



# Adopted Budget

**FISCAL YEAR 2025-2026**

Orlando International Airport  
and Orlando Executive Airport





# Greater Orlando Aviation Authority

## Authority Board



**Stephanie Kopelousos**  
*Chair*



**Joe Nunziata**  
*Vice Chair*



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*Treasurer*



**The Honorable  
Buddy Dyer**  
*Mayor, City of Orlando*



**The Honorable  
Jerry Demings**  
*Mayor, Orange County*



**M. Carson Good**  
*Board Member*



**Jason James**  
*Board Member*



**Airport Management**

**Position**

Lance Lyttle .....	Chief Executive Officer
Tawana Allen.....	Executive Vice President, Chief Customer Experience Officer
Jeffrey Brown .....	Executive Vice President, Chief Development Officer
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Theodore Kitchens .....	Executive Vice President, Chief Operating Officer
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Tianna Dumond .....	Senior Vice President, Internal Audit
Bradley Friel.....	Senior Vice President, Multi-Modal, Planning and Environmental
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Tracy Conner-Harris .....	Vice President, Concessions
Tricia Cottman.....	Vice President, Risk Management
Jonathan Cute .....	Vice President, Security
Iranetta Dennis .....	Vice President, Business Opportunity and Exchange Office
Gary Hunt.....	Vice President, Facilities
Judith-Ann Jarrette .....	Vice President, ORL Operations
Tim Mentzer.....	ARFF Fire Chief
Danny Palakal .....	Vice President, Information Technology
Scott Shedek.....	Vice President, Construction
Keila Walker-Dennis .....	Vice President, MCO Operations

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**A Special Thanks...**

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

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## LETTER OF TRANSMITTAL

December 10, 2025

Members of the Authority  
Greater Orlando Aviation Authority  
Orlando, Florida

Submitted herein are the Authority's adopted operating and capital budget for the Fiscal Year (FY) 2026. The budget is a culmination of an extensive, collaborative effort, which included workshops with members of the Authority staff who evaluated the operating and capital improvement needs and obligations of the Authority. The budget has been prepared in compliance with the requirements of the Amended and Restated Airport Facilities Revenue Bond Resolution governing the Authority's outstanding indebtedness and takes into account its obligations under state and federal law.

### Relevant Financial Policies

An annual budget is prepared on the methodology established in the Resolution relating to Airline Rates and Charges and Airline Operating Terms and Conditions for the Use of Facilities and Services at the Orlando International Airport, which was amended effective October 1, 2024 (the "Rate Resolutions") and the 1978 Airport Facilities Revenue Bond Resolution, as amended and restated September 16, 2015 (the Bond Resolution), for all accounts established by those agreements and resolutions, except construction and debt service accounts. The budgets are on a non-GAAP basis since capital expenditures are included as expenses and depreciation is not budgeted. Budgetary control (the level at which expenditures cannot legally exceed the appropriated amount) is established at the department level. The purchasing and accounts payable subsystems, which automatically encumber budget monies prior to the issuance of purchase orders and disbursement of funds, maintain and strengthen budgetary control.

Transfer of appropriations can be made within a department; however, transfer of appropriations greater than \$250,000 and changes in total appropriations require Board approval. Transfers that shift budget to a new department code or account code without changing the original intended use of the funds do not require Authority Board approval. The Chief Executive Officer or the Chief Financial Officer may authorize transfers from the contingency fund in an emergency.

### Economic Outlook

Robust availability of international and domestic air service, with a healthy mix of leisure and business travelers, has traditionally been associated with the vitality of the national economy. In today's global marketplace, this combination reflects favorably and points to economic resiliency at the local level as well. For Central Florida, the region's economy exerts significant influence on aviation activity and the revenues of the Greater Orlando Aviation Authority.

According to statistics compiled by Visit Orlando, in 2024 Central Florida was the most-visited destination in the United States with just over 75 million visitors, nearly a two percent increase over the previous year. The figure includes approximately 68.8 million domestic visitors and 6.5 million international visitors, which generated a record-breaking economic impact of an estimated \$94.5 billion. As the region's premier global gateway, Orlando International Airport (MCO) was central to this economic activity and welcomed more than 57.2 million

passengers. The total passengers included an increase of 800,000 international passengers over 2023, making Orlando International again the busiest airport in Florida.

The Orlando Metropolitan Statistical Area (MSA) encompasses one of the largest leisure and hospitality centers in the world. Many of the world's favorite and most-visited theme parks are located in Central Florida. Continuing innovation and development of new attractions at the theme parks are vital to maintaining a high volume of visitors to Central Florida. Each of the major attractions has announced, begun, or completed additions that will enhance their already impressive list of guest amenities.

Walt Disney World, Inc., previously announced in 2024 an expansion timeline for Magic Kingdom, Animal Kingdom, Hollywood Studios, and EPCOT. At Magic Kingdom, Disney Villains Land will feature Art Nouveau architecture; at Hollywood Studios, the Rock 'n' roller Coaster will be transformed into a Muppets-themed attraction featuring Kermit the Frog and other Muppets; EPCOT will feature a revamped Test Track ride; Animal Kingdom plans to add a new Zootopia-themed ride; and refurbishments to The Polynesian Village Resort, along with its villas, bungalows, front entrance and roadways, are all in the works.

Universal Orlando's newest park, Epic Universe has opened to rave reviews with its five themed worlds that include new dining and shopping experiences. Hogwarts Express will close briefly for refurbishment early in 2026; and Lost Continent could be in line for some upgrades to the Expo Eats kiosk.

At SeaWorld Orlando, SEAQuest: Legends of the Deep will be a new dark ride that will take families on a submersible journey through the ocean's ecosystems with innovative special effects and animatronics.

New attractions or reworks of existing ones provide something new for visitors to experience, resulting in new hotel stays, ancillary spending, and more amenities that contribute to the local economy. In addition, the parks' ongoing investments provide jobs for local contractors and specialty service providers.

Business visitors to the Orlando MSA include convention and trade show attendees. The Orange County Convention Center (OCCC) is the primary convention facility and the second largest in the United States with 7.0 million square feet of event space. The award-winning OCCC provides approximately \$3.9 billion in economic impact to Central Florida annually, averaging nearly 200 events, including 115 conventions and tradeshows that attract more than 1.5 million attendees to the region each year.

Major events in 2026 include: Kitchen and Bath Industry Show (KBIS) with an expected 25,000 attendees over two days; the Southern Baptist Convention with 15,000 attendees; International Society for Technology in Education is expected to attract 23,000 people during two days; and the IAAPA Attractions Expo is expected to bring in more than 40,000 visitors in November.

The OCCC has also embarked on a \$560-million expansion project that will add 44,000 square feet of meeting space and a 100,000-square-foot ballroom to the North-South Building. Construction for the Grand Concourse Expansion will begin in 2026 and is expected to finish in 2029.

Port Canaveral, the world's second busiest cruise port, is located less than 50 miles east of Orlando and is adjacent to the Kennedy Space Center Visitor Complex at Cape Canaveral. The popular cruise hub is on track for a record FY2025 with an expected total of 8.4 million passenger movements compared to 7.6 million passenger movements the previous year.

The Port is currently home to 16 ships from seven different cruise lines – Carnival, Royal Caribbean, Celebrity Cruises, Disney, NCL, MSC and Princess Cruises – that collectively operate more than 1,000 sailings annually. Adding to that lineup, Port Canaveral is expanding its cruise options with the arrival of some of the cruise industry's newest and largest ships, including Norwegian Aqua and Royal Caribbean's Star of the Seas. Carnival Festivale and MSC's World Atlantic are slated to debut in 2027.

Central Florida continues to diversify its economy by emphasizing opportunities for business. According to the Orlando Economic Partnership (OEP), Central Florida is the number one fastest-growing population among major U.S. regions. As such, the Orlando region has the right mix of talent, growth, connectivity, and quality of life to attract new business and expand existing business.

OEP characterizes Orlando as the perfect destination for businesses looking to optimize operational expenses while still accessing a skilled and talented workforce. Key new-to-market and expanding ventures include: Universal Studios, whose expansion will add 14,000 new jobs; Goliath Ventures opening its corporate headquarters; Nuview expanding its corporate headquarters; and Charles Schwab expanding its corporate headquarters.

Strong increases in the area's population and employment, the strength of Orlando's world-class tourism industry, and the continued development of the defense, high-tech and digital media industry sectors have all been strong drivers of business travel, historically generating additional travel demand.

Playing a significant role in the economic vitality of the region is Orlando International Airport. As the first and last impression many visitors have of Central Florida, it is important that we strive to improve our facilities and customer service so passengers can enjoy a safe, secure, and convenient travel experience.

