adults, took flight at the airport in June 2019. BCAD partnered with Southwest and the No Limits Foundation, Inc. to host the event that showcased the hidden talents of people with special needs.

Stakeholder Engagement and Partnerships



Honor Flight of South Florida (HFSF) Operation Homecoming 2019

The "Operation Homecoming" event pays tribute to some of South Florida's veterans who served in WWII, the Korean and Vietnam conflicts by taking them to see the memorials honoring them and their fallen comrades. Four Honor Flights departed FLL in 2019 via Spirit, HFSF's official partner airline sponsor. Approximately 340 U.S. veterans visited the memorials honoring their service and sacrifice to their country – all at no charge to the vets.

ADA Access Committee

FLL's ADA Access Committee celebrated its tenth anniversary in 2019. The Committee, comprised of persons with disabilities and disability advocates, holds quarterly reviews to ensure FLL is accessible in all areas. Those areas include shuttles/trams, restaurants, retail stores, restrooms, and security checkpoints.



Stakeholder Engagement and Partnerships



Naval Air Station Museum

Naval Air Station Fort Lauderdale (NASFL) was built on the site of what was then called Merle Fogg Field in 1942. It was part of the national defense program and served as one of 257 air stations across the U.S. during WWII. It was one of a few specialty training schools for the American torpedo bomber (TBM/TBF Avenger) aircraft. NASFL had a significant impact on the growth and economy of South Florida during the lean war years. Thanks to the efforts of the late Allan McElhiney, a piece of the air station's history was preserved. McElhiney founded the NAS Fort Lauderdale Historical Association and Museum and convinced Broward County leaders to relocate and preserve Building 8, which would later become today's museum. McElhiney, who served in WWII and Korea, felt it was important to preserve Naval and FLL history. The Link Trainer Building 8 once housed six to eight Link Trainer flight simulators, a critical pilot training aid during WWII. More than 500,000 U.S. pilots received training on the Link simulators, many of them at NASFL. One of the most famous and at the time youngest was the late U.S. President, George H.W. Bush. He lived at NAS as a 19-year-old Ensign where he received torpedo/bomber pilot training. Today, Building 8 is the only remaining structure on the naval base property that once housed a complex of more than 200 buildings. Over the decades, the museum has become a popular attraction for aviation and military enthusiasts and currently is:

- ▮ Listed on the National Register of Historic Places
 - ▮ A Florida Heritage Site
 - ▮ Home of Flight 19 and the annual remembrance event (Flight 19's aircraft and crew disappeared on December 5, 1945, without a trace, to become one of the great aviation mysteries)
 - ▮ The site of an award-winning sustainable butterfly garden with a Flight 19 memorial
- Exhibits include a recreated soldier's barracks, Flight 19 history, uniforms, flight gear, medals, insignia, ship plaques, original naval paintings, cartoons, lithographs, and a photo collection of more than 10,000 images. Outdoor artifacts include WWII torpedoes from a submarine and TBM/TBF Avenger, an anti-aircraft gun, and an anti-submarine "Hedgehog" bomb.

Stakeholder Engagement and Partnerships

AWARDS, RECOGNITION, AND ACCOLADES

■ **FLL Ranked as the 3rd “Most Affordable Airport” in the U.S. behind Las Vegas and Orlando** - The Cheapest and Most Expensive Airports in the U.S. in 2019 – *The Points Guy*

■ **FLL Ranked 3rd in the “Best Large Airport” category behind Phoenix and Denver** - The Best and Worst U.S. Airports in 2019 – *Wall Street Journal*

■ **Economic Development Partner of the Year** - The Greater Fort Lauderdale Alliance named FLL as its 2019 Economic Development Partner of the Year. The award honors organizations that have demonstrated a major commitment to economic development in Broward County.

■ **Salute to Business Transportation Award** - FLL was presented with the Greater Fort Lauderdale Chamber of Commerce (GFLCC) 2019 Salute to Business Transportation Award. Each year, the GFLCC’s marquee award recognizes South Florida businesses and individuals that excel in their disciplines and create strong and significant impacts within the community.

