



**CITY OF ATLANTA**

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**DEPARTMENT OF AVIATION**

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February 27, 2004

Mr. Scott L. Seritt  
Manager  
Atlanta Airports District Office, FAA  
Campus Building  
1701 Columbia Avenue, Suite 2-260  
College Park, Georgia 30337-2747

Dear Mr. Seritt:

We are pleased to present the City of Atlanta/Department of Aviation's update to the Hartsfield-Jackson Atlanta International Airport ("Airport") Competition Plan in accordance with the provisions of the Wendell H. Ford Aviation Investment and Reform Act for the 21st Century ("AIR-21"). In general, we believe that the Airport is a very competitive airport and that current and planned facilities will appropriately address anticipated needs of all airlines, including new entrant and incumbent airlines, in a timely manner.

This update is presented in two parts. The first provides updated information as set forth in the FAA Program Guidance Letter 03-01, dated November 19, 2002. The second part addresses issues identified in your letter dated August 30, 2002.

We thank you for taking time to review our Competition Plan Update. Should you have any questions, please do not hesitate to call me at (404) 530-6600.

Sincerely,

Benjamin R. DeCosta  
Aviation General Manager

Enclosures

cc: Barry Molar, FAA, Washington (3 copies)  
Mario Diaz, Deputy General Manager

**In accordance with FAA Program Guidance Letter 03-01.1, dated November 19, 2002, "Requirement for Airline Competition Plans – Andrea Toney (202) 267-7038", the following information is provided:**

*1. Availability of gates and related facilities – the airport should provide copies of gate use monitoring procedures amended during the update period and samples of current gate monitoring charts and should identify or describe changes relating to:*

*(a) Number and identity of any air carriers that have begun providing or stopped service:*

During the update period, six (6) airlines began providing service. They are Comair, World Airways, Air Wisconsin, Hooters Air, JetBlue and Song, a division of Delta Air Lines. It should be noted that Delta and AirTran use two of the carriers named above, Comair and Air Wisconsin, respectively, to supplement existing service.

During the update period, two (2) carriers, Vanguard and JetBlue, discontinued service.

*(b) Description of the process for accommodating new service:*

There has been no change in the process for accommodating new service.

*(c) Number of new gates that have been built or are now available (see Table 1, attached):*

The Airport has not constructed any new gates. The total number of gates remains at 176. Utilization of gates has shifted among carriers. Please see Table 1 which is attached to this update.

*(d) Number of gates that have been converted to common-use status:*

One gate has been converted to common-use status since the last competition plan update.

*(e) Gate utilization:*

In the last two years, the Airport has seen a rapid increase in Delta's use of ASA and Comair regional jets to supplement Delta service. AirTran is wet-leasing A320s and using Air Wisconsin regional jets to supplement its service until AirTran starts receiving delivery of its Boeing 737s. These developments have resulted in greater gate usage by these carriers.

US Airways has greatly reduced its Atlanta service. The carrier is replacing some of its mainline aircraft with Mesa regional jets, but its overall activity has dropped. Air Canada has eliminated its mainline service and replaced it with Air Canada Jazz.

Northwest has reduced its mainline service and has replaced some of this service with Mesaba regional jets.

Table 2 shows gate use from a day in late 2003 (November 6) and is indicative of the average daily number of departures per gate.

Table 2					
Typical Fourth Quarter 2003 Gate Use					
Airline	Concourse	Total Gates	Departures Data Source	Total Departures	Departures per Gate
Air Canada and Air Canada Jazz	D-South	1	NOMS	6	6.0
American and Regional Partners	T-North	4	NOMS	25	6.3
ASA and Comair	C-North, D-North	26	NOMS	326	12.5
Continental and Regional Partner	D-South	4	NOMS	23	5.8
Delta	T-South	(6) 7	FIDS	36	6.0
Delta	A	(29) 30	FIDS	190	6.6
Delta	B	34	FIDS	242	7.1
Delta	D-North	3	FIDS	21	7.0
Midwest	D-South	1	FIDS	3	3.0
Northwest and Regional Partner	D-South	4	NOMS	16	4.0
AirTran	C-South	(16) 22	FIDS	118	7.4
United and Regional Partner	T-North	3	NOMS	19	6.3
US Airways and Regional Partner	D-North	3	NOMS	17	5.7
Multiple Carriers Using City Common Use Gates	D-South	6	FIDS	45	7.5