Terminal C is in the midst of completing its first gate expansion by adding eight narrow-body gate equivalents set to open in 2026 and a Pedestrian Bridge connector with upgrades such as moving sidewalks which is completed. And a new Rental Car Lobby and upgrades is currently under construction.

Connected to Terminal C is our Intermodal Terminal Facility that consists of the South Terminal Link station, the Train Station, and associated entrance and departure roadways. It includes infrastructure improvements that can accommodate at least three rail systems: (1) the South Terminal Link (2) Brightline, a passenger train service between Miami and Orlando and (3) SunRail, Central Florida's commuter rail line that is currently under study. SunRail's proposed Sunshine Corridor would expand its network to connect the airport to the Orange County Convention Center and eventually International Drive and the Disney Springs area.

The Greater Orlando Aviation Authority Board recently approved a revised CIP that will complement its earlier Strategic Plan. The revised \$5.9 billion FY2025-3030 Capital Improvement Plan (CIP) will address GOAA's commitment to invest significantly in projects that will expand capacity, modernize airport facilities, and elevate the experience for passengers. Future improvements include: expanding parking; expanding baggage handling capacity; new and upgraded gate areas; modernizing Terminals A and B; and renovating and adding new restrooms, seating areas, retail shops and restaurants.

Domestic and international tourism are necessary to sustain the multibillion-dollar economic engines of the region. Orlando International Airport has always taken great pride in being recognized as an industry leader and a user favorite. Today's traveler demands a higher level of service and efficient connections to other modes of transportation.

It is essential that Orlando International Airport strives to seamlessly connect Florida and the world through exceptional experiences, collaboration and creativity, while focusing on its foundational pillars of Customer Experience, Community, Infrastructure, and People.

By devoting the appropriate resources to development, MCO will optimize its ability to set the standard for travel excellence.

## Major Capital Initiatives

### Orlando International Airport

The projects in the Aviation Authority's annual Capital Improvement Program (CIP) will continue to be directed toward four major categories: (1) asset preservation and replacement; (2) new capacity; (3) customer service and (4) revenue enhancement. A particular challenge to any CIP for a mature facility is balancing the needs of upgrading or replacing aging facilities, such as specific portions of the 44-year-old Airsides 1 and 3 and associated western half of the landside building, while concurrently providing new capacity to meet growing passenger demand. The approach to this CIP was to identify and evaluate projects and to model the projected impact on the Aviation Authority's financial metrics.

The CIP addresses identified needs including additional gates and remain-overnight (RON) positions, expansion of rental car (RAC) and parking facilities, and new baggage handling system facilities to improve outbound screening and make-up capabilities. The CIP also includes forward-looking initiatives such as Advanced Air Mobility (AAM), expanding cargo facilities, and providing enabling infrastructure to accommodate expected growth. All proposed projects have been developed to align with forecasted demand, available funding sources, and the Aviation Authority's long-term strategic vision.

The development of the CIP for the years FY2025-2030 is focused on (1) aligning the funding plans with the scope and budget estimates of all proposed capital projects; (2) incorporating the results of planning studies which include well developed scope and budgets of projects for this CIP and future CIPs; and (3) updating current project budgets to reflect the Aviation Authority's capital priorities and current construction market conditions. To successfully execute this CIP, updated business terms with airport tenants will be necessary for multiple programs, including with the rental car companies regarding the rental car and parking expansion program, and with the airlines regarding terminal baggage handling systems. The concurrent negotiations and consultations with the rental car companies and airlines are underway.

One of the challenges in developing a balanced FY2025-2030 CIP is the limited amount of Passenger Facility Charges (PFC) capacity. Most of the Aviation Authority's current and future PFC capacity is committed to debt to finance Terminal C and past improvements to Terminals A and B. Outstanding PFC-supported bond debt service extends through FY2052. Therefore, future PFC financing capacity is limited. In addition, the five-year federal government Infrastructure Investment Jobs Act (IIJA) will end in FY2026. PFC-supported debt and grants reduce the level of airline rentals, fees, and charges. Without as much access to such funds, airline rates will need to increase to support the CIP.

The estimated total aggregate cost of the 2025-2030 CIP, as approved in September 2025, is approximately \$5.9 billion, including allowances for inflation. In addition to the 2025-2030 Capital Improvement Program, the Aviation Authority also undertakes renewal and replacement of major assets on an ongoing basis.

### Substantially Complete and Completed Projects

Major construction programs in the CIP that reached substantial completion and were removed from the CIP included the North Terminal Security Checkpoints, Health and Safety Renovations, Select Airsides Apron Rehabilitation, Taxiway G and H Rehabilitation – Phase 1, RAC Quick Turnaround (QTA) Projects and South Employee Parking Lot programs.

### North Terminal Projects Planned or Underway

The Baggage Handling System (East Side – Phase 1) includes \$873.9 million for outbound screening and make-up capacity through a multi-phased program extending into FY2029. The CIP also includes \$374 million for an Airside 2 Wing Expansion to construct a third wing, providing a net increase of at least seven additional gates and dual-purpose pavement between Airsides 2 and 4 to relieve daytime taxi lane congestion and support nighttime remain overnight (RON) parking. North Terminal Renovations include \$351.2 million for restroom upgrades, as well as renovations to the North Terminal Airsides and Landside. There is \$263 million for replacement of the Airside 2 and 4 Automated People Mover system. In addition, \$98 million is included for East

Terminal Passenger Circulation Improvements to enhance passenger circulation between Levels 1 and 3 and to expand the link corridor, \$76.9 million for Passenger Processing Efficiency Systems to replace virtual docking guidance systems and implement virtual ramp control at all North Terminal Airsides, \$35 million for North Terminal Building Roof Replacements, and \$15 million for Utilities Infrastructure Improvements.

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

Airfield rehabilitation includes \$78.8 million for the design and construction of Taxiway E and F Rehabilitation – Phases 1 and 2, as well as \$66.8 million for design efforts and construction phase services aimed at constructing a South End Around Taxiway.

### **Ground Transportation Planned or Underway**

The CIP includes \$1.2 billion for the RAC and Parking Expansion Program which includes a new parking garage at Terminal A over the QTA with modifications to A/B moving sidewalks, a new parking garage at Terminal C, rental car counters and an expanded ready return area at Terminals A, B and C with Level 1 premium parking and Transportation Network Company curb, and a Terminal C QTA facility with an auxiliary roadway. The Roadway Improvement Program includes \$168.5 million for various roadway rehabilitation projects such as Heintzelman Blvd. pavement rehabilitation and related improvements. The CIP also includes \$55 million for a three-phase rehabilitation of the existing North Terminal Parking Garages A, B and Terminal Top, as well as the tunnels connecting to the terminal garages. Lastly, \$20 million is included to expand capacity of the North Employee Parking Lot by approximately 1,250 spaces.

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

#### **Terminal C**

The CIP includes \$12 million for the Terminal C Phase 2 Design Concept to advance conceptual planning. Terminal C Phase 2 Site and Apron work includes \$200 million for site and apron work to add an early usable component for additional RON parking spaces. Terminal C additional projects include \$462 million for an additional eight narrow-body-equivalent gates in Terminal C. The CIP also includes \$20 million for Passenger Conveyance Systems for additional moving walkways in Terminal C and \$17 million for Terminal C Landscaping.

#### **Other**

The CIP includes \$281.2 million for Checkpoint Alpha and a new Centralized Receiving and Distribution Center to expand cargo facilities, increase checkpoint capacity, and improve roadway access. Terminal Nomenclature is included for \$65 million to include campus-wide updates to improve passenger wayfinding, and Airport Power Systems Upgrades are included in the amount of \$57.5 million for electrical infrastructure and switchgear modernization. Heintzelman Boulevard Infrastructure and Development includes \$39 million for the first phase of development in the Heintzelman Development Zone.

### **Orlando Executive Airport**

The projects at Orlando Executive Airport are derived from several plans produced by and for the Aviation Authority including the Master Plan and Pavement Management Plan which are developed to address airport capacity, asset preservation, safety and security and revenue generating projects. Unlike the Orlando International Airport, with the exception of Federal and State grants, most revenue at ORL is generated from aviation and non-aviation ground leases on the airport site. The CIP includes projects that result in a total cost of \$84.2 million for the period FY2025-2030. This includes approximately \$67.1 million of grant revenues and approximately \$17.1 million of Authority funds.

## Conclusion

Every effort has been made to ensure that the FY2026 budget reflects the Authority's strategies and initiatives as supported and directed by the Board. This budget also allows the Authority to fulfill its mission to seamlessly connect Florida and the world through exceptional experiences, collaboration and creativity.