■ **CEO Apogee Award** - CEO/Director of Aviation Mark Gale was recognized with South Florida Business & Wealth magazine’s 2019 Apogee Award in the CEO category. The Apogee Award recognizes distinguished top-level business leaders for dedicated service to their industries and communities.

■ **2019 National Association of Counties (NACo) Achievement Award** - BCAD received a NACo award for its Airport Employee Emergency Training (AEET) program in the Personnel Management, Employment, and Training category. This innovative industry-leading training program prepares airport employees to respond to emergencies such as active threats, hurricanes, and aircraft incidents.

■ **2019 National Association of County Information Officers (NACIO) Awards of Excellence** - The Aviation Department won a NACIO Excellence (writing) award for a “Ho, Ho, Ho...” holiday travel news release. It also received Meritorious Honors (publications and electronic communications) for its AEET program and FLL’s official monthly newsletter, NewsFLLash. The newsletter keeps airport travelers and community residents informed of current happenings at the fast-growing South Florida airport – a major Broward County economic engine.





Stakeholder Engagement and Partnerships



ENVIRONMENTAL INITIATIVES

BCAD is committed to reducing the airport's impact on the environment while increasing its operational efficiency, economic viability, and social responsibility. To achieve this goal, the Aviation Department has incorporated sustainability into FLL's day-to-day management and operations, long-term business strategy, and future development.

Recent eco-friendly programs include:

Electric Vehicles

Six fully electric cars joined BCAD's Maintenance Division's fleet of vehicles in 2019. We were one of the first Broward County agencies to order and receive the zero-emissions cars, which include one Chevrolet Bolt and five Nissan Leafs. The new fleet replaced aging vehicles, reducing maintenance costs and downtime. The electric vehicles take advantage of the latest battery technology and have a high-efficiency powertrain to yield more than 150 miles of range for the Leafs and more than 200 miles of range for the Bolts.

Westside Detention Pond

This project promotes future development by improving stormwater storage and pretreatment on the west side of the airport. While preserving the largest specimen live oak (*Quercus virginiana*) on airport property, this important project will prevent future flooding in the area, due to the increased water storage and percolation to the groundwater table.

Stakeholder Engagement and Partnerships



Irrigation of Greenbelt Park

The Greenbelt Park, a signature airport landmark, is currently irrigated using potable water. BCAD decided to utilize the retention pond (a natural and sustainable resource) located on the northeast end of the airport, to replace the use of about 15.2 million gallons of potable water every year. The FLL East Pond Irrigation System project is expected to be fully operational by April 2020.

NOISE MITIGATION PROGRAM

The Noise Mitigation Program achieved an impressive accelerated pace during 2019: 1,189 homes received upgraded windows, doors, and ventilation systems, achieving reduced interior noise levels through our Residential Sound Insulation (RSI) Program. The Program is winding down with 97% of the sound insulation completed. In addition, 558 Sales Assistance-Conveyance and Release (SA/CAR) closings were fulfilled (89% of the total). Eligible homeowners received a one-time cash payment, in exchange for the execution of CAR easement, which is recorded with the property. The CAR agreement acknowledges the property is affected by aircraft overflights and associated effects, and grants Broward County free unrestricted use of the airspace.



AIRPORT DEVELOPMENT MASTER PLAN

An airport's Master Plan is a comprehensive study that provides a road-map for fulfilling the facility's short-, mid-, and long-term needs and ensures the airport is positioned to serve the future aviation needs of Broward County.

Master Plan Update – FLL

On June 6, 2019, BCAD, joined by its airline partners and the consultant team, presented the FLL Master Plan Update's preferred development plan to the Broward County Board of County Commissioners. Dozens of Broward County residents attended the Aviation Department's second and final Public Open House Workshop for FLL's Master Plan Update on July 25, 2019. During the workshop at the Anne Kolb Nature Center in Hollywood, BCAD staff and the consultant team shared the preferred development plan and solicited feedback from the community, including area residents, homeowners' associations, and other local interest groups. Representatives from the BCAD and the consultant were available to answer questions and receive comments. The FLL Airport Layout Plan (ALP) was delivered to the FAA for review and approval on November 18, 2019.