*Total Gates column indicates the total number of gates leased, with the exception of the City Common Use Gates. However, not all FIDS data was captured on November 6. Numbers in parentheses indicate number of gates for which FIDS data was recorded if not all of a carrier's gates were captured.*

*Some carriers experienced schedule pulldowns during the 4<sup>th</sup> quarter as a result of the war in Iraq. Therefore the numbers reflected above for the 4<sup>th</sup> quarter may be low.*

*This table represents actual completed flights for a day and does not reflect flight cancellations in the normal course of regular operations. Therefore, scheduled departures at these gates would be higher on a regular basis.*

*The daily departures data is currently derived from two sources, however, as explained in response (j) below, the Airport is transitioning to the use of FIDS data as the principal data source.*

*(f) Gate recapture:*

One gate has been recaptured since the last competition plan update.

*(g) Gate allocation or assignments since the last competition plan update:*

There have been no gate allocation or assignments made since the last competition plan update.

*(h) RON position allocation or assignments since the last competition plan update:*

There have been no changes in RON position allocation or assignments since the last competition plan update.

*(i) Accommodation of new entrants and incumbent carriers seeking to expand at the airport and resolution of any access disputes:*

There has been no change in the method of accommodating new entrants and incumbent carriers seeking to expand at the Airport. There have been no access disputes to resolve.

*(j) Methods for developing gate use monitoring charts and airport uses of the charts:*

Prior to the fourth quarter of 2003, the Airport used radar information from our Noise and Operations Monitoring System (NOMS) to acquire individual airline activity data. Because NOMS has a direct connect to the FAA's radar, it is possible to count the daily operations by each carrier. The total number of leased gates is also known, as is the number of common use gates on Concourse D. Knowing the daily operations count for each carrier and the number of gates leased, the Airport is able calculate an overall departures per gate count. The count is not gate-specific, but provides a means to gauge a carrier's overall activity.

The Airport is now changing the data source by transitioning from the NOMS as the data source to our flight information display system (FIDS). The FIDS is gate-specific. Currently, some data inconsistencies between what the NOMS and the FIDS are capturing are being resolved, but the transition to the FIDS data will be completed in early 2004.

The Airport has not changed its use of the charts.

*2. Leasing and subleasing arrangements – the airport should provide copies of amended lease and use agreements executed during the update period and should identify or describe any major changes in:*

*(a) Contractual arrangements at the airport, for example, disposition of any gate lease agreements that were renewed or changed:*

There has been no change in the contractual arrangements at the airport.

*(b) Assuring access at the airport:*

Management continues to assure access to the Airport for all interested carriers. The details are contained in the revised handbook entitled “*Procedures Required For New Airlines Applying For Operational Status at Hartsfield-Jackson Atlanta International Airport*” (attached as Exhibit 1).

*(c) Monitoring sublease fees and arrangements:*

The Airport continually monitors sublease fees. Passenger terminal leases provide that sublease rentals will not exceed costs. All subleases must be provided to the Airport for review. Sublease charges are reviewed and verified by the Airport upon receipt of sublease documents.

*(d) Promoting the use of third-party contractors:*

The Airport continues to encourage third-party ground handling contractors on all common-use gates. Presently, airlines have the option of utilizing the services of AGI, ASIG, Mercury Air, and TBI for services ranging from cargo handling to below- and above-wing services. Other third-party ground handlers include Delta Global Services and GAT.

*(e) Resolution of any disputes between carriers relating to access:*

There have been no disputes relating to access since the last update.