## Acknowledgements and Awards

The Authority's management has contributed its full support to the development and maintenance of the financial operations of the Airport. Without this leadership, the presentation of this budget and other financial reports would not occur. The timely preparation of this report could not have been accomplished without the efficient and dedicated service of the entire Finance Department. We would like to express our appreciation to all members of the Finance Department who assisted in and contributed to its preparation.

The Authority received the Distinguished Budget Presentation Award from the Government Finance Officers Association (GFOA) for its annual budget for the fiscal year beginning October 1, 2024. This represents the seventh consecutive year that this award has been presented to the Authority. The GFOA established the Distinguished Budget Presentation Awards program in 1984 to encourage and assist state and local governments to prepare budget documents of the very highest quality that reflect both the guidelines established by the National Advisory Council on State and Local Budgeting and the GFOA's best practices on budgeting and then to recognized individual governments that succeed in achieving that goal.

In order to receive this award, a government must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan and as a communications device.

This award is valid for one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to the GFOA to determine its eligibility for another award.

Respectfully submitted,



Lance Lyttle  
Chief Executive Officer



Kathleen M. Sharman  
Executive Vice President, Chief Financial Officer



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**Greater Orlando Aviation Authority  
Florida**

For the Fiscal Year Beginning

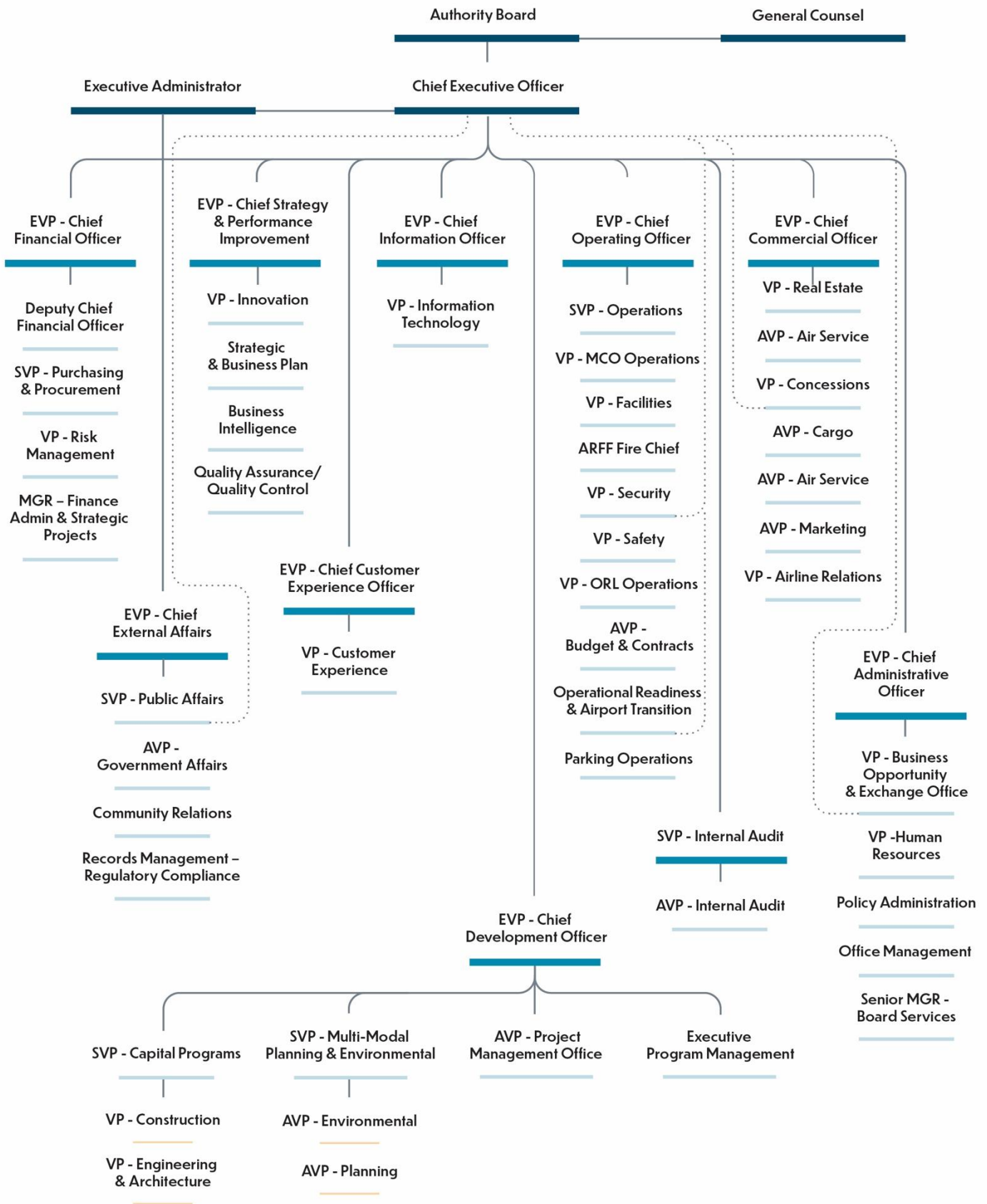
**October 01, 2024**

*Christopher P. Morill*

Executive Director



# ORGANIZATIONAL CHART



## **PROFILE OF THE AUTHORITY**

The Greater Orlando Aviation Authority (GOAA) is the governmental entity that operates Orlando International Airport (MCO) and Orlando Executive Airport (ORL) in Orlando, Florida.

GOAA replaced the former City of Orlando Aviation Department in 1976 following the closure of McCoy Air Force Base and its conveyance from the U.S. Air Force to the General Services Administration to the City of Orlando, and its subsequent transition to Orlando International Airport. GOAA is tasked with the operation, maintenance and administration of all public airports in Orange County, Florida, including any public airports which may be built in Orange County in the future.

The Aviation Authority is governed by a seven-member board. The Governor of the State of Florida appoints five members, subject to confirmation by the State Senate, one member is the Mayor of the City of Orlando and one member is the Mayor of Orange County, Florida. One of the five members of the Board appointed by the Governor is a resident of Osceola County. The Chief Executive Officer is appointed by the Authority's Board and oversees a professional staff of 1,138.5 full-time equivalent employees. The Aviation Authority maintains agreements with airlines, tenants, concessionaires, contractors and vendors that support airport functions and Brightline, the Intercity rail service to South Florida, that supports the functions of the intermodal facility.

The Authority was established pursuant to the Greater Orlando Aviation Authority Act, Chapter 57-1658, Special Laws of Florida, 1957, as replaced by Chapter 98-492, Laws of Florida, as amended. The City owns the Orlando International Airport and Orlando Executive Airport. Pursuant to an agreement dated September 27, 1976, the City transferred to the Authority the custody, control and management of the two airports for a period of 50 years subject to certain conditions. The Authority negotiated a new Operation and Use Agreement, effective October 1, 2015, which extended the term until September 30, 2065. At the end of the term, unless otherwise extended, the Authority is obligated to return full ownership and control of all its assets to the City of Orlando.

Each airport functions as a self-supporting enterprise and uses the accrual basis of accounting. For financial reporting purposes, both airports are combined into a single enterprise fund. The Authority and the City reviewed the Governmental Accounting Standards Board (GASB) statements on defining the governmental reporting entity and have concluded the Authority is an independent reporting entity. The Orlando International Airport is located in Central Florida, nine miles southeast of downtown Orlando in Orange County, Florida, occupying 11,605 acres of land. The service region for the airport extends throughout Central Florida, an attribute made possible by its location at the crossroads of Florida's road network and the availability of competitive fares in the market.

The success of MCO's evolution from a former Strategic Air Command base Quonset hut and missile hangar to the award-winning facility it is today can be attributed to vision, community partnerships and a dedicated focus to the customer experience. Its development has been directed by a group of committed public officials, aviation industry experts and community leaders.

The evolution and success of MCO is the direct benefit of many factors including the initial acquisition of nearly 14,000 acres of land for aviation development, an initial airline lease and use agreement that allowed the cost-effective development of an efficient airfield and terminal complex and the creation of the Aviation Authority as a public entity continually focused on meeting the aviation needs of the community and region.

In addition, a design approach best described by the attention to details of aesthetics, environment, efficiency and the customer experience help position the airport as a premier transportation facility.