Master Plan – HWO

BCAD's general aviation reliever airport hosted an Open House Workshop on May 23, 2019, to provide an update on its master planning process to residents in the surrounding neighborhoods. At the workshop, representatives from BCAD and the Consultant were on hand to answer questions and receive feedback about the ongoing Master Plan Update. As a major economic contributor in the area, HWO accounts for 1,163 direct and indirect jobs and generates total business sales of approximately \$119.1 million, according to a recent FDOT economic impact study. HWO's ALP was delivered to the the FAA for review and approval on November 18, 2019.

Part 150 Noise Study

During 2019, BCAD continued working on the Part 150 Noise and Land Use Compatibility Study. A Part 150 Study is a voluntary process that airports can undertake to address aircraft noise concerns. This study includes creating Noise Exposure Maps (NEMs) and a Noise Compatibility Program (NCP). BCAD believes that public outreach is critical to the success of this study. A Study Coordination Committee was created and included representatives from eight nearby jurisdictions. This committee helped to promote the study activities and opportunities for public engagement. Once BCAD receives and considers input from the public, the NCP will be finalized and submitted to the FAA for formal review. For more information, visit flpart150.com.



FUTURE DEVELOPMENT AT FLL

Jetscape's New FBO Terminal

After the groundbreaking in January, construction commenced in December 2019, with site preparation work. The FBO, which includes hangars and a terminal, remains on target for completion in mid-2022.

Expansion of Existing Facilities

Airside Fort Lauderdale's new development has gone vertical. The metal building is erected and interior finish work is underway. Upgrades to parking and other site improvements are taking place for the entire site, which includes a 21,000 square feet maintenance hangar, offices, and ramp for Bell, a Fort Worth, Texas helicopter manufacturer. The anticipated completion date is in the latter part of 2020.



FUTURE DEVELOPMENT AT HWO

LaDiM Aviation

In December 2019, Broward County and LaDiM Aviation entered into a long-term lease agreement to construct a \$3 million aircraft storage facility on the west side of HWO. The facility will include 40,000 square feet of T-hangar space and tie-down parking. The project, which represents the first aeronautical development on HWO's western end, is expected to meet growing demand for these services in South Florida. The targeted opening date is spring 2022.

Diversified Aviation

Diversified Aviation has broken ground on a \$4 million expansion project on HWO's southern side. Once completed, the year-long project will include two new buildings, comprised of eight hangars with offices.

2020



Annual Report Part II: 2020

Message from Mayor Steve Geller (11/17/20 - 11/16/21)



Fort Lauderdale-Hollywood International Airport (FLL) is more than a venue where planes land and take off. It's a non-stop 24/7/365 operation that provides thousands of jobs and generates significant economic impact in Broward County. Even when an unforeseeable tragedy strikes, such as the COVID-19 pandemic, while airport activity may slow in the short term, FLL remained open to serve the needs of essential travelers.

As an integral part of our community, the airport has been a great asset during this public health crisis. Committed employees worked the front lines to keep operations moving and to provide a safe, sanitary travel journey. In December 2020, FLL became the second major Florida airport to offer on-site COVID-19 testing in response to growing customer demand. Since its opening, the site has administered more than 67,000 tests as of this report's publication.

Other 2020 highlights included FLL's partnering with Spirit Airlines and Amadeus to deploy biometric boarding for departing international passengers. The technology provides facial recognition capability to confirm passenger identity at the boarding gate. Terminal improvements were ongoing during the year, and more roadway and parking wayfinding enhancements were completed. Additionally, a few shopping and dining concessions made their debut during the year, as well as 48 new passenger shuttle buses. Approximately 16.5 million passengers traveled through FLL in 2020, but visitation is expected to increase as more COVID vaccines become available. Vaccinations are helping to reassure the public that travel is safe, which is spurring more people to make plans for long-overdue trips.

Thanks to everyone who chose to fly through FLL in 2020: we hope to see you again soon as the nation and world strive to recover from this pandemic successfully. Also, special thanks to the thousands of airport employees who provide phenomenal service, even in the most trying times.

A handwritten signature in black ink that reads "Steve Geller".