3. *Patterns of air service – the airport should identify changes relating to new markets served, new markets served by low fare carriers, or the number of markets served by one carrier:*

*New markets served as of February 27, 2004 include:*

Alexandria	Lafayette
Appleton	Lewisburg
Key West	

(See updated Table 15 attached for the current international markets served)

*Markets dropped include:*

Dallas Love  
Newburgh

*New markets served by low fare carriers (see updated Table 11 attached for current domestic markets served by low fare carriers):*

Denver	New York (JFK)
Los Angeles (LAX)	Oakland
Las Vegas	San Francisco
Long Beach	Washington (DCA)
Myrtle Beach	

*Markets served by one carrier:*

Albany (GA)	Albany (NY)	Albuquerque
Alexandria	Allentown/Bethlehem	Anchorage
Appleton	Asheville	Augusta
Birmingham	Bloomington	Brunswick
Charleston (WV)	Charlottesville	Chattanooga
Colorado Springs	Columbus (GA)	Columbus (MS)
Columbus (OH)	Corpus Christi	Des Moines
Dothan	El Paso	Evansville
Fayetteville	Florence	Ft. Wayne
Gainesville	Gunnison	Harrisburg
Hartford	Honolulu	Huntington
Islip	Jackson Hole	Key West
Lafayette	Lynchburg	Macon
Meridian	Mobile	Moline
Monroe	Montgomery	New Port News
Northwest Ark. Reg.	Oakland	Oklahoma City
Ontario (CA)	Orange County	Palm Springs
Panama City	Peoria	Portland (ME)
Portland (OR)	Providence	Richmond
Roanoke	Sacramento	Salt Lake City
San Diego	San Jose	Sarasota
Scranton	Seattle	Shreveport
South Bend	Steamboat Springs	Toledo
Tri Cities	Tucson	Tulsa
Vail	Valdosta	White Plains
Wilmington		

4. *Gate assignment policy – the airport should identify major changes in gate assignment policy including changes in RON position assignment policies:*

The Airport has made no changes in its gate assignment policy.

5. *Gate use requirements - the airport should identify major changes in requirements for signatory status; lease requirements; common-use gate priorities; gate use monitoring; and calculation of rental rates and common-use fees as well as disparities in fees.*

There has been no change in any of the above.

6. *Financial constraints – airports should identify any additional financial constraints from the previous year or the relaxation of any financial constraints:*

The Airport has not experienced any additional financial constraints since the last update.

*(See updated Table 21 attached for 2002 financial information).*

7. *Airport controls over airside and groundside capacity – the airport should identify any major changes in its rates and charges policy and describe whether and why the MII clause had been invoked in the period covered by the update:*

The Airport has made no changes to its rates and charges policy. The MII clause was invoked in December 2003, seeking airline support to partially fund a major reconfiguration of the Airport's Surface Movement Guidance and Control System. The Airlines rejected the MII and the Airport is evaluating its funding options.

8. *Airport intentions to build or acquire gates that would be used as common facilities – airports should provide any updates to plans for additional gates as common facilities:*

As stated in the original Competition Plan, the Airport's Master Plan includes two new facilities that will increase gate capacity. The first is a new international terminal on the east side that will include separate landside access and provide for up to 10 additional international preference, common use gates. Planning of the Maynard Holbrook Jackson, Jr. International Terminal is complete and the Airport is reviewing the 60 percent design drawings. The terminal is scheduled to open with eight (8) gates operational in November 2006 with the remaining two (2) operational by October 2007.

The second facility is the South Terminal, intended to provide up to 31 additional common use domestic gates for the Airport. The schedule for and development of the South Terminal will be driven by demand. Planning and environmental work on the South Terminal is scheduled to begin in 2004.

**In response to your letter, dated August 30, 2002 regarding issues to address in our next update of the Competition Plan, the following information is provided:**

### **Gate Availability**

*We note that the 1987 US Airways' Central Passenger Terminal Complex (CPTC), agreement, section 4.03, provided for the right of first refusal to signatory carriers for unassigned premises. Please explain whether this right still pertains or has been overtaken by events. In the event US Airways or another signatory to this version of the lease has the right of first refusal to unassigned premises, please explain how a carrier may invoke this right, and whether this right is consistent with your new, competitive policies on gate recapture and gate permits.*

Section 4.03 – Right of First Refusal: This right remains un-amended in the CPTC agreement. However, this right of first refusal is only applicable to certain “unassigned” Joint Leased Premises available for the future use and occupancy by the Contracting Airlines or others should an airline relinquish to the City previously leased space and the City seeks to exclusively lease the space to another carrier. Although such relinquished space may be leased as Exclusive Leased Premises or Shared Use Premises to one or more Contracting Airlines or other tenants, there exists no requirement in the CPTC Lease to do so. As a matter of policy, the City makes unassigned gates available to airlines on a common-use basis. That policy is consistent with the City’s Competition Plan.