Nestled by a stand of trees near the north entry of Orlando International Airport, in a park of its own, a retired Boeing B-52D long-range Air Force bomber reposes in the Florida sunshine. Still wearing its decades-old camouflage, the enormous plane reminds visitors that the Orlando International Airport of today has its origins in a long relationship between the City of Orlando and the United States Government. Two generations of men and women trained and served at Pine Castle Air Force Base, then McCoy Air Force Base, before it closed in 1974. The B-52 Park stands as a memorial to all those stationed here through several conflicts and the three-letter designation for Orlando International Airport remains as a reminder of its military origin at McCoy – “MCO.”

The military legacy of Orlando International Airport is more than just the land on which today’s airport stands. Planners who designated two 12,000-foot runways for the heavy bombers of Strategic Air Command in the early 60s did an enormous favor for the City of Orlando. Today, those two-and-a-quarter-mile runways are still handling some of the newest, next-generation commercial jet aircraft in the world.

Orlando International Airport’s history and reputation is anchored in the foundation of vision and planning for the future. Its success has been in the acquisition of land and the design and construction of a flexible landside and airside terminal complex with strong aesthetic and environmental features that reflect the community it serves while continuing to grow.

There is no doubt that the early airline lease and use agreement that established a strong air service network, following airline deregulation and the expansion capacity of the airport had an impact on the area’s ability to prosper. It allowed the region to accommodate a high growth rate and meet the demand of an increasingly diverse economic development tract that spans from agriculture and tourism to biomedical research and electronic simulation activity.

It also meant creating landside and airside terminals with the flexibility and willingness to change and adapt to new technologies and challenges that were not dreamed of just 30 years ago.

Since November 1, 2013, the Authority has set rates by resolution rather than by lease agreement. The Rate Resolution and the Rate and Revenue Sharing Agreement were amended in 2016, 2019, and 2024. On September 18, 2024 the Board approved the Third Amended and Restated Rate Resolution and the Rate and revenue Sharing Extension Agreement that became effective on October 1, 2024 and expires September 30, 2026. The Rate Resolution has no expiration date and may be amended at any time by the Authority as it deems necessary or appropriate. Airlines that sign the Rate and Revenue Sharing agreement are referred to as Participating Airlines and are eligible to participate in revenue sharing at the end of each fiscal year.

The Intermodal Terminal Facility, branded currently as the Train Station consists of approximately 1.3 million square feet of terminal space accommodating the Terminal Link (Automated People Mover) Station and up to three regional rail systems (Terminal Link, the SunRail commuter rail and the Brightline intercity rail). It also supports ground transportation activity including taxis, shuttle buses and public bus operations.

SunRail operates nearly 50 miles of track within 16 stations through Volusia, Seminole, Orange and Osceola counties and a bus link to MCO. The direct rail link to MCO is a priority for the City of Orlando and the airport, and although no date has been published, it is part of the future development plans for SunRail.

Intercity rail service known as Brightline began operations in September 2023, offering service to West Palm Beach, Boca Raton, Fort Lauderdale, Aventura and Miami city centers. Potential additional stops are also planned for Cocoa and Stuart, but those are still in the planning phases.

Future success of the airport’s ability to seamlessly connect Florida and the world through exceptional experiences, collaboration, and creativity will depend greatly on surface and intermodal transportation access as well as increased air service, both domestic and international. The strength of the airport’s positioning will depend on the successful partnerships and support of airlines, governmental agencies and community organizations.

## STRATEGIC GOALS AND INITIATIVES

In September 2023, the Aviation Authority Board approved the 2023-2033 Strategic Plan. The vision for the assets the Aviation Authority manages has evolved over the years, starting with the development of an international airport and recently culminating with the opening of Terminal C and the realization of true multi-modal transportation facilities with Brightline beginning operations in 2023. The strategic plan was most recently updated in October 2025 and is centered on enhancing the customer experience and strengthening the Aviation Authority's role as a driver of economic growth and innovation. The vision is built around four foundational pillars: Customer Experience, Community, Infrastructure and People.

## GOALS, OBJECTIVES AND STRATEGIES

Areas of emphasis and key leadership characteristics and goals implemented throughout the Aviation Authority are elevating performance, operational effectiveness, and organizational excellence and enhancing relationships. Complementing the areas of emphasis are our four strategic pillars, Customer Experience, Community, Infrastructure and People, which are the foundation to fulfilling our Mission and achieving our Vision. These priorities emphasize putting people first, elevating the quantity and quality of the connections we enable, expanding the Aviation Authority's presence within and benefits to the communities we serve, and supporting multi-industry innovation initiatives.



**CUSTOMER  
EXPERIENCE**



**COMMUNITY**



**INFRASTRUCTURE**



**PEOPLE**

Our vision is focused on strategic and practical approaches towards the expansion and diversification of mobility options for our customers and stakeholders. By leveraging existing and future drivers of mobility and nurturing a culture that supports innovation and continuous improvement in all we do, we aspire to be the global leader in the evolution of mobility. Achieving this Vision will contribute to the delivery of elevated, favorable experiences for our residents and visitors.

Critical to implementing the Aviation Authority's vision is translating the Strategic Priorities into SMART goals – objectives that are Specific, Measurable, Achievable, Relevant and Time-bound. By framing goals in this way, the Authority ensures that strategic intentions are not only aspirational but also actionable. Success can be measured through clearly defined metrics that directly align with these SMART goals. Such metrics may include financial performance, customer satisfaction, operational efficiency, or employee engagement, each tied to concrete targets and timelines. Regular monitoring against these SMART-driven benchmarks allows the Authority to track progress with precision, identify gaps, and make timely adjustments. Key performance indicators (KPIs), when structured around SMART principles, provide deeper insights into the effectiveness of strategic initiatives and strengthen accountability. Ultimately, this approach ensures that the Authority's vision is advanced through outcomes that are both meaningful and measurable.

On October 8<sup>th</sup> the Aviation Authority Board held a workshop to discuss the updated vision and recommended short and long term goals for the Authority. At the October 15<sup>th</sup> Aviation Authority Board meeting, the Board approved the following five year goals:

### Customer Experience

1. Support all activities and projects necessary to attain a 5-star Skytrax Rating.
2. By 2035, activate 60% of ORL's current vacant real estate assets while maximizing revenue.
3. Scale ARFF staffing and infrastructure to meet forecasted emergency service needs of 9,500 annual calls for service within industry-standard response times by 2035.
4. Finalize the implementation of a perimeter intrusion detection system by 2030.
5. By 2030, attain IATA optimum level of service for all airport facilities.

### Community

1. By 2030, increase non-aeronautical revenue by 30% compared to the revenue figures recorded for 2025.
2. Develop at least one new cargo processing facility and complete an FAA-approved on-airport AAM vertiport by 2030, designed to accommodate multiple commercial operators and support the future of air mobility.
3. Develop the Park at MCO or a seasonal outdoor entertainment venue by 2036 that attracts over 100,000 annual visitors.
4. Continue to preserve SunRail right-of-way at MCO and be a participating regional partner to bring SunRail to MCO.

### Infrastructure

1. By 2030, increase available public parking at North and South terminals by 8,000 spaces.
2. By 2028, install a common-use self-service bag drop at all ticketing counters in Terminal 2. By 2030, complete the construction of a new Baggage Handling System for the North Terminal 1.
3. By 2030, complete Airside 2 gate expansions. By 2035, complete Terminal 2 Phase 2 Construction.
4. By 2030, incorporate additional passenger conveyance in Terminal 2 Airside from Palm Court to Gate C230.
5. By 2030, attain key target financial metrics of 1.4x all in Debt service convergence and Cost per Enplaned Passenger (CPE) as a percentage of fare revenue of less than 10%.

### People

1. By 2030, launch a fully operational Business Incubator at MCO to drive innovation and strategic growth, including increasing the number of small businesses working with MCO by 40%.
2. By 2028, achieve a 20% increase over 2025 baseline employee engagement scores and attain an employee engagement score of 90% within five years.
3. Implement at least four innovative or performance improvement initiatives annually starting in 2026.

#### VALUES



Service, Integrity, Efficiency, Excellence and Transparency.

#### MISSION



To seamlessly connect Florida and the world through exceptional experiences, collaboration and creativity.

#### VISION



Be the global leader in the evolution of mobility.