2020 Overview



Year in Review

By all accounts, 2020 was a tumultuous year due to the COVID-19 pandemic and its devastating impact on the aviation industry. However, during the latter half of the year, the Broward County Aviation Department (BCAD) was encouraged to see modest increases in passenger traffic at FLL, which helped the airport finish the year with nearly 16.5 million passengers. While that is about 55 percent less volume than the record 36.7 million people who visited in 2019, we are immensely thankful to everyone who kept our airport economy turning during this difficult time. Despite COVID's impact, FLL still ranked 6th in total passenger traffic recovery and 4th in international traffic recovery amongst U.S. airports in 2020. As one of the fastest-recovering U.S. airports, we're projecting a solid performance for FLL in 2021, with passenger traffic rebounding to pre-pandemic 2019 levels by year-end.

By The Numbers – FLL | Fiscal Year (FY) 2020

- FLL carried 21,344,964 total passengers in FY 2020, down 41.3% vs FY 2019, according to Aviation Department financial reports. There were 16,878,300 domestic and 4,466,664 international passengers during the period.
- FLL ranked 16th in total passenger traffic, 10th in international traffic, 9th in domestic origin and destination (O/D) passengers.*
- FLL ranked 8th in total passenger recovery and 3rd in international passenger recovery.**
- FLL had the lowest domestic average fare in Florida and 3rd lowest among large-hub airports.***
- FLL had an average of 208 daily departures to 86 U.S. destinations and 52 international departures to 61 destinations in 30 countries.

* O&D passengers start or end their flights at FLL versus making a connection.

** Airports Council International

***U.S. Department of Transportation data



By The Numbers – HWO | FY 2020

In FY 2020, there were 230,189 aircraft operations at North Perry Airport (HWO) versus 290,161 in FY 2019. HWO was the busiest general aviation airport in Florida in 2020. For 20 straight years, HWO has achieved “zero discrepancies” in annual airport inspections from the Florida Department of Transportation (FDOT). This inspection typically includes a review of the following: airfield markings, airfield signs, runway/taxiway lights, safety areas, aircraft approach slopes, wildlife control, and Foreign Object Debris.

New Service By FLL Airlines | 2020

In 2020, amid the evolving pandemic, several airline partners launched new routes from FLL to capture passenger demand to leisure and outdoors destinations as follows:

AIRLINE	DESTINATION	DATE
JetBlue	Bozeman, Montana	December 2020
JetBlue	Palm Springs, California	December 2020
Silver	Jacksonville, Florida	December 2020
Silver	Columbia, South Carolina	December 2020
Silver	Charleston, South Carolina	November 2020
Spirit	Barranquilla, Colombia	November 2020
Spirit	Bucaramanga, Colombia	November 2020



Guest Experience



ROAD TO RECOVERY

FLLy Safer Smarter Better Campaign

In June 2020, as travel activity began to rebound modestly, BCAD launched the “FLLy Safer, FLLy Smarter, FLLy Better” campaign to reassure the public and employees of the airport’s commitment to their safety. The campaign’s operational adjustments included installing social distancing markers, acrylic protective barriers at check-in counters, and increasing sanitization efforts airport-wide. These initiatives incorporated the Centers for Disease Control and Prevention best practices and guidelines to help deter the spread of COVID-19 and provided visible examples of steps FLL was taking to create a safer and smarter airport environment. We continue to build on these efforts to provide a safe and clean airport experience for everyone in anticipation of the return of regular business activity.

New Aviation Department Offices

In October 2020, BCAD moved into its new consolidated offices in Terminal 4 at 320 Terminal Drive, Suite 200, Fort Lauderdale, FL 33315. The teams now relocated to our new offices include Administration/Executive, Airport Development, Business & Properties Management, County Attorney’s Office, Information Systems, and Finance. From a historical perspective, this relocation had been in the works for many years following two earlier BCAD moves in 2012 and 2006.



NEW RESTAURANTS/CONCESSIONS

The airport continued to expand its concession portfolio by opening new dining and shopping locations during 2020.