### **Leasing and subleasing**

*As you explained in your Competition Plan update, the CPTC agreement requires the City’s prior consent to an airline’s assignment of its leasehold premises but permits an airline to sublease its leasehold premises without the City’s prior consent. We are interested in the criteria you use to distinguish between an assignment, on the one hand, and a sublease, on the other hand, with particular reference to the terms in the US Airways sublease to Atlantic Southeast Airlines you supplied to us with your July 17 response. For example, does a sublease typically permit the sub-lessee to reconfigure the entire sublet premises? Does a sublease typically extend for the remainder of the master lease term? How are the per use fees established in a sublease? Please comment on the justification for the \$50 per use fee in the US Airways/Atlantic Southeast Airlines sublease in comparison to the gate use fees (\$75 per enplanement and deplanement event, or \$150 per use by narrow body aircraft), which, the City Council proposes to adopt.*

The City of Atlanta follows conventional legal theory and practice when differentiating between a sublease and an assignment. The following table illustrates basic differences between a sublease and an assignment:

Comparison of a Sublease and an Assignment		
CRITERION	SUBLEASE	ASSIGNMENT
Term	Can be of any length.	For the balance of the term.
Use of the property	Can be granted to the Sublessee.	Is assigned to the Assignee.
Rights of Lessee	Remain with the Lessee.	May be assigned and assumed by the Assignee.
Lessor's release of Lessee's obligations	Not released.	May be released.
Level and scope of use and rights transferred	Can be no greater than granted in the underlying lease.	Can be no greater than granted in the underlying lease.

In brief, a sublease can be for any length of time and may grant the use of property to a subtenant. A sublessor cannot, however, grant to or impose upon a sublessee any rights or obligations not granted or imposed upon the sublessor by the lessor under the lease. An assignment is a property transfer in which the assignor relinquishes all right, title, and interest in the property assigned to the assignee and is similar to the delivery of a deed. An assignee may or may not agree to perform an assignor's obligations; indeed, an obligor may not agree to consent to performance by an assignee. Even if an assignee does undertake to perform an assignor's obligations, an obligor may not agree to release an assignor, and the assignor thus remains a party to the transaction.

The right to reconfigure any subleased space can be permitted under a sublease. However, any reconfiguration of a subleased space by a Sublessee is subject to review and approval of the City of Atlanta as well as the Lessee. The Sublessee can be required to return the subleased premises to its original condition and use at the demand of either the sublessor or the City of Atlanta.

Under Section 35 of the US Airways/Atlantic Southeast Airlines sublease, US Airways is granted the right to occasional use of the subleased gates. The user charge provided therein is equal to \$50.00 per use of a gate. The basis of the charge is not disclosed in the sublease and therefore appears to be a negotiated rate. There exists no comparison to the gate use fees that the City of Atlanta imposes for the common-use City gates.

**Financial Constraints**

*We are interested in a comparison of the proposed per use fees for common-use gates in comparison with the fees to lease a gate. For example, at \$150 per use by a narrow-bodied jet (as stated in the draft City ordinance we mention above), for five turns a day, we calculate that a carrier would pay the City \$750 daily or \$22,500 on a monthly basis. Yet, US Airways' sublease with Atlantic Southeast Airlines, which is based on US*

*Airways' costs, assesses a total monthly fee on ASA of about \$42,000 for five gates, or \$8,400 per month. Please explain the apparent disparity in the per use fees for common-use gates, on the one hand, and the sublease gate fees, on the other hand. Is the Airport providing services or facilities that are incorporated in the per gate fee, for example? If so, please describe these.*

The apparent disparity in the per-use fees for common-use gates and the ASA sublease gate is in large part due to the base capital recovery rates. The ASA sublease reflects a direct pass-through of US Airways' capital recovery rental rates based on actual, unescalated costs from the early 1970s. The CPTC lease does not provide, nor require, for an escalation of original costs or recovery rates, but does permit recovery of new project capital costs at current rates.