# Orlando International Airport





## MCO: BY THE NUMBERS



**56,828,501**

Passengers Annually (2025)



**31,704,952 LBS**

Total Landed Weight (FY 2025)



**388,332**

Total Plane Movements  
(Take offs and Landings FY 2025)



**37**

Passenger Airlines

## TOP 5 DESTINATIONS THAT MCO SERVES (AS OF JUNE 2025)

### Domestic



1. **EWB** Newark, NJ
2. **PHL** Philadelphia, PA
3. **LGA** New York/LaGuardia, NY
4. **SJU** San Juan, PR
5. **BOS** Boston, MA

### International



1. **YYZ** Toronto, Ontario
2. **LGW** London/Gatwick, England
3. **LHR** London/Heathrow, England
4. **MEX** Mexico City, Mexico
5. **SJO** San Jose, Costa Rica

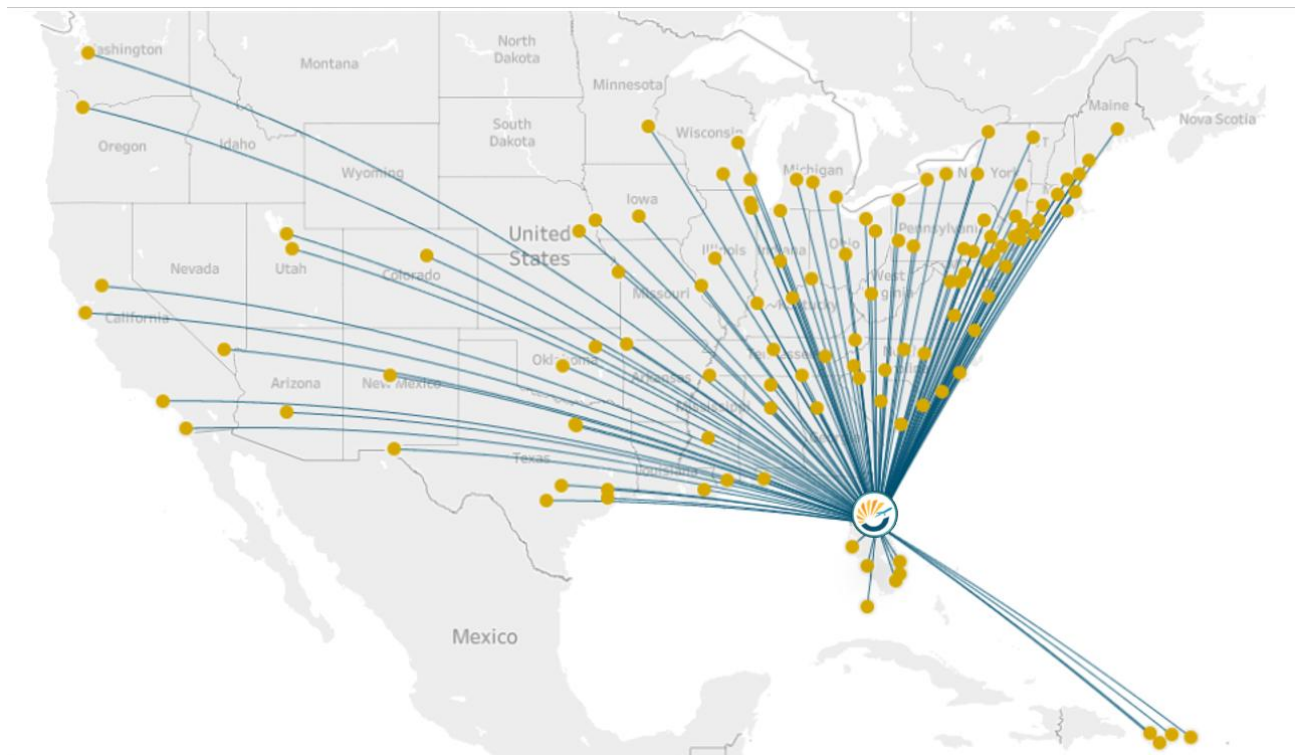
## AIR SERVICE DEVELOPMENT

### Where We Are Going

Passenger traffic at Orlando International Airport rebounded very quickly post-Covid, with particularly strong growth in international traffic, which now stands at an all-time high. Challenges in the industry, including aircraft delivery delays, engine inspection mandates, and Ultra-Low-Cost Carriers (ULCC) adjusting business models, drove domestic traffic down in 2024. But overall seat capacity returned to positive growth in 2025 driven by continued major development in the Central Florida region, a trend which continues through 2025 and into 2026 to the extent currently available in published flight schedules.

Preliminary traffic numbers for fiscal year 2025 show international passengers make up 14.7% of total enplaned passengers compared to 13% in fiscal year 2024 and 12% in fiscal year 2023.

### Domestic Destinations *As of October 2025*



## International Destinations

As of October 2025



### PROJECTED NEW DESTINATIONS STARTING (AS OF OCTOBER 1, 2025)

Airline	Service Start	Destination	Airport Code
Breeze	October 1, 2025	Salisbury, MD	
Breeze	October 3, 2025	Norfolk, VA	
Iberia	October 26, 2025	Madrid, Spain	
JetBlue	October 30, 2025	Las Vegas, NV	
Latam	December 1, 2025	Lima, Peru	
Breeze	December 10, 2025	Lincoln, NE	
Porter	December 12, 2025	Hamilton, ON	
Breeze	December 12, 2025	Tri-Cities, TN	
Frontier	December 20, 2025	San Jose, Costa Rica	
Frontier	December 20, 2025	San Pedro Sula, Honduras	
Frontier	December 20, 2025	San Salvador, El Salvador	
Frontier	December 21, 2025	Guatemala City, Guatemala	
Allegiant	January 16, 2026	Appleton, WI	
Breeze	February 5, 2026	Myrtle Beach, SC	
Southwest	February 5, 2026	St. Thomas, USVI	
Frontier	February 13, 2026	Pensacola, FL	
Zipair	February 23, 2026	Tokyo/Narita, Japan	
Southwest	March 5, 2026	Knoxville, TN	
Southwest	April 7, 2026	St. Maarten, Neth. Antilles	
Southwest	June 6, 2026	Little Rock, AR	
Southwest	June 6, 2026	Wichita, KS	

## Budget Summary

	Budget 2024	Budget 2025	Budget 2026
<b>Anticipated Revenue</b>			
Airline Rentals, Fees and Charges	\$363,903,000	\$440,162,000	\$460,120,000
Non-airline Revenues	445,672,000	477,719,000	486,287,000
Interest Revenue	22,045,000	23,397,000	33,087,000
Total Revenue	<u>\$831,620,000</u>	<u>\$941,278,000</u>	<u>\$979,494,000</u>
<b>Less Airport Exclusive Revenue</b>			
Rail Station Building Revenue	(6,317,000)	(8,234,000)	(8,260,000)
Net Anticipated Revenue	<u>\$825,303,000</u>	<u>\$933,044,000</u>	<u>\$971,234,000</u>
<b>Appropriations</b>			
2010 Debt Service Fund	3,955,000	0	0
2015 Debt Service Fund	12,317,000	31,719,000	9,309,000
2016 Debt Service Fund	14,970,000	11,290,000	11,292,000
2016 Subordinated Debt Service	7,555,000	7,554,000	7,557,000
2017 Subordinated Debt Service	42,904,000	42,410,000	41,891,000
2019 Debt Service Fund	84,844,000	84,857,000	84,859,000
2022 Debt Service Fund	18,424,000	18,461,000	18,470,000
2024 Priority Subordinated Debt	0	0	17,094,000
2024 Loan (RFD 2016)	0	17,356,000	26,104,000
Available PFC Revenues	(80,214,000)	(73,689,000)	(86,950,000)
Operation and Maintenance Fund	514,110,000	567,010,000	614,500,000
Operating Reserve Fund	22,768,000	8,817,000	7,915,000
Central Energy Plant Obligation	<u>10,189,000</u>	<u>10,189,000</u>	<u>9,309,000</u>
Total Appropriations	<u>\$651,822,000</u>	<u>\$725,974,000</u>	<u>\$761,350,000</u>
<b>Remaining Revenues</b>	<b><u>\$173,481,000</u></b>	<b><u>\$207,070,000</u></b>	<b><u>\$209,884,000</u></b>

## Budget Highlights

Coordination of the Authority's annual budget and the 2025-2030 Capital Improvement Program is one of the keys to successfully implementing the Authority's Strategic Plan. The key principles on which the budget was developed include:

- Basic services funded at adequate levels.
- Revenues estimated at reasonable amounts.
- Prioritization of capital and maintenance projects.
- Fair and reasonable rates and charges.