OPENED IN 2020

Food & Beverage

- ▄ Whisky River T1B
- ▄ Bokamper's Sports Bar and Grill T3E/FC
- ▄ Oceanside Marketplace T3F

Retail and Business Services

- ▄ Tech On the Go T1C
- ▄ InMotion T3/4C
- ▄ CNBC T3E
- ▄ The Body Shop T4G
- ▄ InMotion T4G

AIRPORT AMENITIES AND INITIATIVES

COVID-19 Testing Site

In December 2020, BCAD began offering a COVID-19 testing service at FLL as an additional amenity for the traveling public. The opening of the on-airport testing service was timely as more international and domestic destinations required travelers to present a negative COVID-19 test as part of their entry requirements. Three types of tests are available: Rapid Antigen with results in 30 minutes; Rapid Polymerase Chain Reaction (PCR), with test results up to 45 minutes after testing; and a regular PCR test with results within 48 hours.

T1B = Terminal 1 Concourse B	T3E = Terminal 3 Concourse E
T1C = Terminal 1 Concourse C	T3F = Terminal 3 Concourse F
T3/4C = Terminal 3/4 Connector	T3E/FC = Terminal 3E/F Connector
T4G = Terminal 4 Concourse G	

Guest Experience



INNOVATION AND EFFICIENCIES

Biometric Boarding

The Aviation Department partnered with Amadeus to facilitate biometric boarding capability for all international departures. Spirit Airlines is the first carrier at FLL to start boarding its international flights using the touchless procedures. The upgrade delivers a touchless boarding experience, while complying with U.S. Customs and Border Protection requirements for all international travelers to biometrically validate their departure from the country. The platform uses facial-recognition technology, which can scan the faces of departing international travelers instead of relying on a boarding pass. Passengers are verified to depart once they step in front of one of the new 'Biopods' installed at 14 of Spirit's traditional departure gates in Terminal 4. Travelers can opt out of the biometrics program with the gate agent if they wish and instead use the traditional boarding pass process.

Ultraviolet (UV) Light Cleaning Technology

As part of BCAD's ongoing "FLY SAFER, FLY SMARTER, FLY BETTER" public confidence and safety campaign, we added ultraviolet (UV) light technology in Terminal 2 to the airport's existing virus-fighting arsenal. The new UV light cleaning system continuously sanitizes the escalator handrails and complements other deep cleaning measures in play, including electrostatic sanitizing machines and disinfecting foggers/misters.



Ground Transportation Improvements

In 2020, FLL invested in 48 shiny, new passenger buses to transport guests among the airport's four terminals and the RCC. Each of the blue coaches carries up to 25 seated passengers. The ADA-accessible fleet features comfortable fabric seats, large luggage racks, wheelchair ramps, an automated announcement system, and security cameras. The fuel-efficient, eco-friendly buses use ultra-low sulfur diesel fuel that generates lower exhaust emissions.



New Inter-Garage Courtesy Trams

BCAD also deployed a new fleet of four inter-garage passenger trams in 2020. The trams feature luggage trailers, comfortable cushioned seats, and regular sanitization for a safe ride. So, next time you are traveling through FLL and need a ride from the Hibiscus or Palm parking garages to your terminal, hop aboard.

Terminal Signage

If you visited FLL during 2020, you may have seen workers installing numerical signs above terminals or colorful digital airline location signs along entrance roads. Between September 2019 and December 2020, the airport added more than 5,300 new and upgraded signs across its roadway, terminal curbsides, and parking garages as part of a comprehensive wayfinding and signage project. The final phase, which includes 300 new interior and exterior signs inside the RCC, is expected to be installed by late 2021.





Guest Experience



TERMINAL MODERNIZATION

Terminal 2

This multi-year modernization project is on track for substantial completion in late 2021. The upgrades include a 33,000 square-foot terminal expansion with new passenger holding areas and seating with electronic charging stations; upgraded and expanded restrooms, including family restrooms; a Service Animal Relief Area; security checkpoint improvements; and more dining and shopping options. The first two new eateries, Shake Shack and Flash Fire Pizza, opened in December 2019, while others are on tap for a late 2021 debut.