Thus, the *ASA sublease rate* consists of the early 1970s unescalated base capital recovery rate cost plus costs associated with capital projects that have been implemented since the early 1970s. The base capital recovery rates used to determine *common use gates* charges reflect the use of the early 1970s base capital recovery rate, plus escalation that has occurred over the past approximately 30 years, plus the added costs of implementing additional capital projects.

**TABLE 1**  
**CURRENT USE ARRANGEMENTS**

	Concourse T	Concourse A	Concourse B	Concourse C	Concourse D	Concourse E	Exclusive Lease	30-Day Permits	Common Use	Total
American	T9-T12						4			4
Delta	T1-T5, T7-T8	A1-A8, A9-A13, A15-A21, A24-A34	B1-B18, B20-B34, B36		D33, D35, D38		75			75
CITY/Delta					D28, D30, D32, D34, D36			5		5
ASA				C24-C36			13			13
CITY/ASA*				C21, C23				2		2
AirTran				C1-C12, C7A, C12A, C14-C18, C17A, C18A, C20			22			22
CITY/CUTF*					D1-D5, D9				6	6
US Airways					D21-D23, D25-D27, D29, D31		8			8
Continental					D12		1			1
CITY/Cont.*					D6, D8, D10			3		3
Midwest Express					D7		1			1
CITY/Air Canada*					D11			1		1
Northwest					D13-D16		4			4
United	T13-T15						3			3
CITY/FIS						E1-E12, E14-E18, E26-E36			28	28
SubTotals	14	31	34	37	32	28	131	11	34	176

Notes:

Six City Controlled Gates, D1-D5 and D9, are managed by TBI as Common Use Gates, are used by various airlines, and are referred to above as City/CUTF gates.

\*City/Airline Gates are under 30-day permit agreements with the airlines noted above.

City controls a total of 45 gates: 17 of those are domestic gates located on Concourses C and D, and 28 are FIS gates on Concourse E, which can also be used for domestic flights. 11 of the 45 gates are exclusive Permits and 34 are Common Use.

**TABLE 7**

SCHEDULED AIRLINES PROVIDING SERVICE  
HARTSFIELD-JACKSON ATLANTA INTERNATIONAL AIRPORT  
DECEMBER 2003

<b>Domestic Service</b>	<b>International Service</b>
<b>Major and National Airlines</b>	<b>U.S.-flag Airlines</b>
AirTran Airways	Delta Air Lines
America West Airlines	Delta Connection/Atlantic Southeast Airlines
American Airlines	Delta Connection/Comair
Continental Airlines	AirTran Airways
Delta Air Lines	
Frontier Airlines	
Midwest Airlines	<b>Foreign-flag Airlines</b>
Northwest Airlines	Aeromexico
Song (operated by Delta Air Lines)	Air Canada/Jazz
United Airlines	Air France
US Airways	Air Jamaica
	British Airways
<b>Regional Airlines</b>	Korean Air
AirTran/Air Wisconsin	Lufthansa German Airlines
American Connection/Chautauqua	South African Airways
American Connection/Corporate	
American Connection/Transtates	
Continental Express	
Delta Connection/Atlantic Southeast Airlines	
Delta Connection/Comair	
Hooters Air	
Northwest Airlink/Mesaba	
United Express/Air Wisconsin	
US Airways Express/Mesa	