A comparison of the rates and charges for fiscal year 2026 compared to fiscal year 2025 and fiscal year 2024 are summarized below:

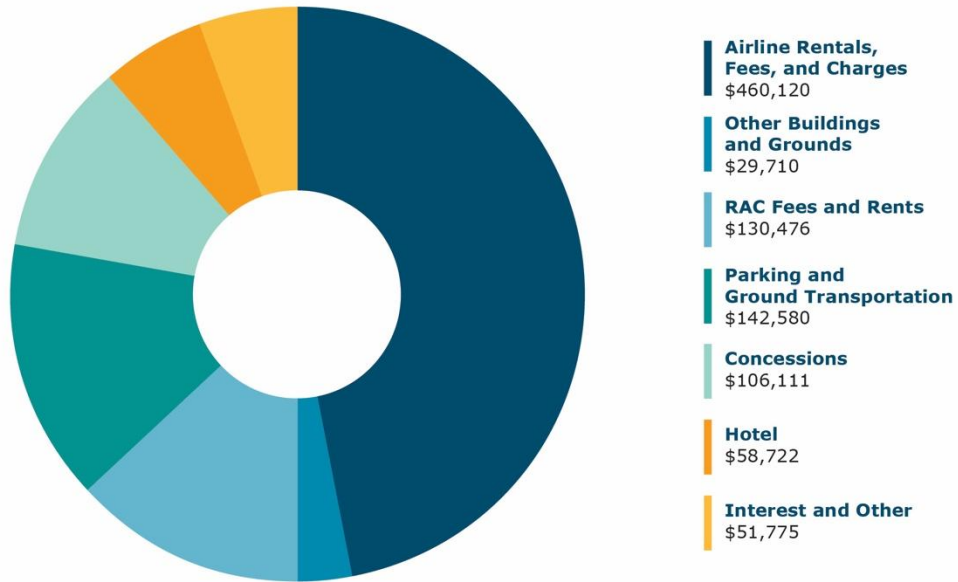
Rates and Charges	FY2024 Actual	FY2025 Budget	FY2026 Budget
Cost Per Enplaned Passenger	\$8.31	\$13.53	13.86
Landing Fees per 1000/lb.	1.8114	2.2023	2.2903
Apron Fee per gate	85,382	113,964	113,273
Terminal Premises Rate per square foot	202.76	226.93	228.44
Airline Equipment Charge per gate	114,630	111,181	117,611
Security Checkpoint Fee per enplaned passenger	-	1.17	1.21
North Inbound Baggage System Fee per deplaned passenger	1.74	0	0
North Outbound Baggage System Fee per enplaned passenger	1.70	0	0
South Inbound Baggage System Fee per deplaned passenger	2.25	0	0
South Outbound Baggage System Fee per enplaned passenger	3.03	0	0
Single Airportwide Baggage System Fee per enplaned passenger	0	2.22	2.20
Terminal C Common Use Bag Make Up Fee	575,930	642,757	583,826
Enplanements	29,080,689	27,914,796	28,614,000

## Revenue

Budget Revenue (in thousands)	FY2024 Actuals	FY2025 Budget	FY2026 Budget	FY2026 vs FY2025	% Change
Airline Rentals, Fees, and Charges	\$363,776	\$440,163	\$460,120	\$19,957	4.5%
Other Buildings and Grounds	27,517	26,122	29,710	3,588	13.7%
RAC Fees and Rents	133,476	131,724	130,476	(1,248)	-0.9%
Parking and Ground Transportation	149,662	137,458	142,580	5,122	3.7%
Concessions	115,960	105,714	106,111	397	0.4%
Hotel	56,788	59,158	58,722	(436)	-0.7%
Interest and Other	61,886	40,939	51,775	10,836	26.5%
Federal Relief	18,362	0	0	0	0%
<b>Total Rates and Charges Revenue</b>	<b>\$924,427</b>	<b>\$941,278</b>	<b>\$979,494</b>	<b>\$38,216</b>	<b>4.1%</b>

## Budget Highlights (cont.)

### Revenue Budget (in thousands)



Revenues are projected to increase \$38.2 million over the fiscal year 2025 budget. Airline rentals, fees, and charges are projected to increase \$20.0 million due to an overall increase in passenger traffic and rates. Non-airline revenues are projected to increase \$18.3 million due to the increase in passengers and higher projected interest earnings. Cost per enplanement is currently budgeted at \$13.86 for all airlines

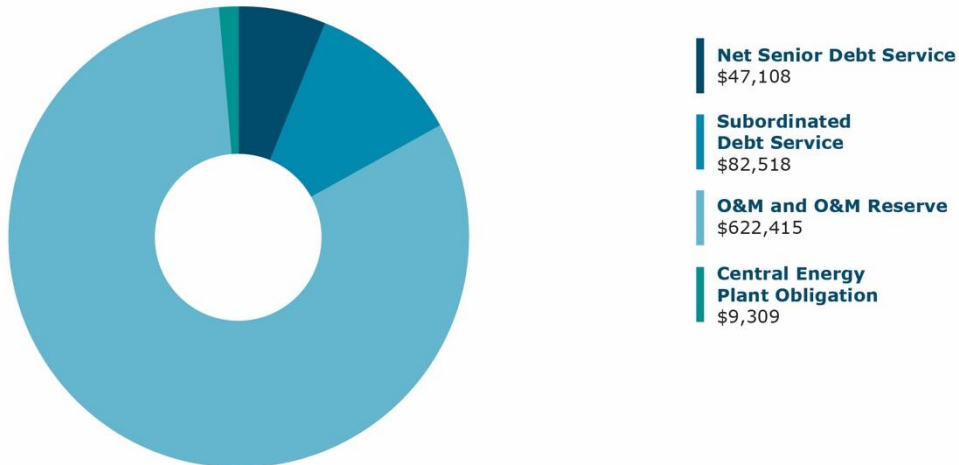
## Budget Highlights (cont.)

### Expenditures

Expenditures include appropriations for Debt Service, Operation and Maintenance (O&M), and Fund Deposits. Expenses are budgeted at \$761.4 million for 2026. This includes Debt Service payments of \$138.9 million and Operation and Maintenance expenses with O&M Reserve of \$622.4 million. At \$622.4 million, the Operation and Maintenance budget, including the O&M Reserve for 2026, is 8.1% over fiscal year 2025 budget. The Debt Service requirements of \$138.9 million represents \$47.1 million of payments for Senior Debt and \$91.8 million for Subordinated Debt.

<b>Expenditure Budget</b> <i>(in thousands)</i>	<b>FY2024</b> <b>Actual</b>	<b>FY2025</b> <b>Budget</b>	<b>FY2026</b> <b>Budget</b>	<b>FY2026 vs</b> <b>FY2025</b>	<b>% Change</b>
Senior Debt Service	\$168,778	\$146,328	\$134,058	(\$12,270)	-8.4%
Subordinated Debt Service	83,219	67,320	82,518	15,198	22.6%
Less PFC Supported Debt Service	(117,480)	(73,689)	(86,950)	(13,261)	18.0%
O&M and O&M Reserve	490,010	575,827	622,415	46,588	8.1%
Central Energy Plant Obligation	9,184	10,189	9,309	(880)	-8.6%
<b>Total Expenditures</b>	<b>\$633,711</b>	<b>\$725,975</b>	<b>\$761,350</b>	<b>\$35,375</b>	<b>4.9%</b>

### Expenditure Budget (in thousands)



## BUDGET PROCESS

The Budget Department coordinates the budget process. The formal budgeting process, which begins in February and ends in September, provides the primary mechanism by which key decisions are made regarding the levels and types of services to be provided, given the anticipated level of available resources. Revenues and expenditures are projected based on information provided by Authority departments, outside sources, current rate structures, historical data and statistical trends.

The budget preparation process provides department vice presidents an opportunity to examine their program(s) of operation, to propose changes in current services, to recommend revisions in organizations and methods and to outline requirements for capital items. The Budget Department also receives and summarizes new personnel requests.

During the standard budget review phase, the Budget Department recommends funding levels after analyzing new positions, operating and capital budget requests, service levels and departmental revenue estimates. Budget recommendations regarding requests for new personnel and capital are based on: (1) departmental priorities as submitted by department vice presidents; and (2) available funding after core services are addressed. The Budget staff recommendations on operating and capital budgets and new personnel requests are reviewed with department Vice Presidents and then with executive management. The Board adopts the budget, and it may be amended as required, with Board approval, at any time during the year.

## FY2026 BUDGET CALENDAR

### February

Budget Kick Off and Training; O&M Personnel, and Capital Requests Submitted by Departments to Budget Team

### April

Department Meetings for O&M, Personnel, Capital and Revenue Requests

### June

Final Budget Review Meeting with Management

### August

Preliminary Budget Presented to the Board.  
City Council Holds Public Hearing for Budget.