Terminal 3

The Terminal 3 modernization and expansion project continued in 2020 with the opening of remodeled restrooms in Concourse F in July. The restrooms feature modern, eco-friendly fixtures including low-flow toilets and water-conserving, automatic shut-off faucets. Other Concourse F upgrades included new passenger hold room seating with charging stations and the new casual dining eatery, Oceanside Marketplace. New spacious restrooms in Concourse E and the E/F Connector walkway are on target to open by late 2021. This project is earmarked for substantial completion by March 2022.

Terminal 4

Terminal 4 upgrades continued to progress, as part of this multi-phase modernization project which is expected to be finished by August 2022. A new Checked Baggage Inspection System became operational in 2020. Meanwhile, the new U.S. Customs & Border Protection Federal Inspection Services area is nearing completion, with all remaining phases expected to open by the end of 2021. Work on the next phase of construction is underway, which includes the new North Baggage Hall and meet-and-greet area.

SAFETY & SECURITY INITIATIVES

Operation Silver Lining Disaster Training

In November 2020, FLL successfully conducted its triennial airport training drill, Operation Silver Lining, to evaluate the airport's emergency preparedness and response, despite the unique challenges arising from COVID-19. The Federal Aviation Administration (FAA) mandates the exercise as part of the airport's operating certification. The drill included command procedures, triage and transport of victims, simulated Family Reception Center, Family Assistance Program, and passenger/family reunification, as well as Emergency Operations Center. To accomplish this task, volunteers from the surrounding airport community participated in acting roles such as passengers and family members. During this exercise, FLL took extra precautions to ensure that all COVID-19 policies and guidelines were adhered to, and that we are able to maintain a safe environment for all participants.



New Fire Trucks “Push-In” Ceremony

Two new Rosenbauer Panther fire trucks arrived at FLL in January, equipped with the latest technology to handle structure and aircraft incidents. Aviation Department CEO/Director Mark Gale joined Broward County Commissioner Michael Udine, Rosenbauer CEO Christian Kleebauer, Broward Sheriff's Office (BSO) Airport District Captain Dave Ellwood, and Fire Chief Joseph Hernandez in the welcoming festivities. BSO's Department of Fire Rescue's Aircraft Rescue and Firefighting District dedicated the vehicles during a traditional “push-in” ceremony. Guests and firefighters simulated pushing the trucks into the firehouse to place them in official service. The fast, technology-laden, and fully functional vehicles support FLL's core mission to provide safety and security to the entire airport.



Employee Development & Engagement



Airport News and Training Network (ANTN) Digicast

The American Association of Airport Executives (AAAE) has recognized FLL with an ANTN Digicast Excellence Award for Airport Training in 2020, the eighth consecutive year the airport has earned this distinction. The award from ANTN, an educational division of the AAAE, signifies that FLL employees have completed a specified amount of airport-specific training using the Digicast web-based system. FLL ranked first in the large-hub U.S. airport category for having the most training programs watched and the highest number of employees trained in one year.

Thank You, Airport Employees

In 2020, COVID-19 had a significant impact worldwide, almost bringing the aviation industry to a standstill. Fortunately, FLL and HWO remained open to serve essential travelers' needs and facilitate the movement of critical goods and services across domestic and international borders. Special thanks to all airport employees who kept operations running smoothly during the pandemic's unusual challenges. BCAD is grateful for your dedicated work on behalf of our airports and patrons. It will take the efforts of our entire airport community to help protect passengers and employees from this serious health threat. While we're confident the aviation industry will eventually rebound from this devastating blow, we know recovery won't be possible without committed employees, especially those working on the front lines against difficult odds. Special recognition is also due to the brave first responders and healthcare heroes in our community working tirelessly to save lives. Thank you all!



Employee Development & Engagement

AIRPORT VOLUNTEERS/AMBASSADOGS

In March 2020, due to the unforeseen circumstances of COVID-19 and subsequent dramatic decline in passenger traffic, BCAD temporarily suspended the Airport Ambassador and AmbassaDogs volunteer programs for everyone's safety.

As a result, the red coats and pups that FLL guests had grown to know and love were no longer present in the terminals for the remainder of the year. Still, communications with the volunteers remained constant, advising them of the status of FLL and our hopes for their return.