TABLE 11

**Atlanta - Markets Served By Low-Fare Carriers**  
**Nonstop Daily Departures**  
**December 2003**

Nonstop Market	Code	AirTran Airways	AirTran JetConnect	America West	Frontier Airlines	Song	Total
Akron/Canton	CAK	5	0	0	0	0	5
Baltimore	BWI	6	0	0	0	0	6
Bloomington-Normal	BMI	2	1	0	0	0	3
Boston	BOS	4	0	0	0	0	4
Buffalo	BUF	4	0	0	0	0	4
Chicago	MDW	8	0	0	0	0	8
Dallas/Fort Worth	DFW	6	0	0	0	0	6
Dayton	DAY	4	1	0	0	0	5
Denver	DEN	3	0	0	2	0	5
Flint	FNT	4	0	0	0	0	4
Fort Lauderdale	FLL	7	0	0	0	0	7
Fort Myers	RSW	3	0	0	0	0	3
Freeport	FPO	1	0	0	0	0	1
Greensboro	GSO	0	5	0	0	0	5
Gulfport	GPT	2	0	0	0	0	2
Houston	HOU	5	0	0	0	0	5
Jacksonville	JAX	4	1	0	0	0	5
Kansas City	MCI	3	0	0	0	0	3
Las Vegas	LAS	0	0	1	0	0	1
Memphis	MEM	5	0	0	0	0	5
Miami	MIA	3	0	0	0	0	3
Milwaukee	MKE	3	1	0	0	0	4
Minneapolis	MSP	4	0	0	0	0	4
Moline	MLI	2	1	0	0	0	3
Myrtle Beach	MYR	0	3	0	0	0	3
New Orleans	MSY	4	0	0	0	0	4
New York Newark	EWR	4	0	0	0	0	4
New York Kennedy	JFK	0	0	0	0	1	1
New York LaGuardia	LGA	8	0	0	0	0	8
Newport News	PHF	4	0	0	0	0	4
Orlando	MCO	9	0	0	0	0	9
Pensacola	PNS	1	4	0	0	0	5
Philadelphia	PHL	5	0	0	0	0	5
Phoenix	PHX	0	0	4	0	0	4
Pittsburgh	PIT	4	0	0	0	0	4
Raleigh/Durham	RDU	4	2	0	0	0	6
Rochester	ROC	2	0	0	0	0	2
Savannah	SAV	0	5	0	0	0	5
Tallahassee	TLH	0	4	0	0	0	4
Tampa	TPA	7	0	0	0	0	7
Washington National	DCA	3	0	0	0	0	3
Washington Dulles	IAD	5	0	0	0	0	5
West Palm Beach	PBI	3	0	0	0	0	3
Wichita	ICT	2	1	0	0	0	3
Total		153	29	5	2	1	190

Source: OAG Schedule Tapes

**TABLE 15**  
**SCHEDULED WEEKLY INTERNATIONAL AIRLINE SERVICE**  
**HARTSFIELD-JACKSON ATLANTA INTERNATIONAL AIRPORT**

<b>Destination</b>	<b>Airline</b>	<b>Departures</b>	<b>Seats</b>
Cape Town, South Africa	South African Airways	3	1,200
Johannesburg, South Africa	South African Airways	4	1,600
Subtotal Africa		7	2,800
Tokyo, Japan	Delta	7	2,198
Seoul, Korea	Korean Air	3	1,176
Subtotal Asia		10	3,374
Ottawa, Canada	Delta/ASA	14	700
Montreal, Canada	Delta/ASA	35	2,716
Toronto, Canada	Air Canada	38	2,915
Toronto, Canada	Delta/Comair	49	3,416
Subtotal Canada		136	9,747
Aruba, Aruba	Delta	8	1,496
Bermuda, Bermuda	Delta	7	1,309
Freeport, Bahamas	Delta/ASA	14	700
Freeport, Bahamas	AirTran Airways	7	819
Grand Cayman, Cayman Islands	Delta	8	1,232
Montego Bay, Jamaica	Delta	7	1,078
Montego Bay, Jamaica	Air Jamaica	12	1,790
Nassau, Bahamas	Delta	14	2,618
Saint Maarten, Netherland Antilles	Delta	3	561
Subtotal Caribbean		80	11,603
Bogota, Colombia	Delta	7	1,309
Caracas, Venezuela	Delta	7	1,078
Sao Paulo, Brazil	Delta	7	1,526
Lima, Peru	Delta	7	1,526
Santiago, Chile	Delta	7	1,526
Guatemala City, Guatemala	Delta	7	1,309
Liberia, Costa Rica	Delta	3	462
Panama City, Panama	Delta	7	1,078
San Salvador, El Salvador	Delta	7	1,078
San Jose, Costa Rica	Delta	7	1,428
Cancun, Mexico	Aeromexico	7	1,085
Cancun, Mexico	Delta	8	1,680
Guadalajara, Mexico	Delta	7	1,078
Mexico City, Mexico	Aeromexico	14	2,310
Mexico City, Mexico	Delta	14	2,618
Monterrey Del Norte, Mexico	Delta/ASA	28	1,400
San Jose Del Cabo, Mexico	Delta	7	1,078
Subtotal Latin America		151	23,569