### March

Revenue Submitted by Departments. Estimated Employee Benefits from Human Resources. Budget Analysis by Budget Team

### May

Management Preliminary Review of Budget

### July

Budget Consultation Meeting with Airlines

### September

Final Budget Adopted by Authority Board

## **FINANCIAL POLICIES AND GUIDELINES**

The Authority uses the budget process to help plan for the future, ensure customer service and satisfaction and maintain effective cost management and overall performance. The Authority also uses financial policies related to budgeting, cash management and investments, capital projects, debt service and reserves to provide structure and to ensure the development of the budget meets its mission, vision and values, as well as aligns with the strategic plan of the Authority.

### **Financial Policies**

An annual budget is prepared on the methodology established in the Resolution relating to Airline Rates and Charges and Airline Operating Terms and Conditions for the Use of Facilities and Services at the Orlando International Airport, which was amended effective October 1, 2024 (the "Rate Resolutions") and the 1978 Airport Facilities Revenue Bond Resolution, as amended and restated September 16, 2015, for all accounts established by those agreements and resolutions, except construction and debt service accounts. The budgets are on a non-GAAP basis since capital expenditures are included as expenses and depreciation is not budgeted. Budgetary control (the level at which expenditures cannot legally exceed the appropriated amount) is established at the department level. All purchases are required to be encumbered before a purchase order is approved, which allows the Authority to maintain strong budgetary control.

### **Basis of Budgeting**

The Authority's budget is organized based on funds, each of which is considered a separate accounting entity. The operations of each fund are accounted for with a separate set of self-balancing accounts that include its revenues and expenditures/expenses. Various resources are allocated to and accounted for in individual funds based upon the purposes for which they are to be spent and how the spending activities are controlled.

The Authority's budget is prepared on the accrual basis of accounting. Under this basis of budgeting, revenues are recognized in the accounting period in which they become available and measurable. Thus, revenues received shortly after year-end, but related to the current year, are budgeted in the current year. The basis of budgeting and basis of accounting are identical.

Fund balances presented do not reflect the total equity in the fund, but rather only available and useable resources for the current fiscal period. Unexpended appropriations for non-capital project budgeted funds lapse at fiscal year-end. Encumbrances are utilized in all funds. An independent public accounting firm performs an annual audit of the Authority with the subsequent issuance of the Annual Comprehensive Financial Report (ACFR).

### **Balanced Budget**

In September of each year, the Aviation Authority Board will adopt an annual balanced budget, defined as all revenues and non-operating expenditures in all funds. Year-end surpluses will be used in maintaining reserves and may be available to the capital expenditure funds or as designated by Board approval.

### **Budget Monitoring**

Throughout the year, the budget is monitored and compared to actual expenses. Key deliverables include monthly and quarterly financial status and variance reporting, annual budget and fund balance analysis. Various departments utilize additional internal controls, for example, Procurement verifies requisitions and budget amounts, and Human Resources compares wages and hiring with budgets along with managers responsible for their department budgets. Reports are distributed periodically to Executive Management.

## **Budget Amendment**

A transfer of budgeted funds between the operating expenditure group and capital outlay group, between cost centers or between departments, may be initiated by the Department Vice President with the concurrence of the Assistant Vice President of Finance or Deputy Chief Financial Officer and the Chief Financial Officer, up to the requestor's approved expenditure authority levels for each transaction.

Transfers that exceed the Chief Executive Officer's approval level require Aviation Authority Board approval. However, transfers that shift budget to a new department code or account code without changing the original intended use of the funds do not require Aviation Authority Board approval.

In an emergency situation, the Chief Executive Officer or Chief Financial Officer may authorize transfers from the contingency account. Such transfers are reported to the Aviation Authority Board at its next meeting for ratification.

If an item is under budget, then the excess budget may be transferred to contingency without requiring Aviation Authority Board or City Council approval. If additional funds are required for an intent that is similar to the originally budgeted item, then the Chief Executive Officer or Chief Financial Officer may authorize the transfer. If the additional funds are not for a similar intent, Aviation Authority Board and City Council approvals are required.

Unbudgeted expenditures that are in the Airport Facilities Capital Expenditure Fund, Airport System Renewal and Replacement Fund, Airport Facilities Discretionary Fund or Airport Facilities Improvement and Development Fund must be approved by the Aviation Authority Board and the City Council.

## **Cash Management and Investments**

The Authority will maintain prudent unrestricted reserves as a backstop necessary to fund its obligations if unforeseen events occur. The level of unrestricted reserves will be evaluated at least annually. The Authority's unrestricted reserves are defined as the sum of the unrestricted cash and investments, unrestricted cash designated for capital projects, unrestricted long-term investments and O&M reserve. The Authority's unrestricted reserve target is an amount sufficient to fund at least 365 days of operating and maintenance expenses for the fiscal year.

The Authority invests public funds in a manner that will provide the highest level of security while meeting the daily cash needs of the Authority. The safety of principal is the foremost objective of the Aviation Authority.

## **Accounting Structure**

The financial statements of the Authority are prepared in accordance with Generally Accepted Accounting Principles (GAAP) as applied to governmental units.

The Authority uses the accrual basis of accounting. Under the accrual basis, revenue is recorded when susceptible to accrual, i.e., it is both measurable and available. Expenditures are recognized when the related liability is incurred. The exception to this general rule is that principal and interest on general obligation long-term debt and compensated absences, if any, are recognized when due. Authority funds are accounted for under the accrual basis of accounting. Revenues are recognized when earned and expenses are recognized when incurred.

The financial transactions of the Authority are recorded in individual funds. Each fund is accounted for by providing a separate set of self-balancing accounts that comprise its assets, liabilities, reserves, fund equity, revenues and expenditures. Various funds and account groups are reported by generic classification within the financial statements of the ACFR. Identification of funds, their purpose and principal revenue sources received by the Authority are displayed in the following Fund Structure section.

## **Operating Reserve**

The operating reserve was established by Amended and Restated Airports Facilities Revenue Bond Resolution as at least two months of operating expenses (excluding depreciation). In the event that sufficient operations and maintenance funds are not available, expenses will be paid from the operating reserve. The 2026 operating budget expenses are \$614.5 million and the contributions to the operating reserve account is \$7.9 million.

## **Debt Management**

Greater Orlando Aviation Authority's debt management practice is designed to promote effective and efficient management of the Authority's debt program, provide a framework for the structuring and monitoring of debt issuances and demonstrate commitment to long-term financial planning. The practices adopted therein along with the guidance and limitations included in the Authority's annual CIP is intended to ensure that future Authority leaders have reasonable flexibility to address emerging issues within a consistently applied framework.

The Authority has a conservative debt structure: 100% fixed rate debt that is not back loaded, no variable rate debt, except for line-of-credit interim financing and no swap exposure. The Authority's debt service reserves are 100% cash funded. The Authority has set targeted financial metrics that exceed the minimum requirements of the bond indentures. These metrics are reviewed for appropriateness and relevance to current market conditions.

## **Operation and Maintenance (O&M) Fund**

The O&M fund provides for the day-to-day operation and maintenance of the Authority's facilities, including public safety services. Included in this program are operating expenses, facility projects and equipment expenses. The Authority's O&M Fund is funded from airline rates and charges and nonairline revenues including concessions and other revenues.

## **Revenue**

The Authority monitors revenues on a monthly basis and deviations from budget are identified and explained. One-time revenues include but are not limited to grants, rebates and sales of capital assets. Grants are accounted for as either non-operating income or capital contributions, and rebates and sales of capital assets are included as other non-operating income. The Authority monitors the diversification of its revenues to protect from possible short-term fluctuations, including terms in the third Amended and Restated Rate Resolution that allows the Aviation Authority to charge debt service coverage (hard coverage), the airline rate base will include allocable debt service coverage (25% for Senior Bonds, and 10% for Subordinated Indebtedness) for purposes of determining annual rates.

Each year the Finance Department projects revenue for the upcoming budget year with the assistance of the Concessions, Real Estate, Operations and General Aviation departments.