To maintain some level of normalcy, we still hosted our annual Volunteer Appreciation event, but rather than in-person, it was a virtual experience. BCAD recognized volunteers for milestone years of service, invaluable hours contributed, and top honors with the President's Volunteer Service Award during the online gathering. This event enabled BCAD to maintain its annual tradition of volunteer recognition and provided an opportunity for participants to see each other.

As COVID-19 vaccinations become more widely available and travel restrictions wane, we hope to welcome back our volunteers by the summer of 2021.





FINANCIAL STATEMENTS*

Financial Highlights for FY 2020

- BCAD's assets and deferred outflows of resources exceeded liabilities and deferred inflows at the close of FY 2020 by \$1.8 billion.
- Total revenue bonds payable were \$2.7 billion at September 30, 2020, an increase of \$466.1 million vs FY 2019, attributed to the \$1.3 billion bond issue in November 2019.
- Operating revenues were \$342.5 million in FY 2020, which represents a 12.9% increase over FY 2019, primarily due to a true up of airline revenues due to the decline in passengers due to the COVID-19 pandemic. This helped to offset significant decreases in rental cars, parking and concessions which combined were down 34.3% compared to FY 2019. Other non-airline revenues such as non-airline terminal rents and other rents increased 18.8%.
- Operating expenses were \$171.3 million in FY 2020, representing a 12.9% decrease over FY 2019. The decrease is mainly due to cost saving initiatives due to the pandemic in contractual services and maintenance equipment and supplies, as well as a \$17 million support payment received from Broward County for law enforcement and fire rescue.
- Capital contributions were \$59.4 million in FY 2020 and are comprised primarily of amounts received from the FAA and Florida Department of Transportation (FDOT).
- Net position increased by \$191.0 million, or 3.1%, over FY 2019.

*For more financial information, visit fl.net

INCOME STATEMENT

Fiscal Years Ended September 30
(Thousands of Dollars)

	2018	2019	2020
OPERATING REVENUES	\$ 284,678	\$ 306,141	\$ 342,576
OPERATING EXPENSES	175,841	196,692	171,342
Operating Income Before Depreciation	108,837	109,449	171,234
Depreciation	114,318	126,073	124,245
OPERATING INCOME	(5,481)	(16,624)	46,989
NON-OPERATING REVENUES (EXPENSES)			
Passenger Facility Charges	73,032	74,868	38,662
Interest Income	9,531	29,584	20,260
Interest Expense	(73,978)	(91,991)	(75,093)
Other Non-Operating Revenues (Expenses)	(3,957)	(3,647)	(100,732)
TOTAL NON-OPERATING REVENUES (EXPENSES)	4,628	8,814	84,561
INCOME BEFORE CAPITAL GRANTS & TRANSFERS	(853)	(7,810)	131,550
CAPITAL GRANTS	51,979	54,141	59,409
INCREASE IN NET POSITION	\$ 51,126	\$ 46,331	\$ 190,959

SUMMARY OF OPERATING REVENUES

Fiscal Years Ended September 30

(Thousands of Dollars)

	2018	2019	2020
Airlines Revenues	\$ 136,223	\$ 125,088	\$ 115,116
Rental Cars	65,649	65,645	52,794
Parking	52,409	53,228	28,328
Concession Revenues			
Food & Beverage	19,623	21,037	11,330
Retail Including Duty Free	9,828	10,968	6,856
All Others	11,131	12,793	8,383
Concession Revenues	40,583	44,797	26,570
Other Revenue	21,163	21,418	24,546
TOTAL OPERATING REVENUES	316,027	310,176	247,354
Airline Deferred Revenue Adjustment	(31,349)	(4,035)	95,222
TOTAL REPORTED OPERATING REVENUES	\$ 284,678	\$ 306,141	\$ 342,576

Stakeholder Engagement and Partnerships

SPECIAL EVENTS

Virtual 9/11 Ceremony

We went virtual in 2020 to commemorate Patriot Day (September 11, 2001) when thousands of lives were lost in a series of terrorist attacks on America. On Friday, September 11, the Aviation Department's "No Matter What, FLL Will Never Forget" pre-recorded ceremony was shown on TV monitors near the airport's permanent 9/11 Memorial in Terminal 1. In addition, we posted the video tribute of poignant interviews with federal, county, and airport officials to FLL's social media and YouTube channels.