**TABLE 15 (continued)**  
**SCHEDULED WEEKLY INTERNATIONAL AIRLINE SERVICE**  
**HARTSFIELD-JACKSON ATLANTA INTERNATIONAL AIRPORT**

<b>Destination</b>	<b>Airline</b>	<b>Departures</b>	<b>Seats</b>
Amsterdam, Netherlands	Delta	7	1,939
Brussels, Belgium	Delta	7	1,526
Paris, France	Air France	12	3,198
Paris, France	Delta	14	3,465
Dublin, Ireland	Delta	3	654
Rome, Italy	Delta	7	1,526
Frankfurt, Germany	Delta	14	3,465
Frankfurt, Germany	Lufthansa German Airlines	5	1,140
London, United Kingdom	British Airways	7	1,967
London, United Kingdom	Delta	16	3,901
Madrid Barajas, Spain	Delta	7	1,526
Manchester, United Kingdom	Delta	7	1,526
Munich, Germany	Delta	7	1,526
Milan Linate, Italy	Delta	7	1,526
Shannon, Ireland	Delta	4	872
Stuttgart, Germany	Delta	7	1,526
Zurich, Switzerland	Delta	7	1,526
Subtotal Europe		138	32,809
Total Atlanta		522	83,902

Source: *Official Airline Guide Schedule Tapes.*

**Table 21**  
**CITY OF ATLANTA DEPARTMENT OF AVIATION**

Statements of Operations  
(In thousands)

	<u>1998</u>	<u>1999</u>	<u>2000</u>	<u>2001</u>	<u>2002</u>
<b>Operating Revenues:</b>					
Landing Fees	\$25,626	\$25,416	\$23,185	\$23,039	\$27,025
Parking, Car Rental and Other					
Concessions	122,653	135,973	141,710	133,521	120,394
Terminal, Maint. Bldg. And Other Rentals	66,027	62,971	73,543	76,780	78,501
Other	<u>15,800</u>	<u>13,014</u>	<u>15,763</u>	<u>15,126</u>	<u>19,077</u>
Operating Revenues	\$230,106	\$237,374	\$254,201	\$248,466	\$244,997
<b>Operating Expenses:</b>					
Salaries & Employee Benefits	\$30,521	\$33,587	\$37,685	\$42,848	\$43,558
Utilities	2,927	2,994	3,034	3,277	3,540
Materials & Supplies	2,567	2,559	3,028	3,363	2,084
Repairs, Maintenance & Contract Services	23,411	33,768	27,986	29,117	24,913
General Services	7,953	7,963	9,374	8,865	13,417
Depreciation & Amortization	59,091	62,097	55,148	59,793	60,351
Other	<u>3,624</u>	<u>3,658</u>	<u>5,599</u>	<u>4,485</u>	<u>8,202</u>
Operating Expenses	\$130,094	\$146,626	\$141,854	\$151,748	\$156,065
Operating Income	\$100,012	\$ 90,748	\$112,347	\$96,718	\$ 88,932
<b>Non-Operating Revenues (Expenses)</b>					
Investment Income	-	-	-	-	\$48,263
Interest Expense, Net of Amounts					
Capitalized	\$ (49,891)	\$ (46,753)	\$ (61,936)	\$ (58,488)	-
Interest Income, Net of Amounts					
Capitalized	26,688	21,264	58,123	53,638	-
Gain/Loss on Disposal of Assets	-	-	-	-	-
Passenger Facility Charges*	94,863	101,847	105,131	129,671	150,006
Interest on Long Term Debt	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>(77,258)</u>
Non-operating Revenues					
(Expenses) - Net*	\$ 71,660	\$ 76,358	\$101,318	\$ 124,821	\$121,011
Capital Grants/Contributions	<u>-</u>	<u>-</u>	<u>-</u>	<u>5,170</u>	<u>45,927</u>
Net Income Before Extraordinary Items*	\$171,672	\$167,106	\$213,665	\$226,709	\$255,870
Extraordinary Gain (Loss) on Bond					
Refundings	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
Net Income	\$171,672	\$167,106	\$213,665	\$226,709	\$255,870

Source: City of Atlanta, Georgia, Department of Finance.