PUBLIC ART AT FLL

Mosaic Unveiling

In summer 2020, FLL unveiled Mosaic, a 240-foot long chromatic LED light display by Los Angeles-based artist Cameron McNall as the newest public art on permanent display at the airport. Commissioned jointly by Broward County's Public Art & Design Program and BCAD, McNall's artwork transforms FLL's Terminal 4 walkway into an immersive experience of color and luminosity that welcomes arriving international passengers. Mosaic also engages passengers in the concourse below through a vibrant spectacle of color. The innovative, site-specific artwork is integrated into the terminal architecture and dynamically interprets a color spectrum as a time spectrum spanning a one-hour continuum. During each of Mosaic's repeated 60-minute cycles, cells change in color and slowly morph from one chromatic range to another.



Stakeholder Engagement and Partnerships



COMMUNITY ENGAGEMENT

Operation Uplift I and II

As COVID-19 continued its toll on our communities this year, we embarked on an initiative in May called “Operation Uplift I” to collect non-perishable food items and toiletries to help fellow employees and their families through these financially challenging times. Through the generosity of many, BCAD received hundreds of goods for distribution on May 30 to FLL Airport Community employees impacted by COVID-19 job cuts. On June 13, we hosted our second free food distribution at FLL dubbed “Operation Uplift Part II” to benefit area residents financially impacted by COVID-19. We hoped these small gestures provided some relief to displaced colleagues and airport community residents.

Stakeholder Engagement and Partnerships

ACCOLADES AND ACCOMPLISHMENTS

North Runway Rehabilitation Project Awards

For the second time this year, the North Runway Rehabilitation Project at FLL won industry recognition as an outstanding aviation undertaking. In October, FDOT announced FLL's \$95 million runway reconstruction project as its 2020 Commercial Service Airport Project of the Year. In May, the project received the Southeast Chapter of the American Association of Airport 2020 Corporate Award for Commercial Airport Project of the Year – Airfields.

AAAE Board of Directors Appointment

The American Association of Airport Executives (AAAE) appointed CEO/Director of Aviation Mark E. Gale in June 2020 as second vice-chair of the Executive Committee of its Board of Directors. He will serve along with five other AAAE board members for the new 2020-21 term. Gale is a recognized aviation industry leader with more than three decades of experience, including 20 years in upper-level management at two large-hub U.S. airports: FLL and Philadelphia International Airport. He previously served as the committee's secretary/treasurer from 2019-20.





Stakeholder Engagement and Partnerships



New Accredited Airport Executive

Congratulations to HWO Airport Manager Nina MacPherson for achieving the AAAE distinction of Accredited Airport Executive (AAE) status. The program has recognized standout aviation professionals for nearly 60 years. To earn this accreditation, MacPherson successfully passed a 180-question examination, fulfilled a writing requirement, and demonstrated her knowledge of airport management, business administration, and general transportation economics during a final panel interview. MacPherson joins an elite group of aviation achievers: less than 10 percent of eligible AAAE members nationwide currently hold this distinction.

Happy Retirement, Bertha

The Aviation Department would like to extend heartfelt thanks to Broward County Administrator Bertha Henry for her invaluable years of service and leadership as she prepares for retirement next year.

After more than a decade serving as the CEO of County Government under the guidance of the Board of County Commissioners, Henry is planning to retire in March 2022. She will pass on the reins to Deputy Administrator Monica Cepero, who the County Commission selected as her successor.

Henry currently oversees a county with 1.9 million residents and operations for nearly 60 agencies with more than 6,200 employees, including FLL, Port Everglades, and Visit Lauderdale, formerly the Greater Fort Lauderdale Convention & Visitors Bureau. Broward County's budget for the fiscal year 2020 is more than \$5.8 billion.

During Henry's tenure, she has been a true FLL champion and supporter, using her leadership skills, keen fiscal judgment, and management expertise to help bring significant airport infrastructure upgrades to fruition. Those improvements have included FLL's multibillion-dollar terminal modernization program and the new South Runway, inaugurated in September 2014.

Well done, Bertha, and best wishes for a happy retirement.



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