## **Capital Budget**

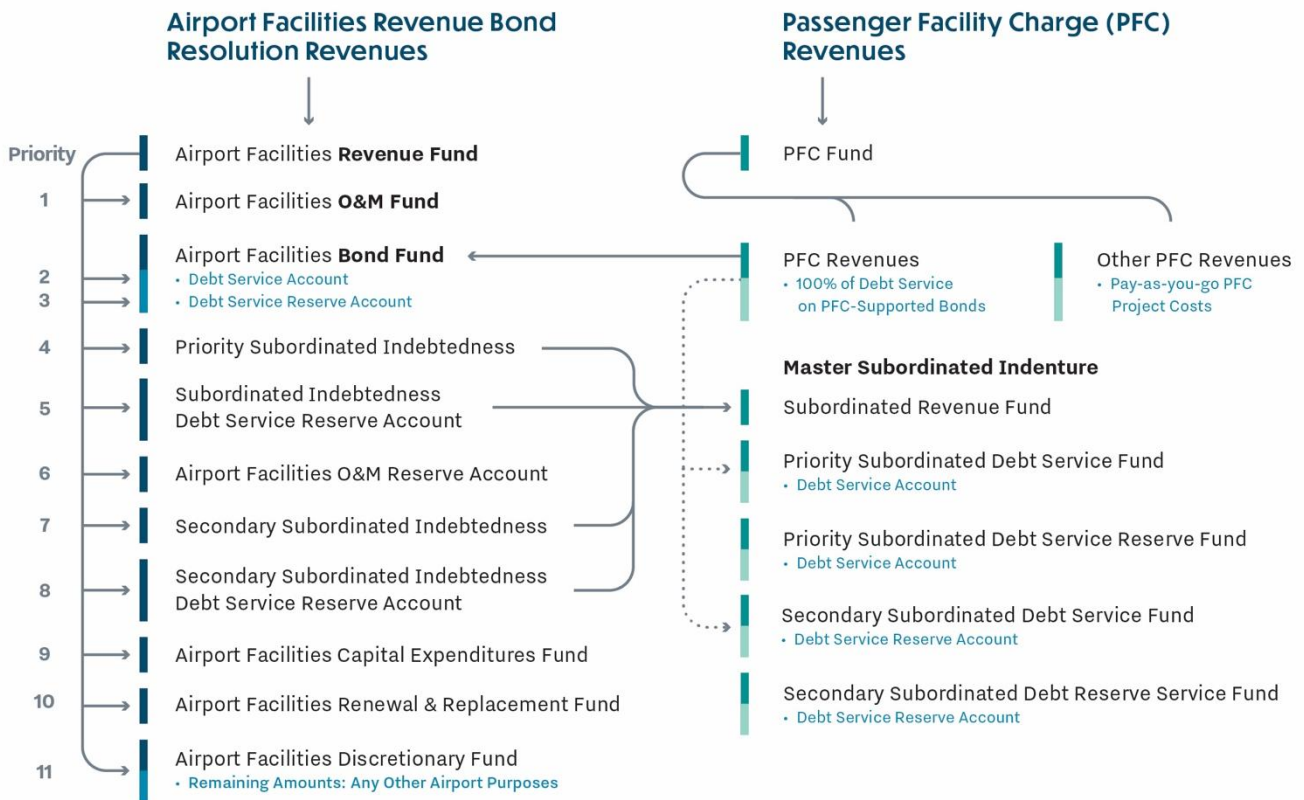
The Aviation Authority periodically, typically annually, reviews and updates its CIP. The CIP serves as a basis for determining funding requirements and other operational planning decisions. The Aviation Authority aligns the CIP with the Strategic Plans and Master Plans and recommends assignment of resource allocations in furtherance of the CIP for facility preservation, facility expansion and equipment procurement.

All equipment purchases will be accounted for based on the Authority's capitalization policy, the total cost of each unit must be over \$5,000 and have a useful life that exceeds one year. Additional information on the capital expenditure budget is provided in the CIP section of this report.

## Fund Structure

The Airport Authority is accounted for as an Enterprise Fund, which reports activity for which a fee is charged to users for goods or services. For internal purposes, the Authority maintains funds corresponding to three major functions: Operating Fund, Construction Funds and Debt Service Funds. The budgets for all funds are prepared on the accrual basis of accounting in accordance with GAAP. Section expenses are within the Operating Fund. Construction Funds utilize bond proceeds, federal and state grants, CFCs, PFCs, interest earning and Authority contributions.

The Bond Resolution requires that all revenues shall be promptly deposited by the Authority into the Revenue Fund. As soon as practical, each month after the deposit of revenues the transfer to the following funds or entities in the following order of priority the amounts are set forth below:



## Fund Source

	O&M Funds	Authority Funds (Cap Ex)	FAA Grants	FDOT Grants	TSA Grants	Passenger Facility Charges	Customer Facility Charges	GARBs*
Operating Fund	●		●	●	●			
Debt Service Fund	●					●	●	
Construction Fund		●	●	●	●	●	●	●

\*Debt Service on GARB is paid with Airport Revenues

## Sections

Sections are the lowest budget level in the organization. Sometimes a group of sections is referred to as a department. These sections are responsible for specific functions that relate to one another. The department format provides vice presidents the opportunity to review together related functions that they manage. For example, the Security Department includes the Communications Center, Orlando Police Department, Canine, Security Administration, Security Operations, Security Compliance and Access Control. Additionally, most departments are grouped into divisions. Additionally, there is one section that is not grouped into a division, the Internal Audit Department that reports directly to the CEO, which primarily consists of the C-Suite Executives. The table below shows a listing of sections, departments and divisions in which they reside.

**S006** Executive Administration

### Internal Audit Department

**S011** Internal Audit

### External Affairs Division

**S021** Public Affairs

**S721** Governmental Affairs

**S061** Records Management

**S062** Federal and State Compliance

### Finance Division

**S051** Business Applications

**S111** Finance

**S121** Procurement Services

**S513** Risk Management

### Strategy & Performance Division

**S524** Innovation

### Customer Experience Division

**S009** Customer Experience

### Information Technology Division

**S521** Information Technology

### Development Division

**S711** Planning

**S712** Environmental

**S714** Capital Programs

**S715** Construction

**S716** Engineering and Architecture

**S717** Project Controls

**S718** Project Management Office

## Operating Division

### Security Department

**S412** Communication Center

**S431** Orlando Police Department

**S461** Security Canine

**S462** Security Access Control

**S463** Security Administration

**S464** Security Operations SAMS

**S465** Security Compliance

### Facilities Department

**S631** Facilities Administration

**S632** Utilities

**S654** Pavement and Grounds

**S656** Airfield Electrical

**S682** Carpentry

**S683** Paint

**S684** Plumbing

**S685** HVAC

**S686** Electronics

**S687** Terminal Electric

**S688** Graphics

### Operations Department

**S233** Parking Revenue Control

**S234** Parking Operations

**S235** Employee Shuttle

**S236** Hotel Valet Parking

**S237** Economy Parking

**S238** Ground Transportation Services

**S411** Airport Operations and Administration

**S413** Airline Division

**S414** Airfield Operations

**S416** Waste Management Services

**S417** Landside Division

**S418** Emergency Management

### ARFF Department

**S415** Aircraft Rescue and Fire Fighting

## Commercial Division

**S221** Concessions

**S261** Real Estate

**S302** Airline Relations

**S311** Air Service Dev & Marketing

**S313** Cargo

**S991** Hotel Hyatt

## Administration Division

**S008** Business Opportunity & Exchange

**S511** Human Resources

**S511** Board Services

## General Aviation Division

### Orlando Executive Airport

**S441** OEA Administration

**S442** OEA Operations

**S443** OEA Facilities

**S445** OEA Kane Common

**S446** OEA Customers Border Protection

## FUND BALANCE

The Authority Fund Balance is generally defined as the difference between assets and liabilities. The Authority's fund balance is projected to increase by \$149.1 million in fiscal year 2026.

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

	Orlando International Airport	Orlando Executive Airport	Total
<b>Budget Year Ended Sept 30, 2026</b>			
<b>Total Net Position, Beginning of Year</b>	\$4,045,810	\$54,030	\$4,099,840
Total Operating Revenues	946,407	4,421	950,828
Total Operating Expenses before depreciation	614,500	4,660	619,160
Operating income (loss) before depreciation	331,907	(239)	331,668
Depreciation*	(230,000)	(2,500)	(232,500)
Operating income	101,907	(2,739)	99,168
Non-operating Revenues (Expenses)	50,000	-	50,000
Capital Contributions*	-	-	-
Increase (Decrease) in net position	151,907	(2,739)	149,168
<b>Total Net Position, End of Year</b>	<b>\$4,197,717</b>	<b>\$51,291</b>	<b>\$4,249,008</b>

#### BUDGET YEAR ENDED SEPT 30, 2025

<b>Total Net Position, Beginning of Year</b>	\$3,874,939	\$56,170	\$3,931,109
Total Operating Revenues	917,881	4,866	922,747
Total Operating Expenses before depreciation	567,010	4,506	571,516
Operating income (loss) before depreciation	350,871	360	351,231
Depreciation*	(230,000)	(2,500)	(232,500)
Operating income	120,871	(2,140)	118,731
Non-operating Revenues (Expenses)	50,000	-	50,000
Capital Contributions*	-	-	-
Increase (Decrease) in net position	170,871	(2,140)	168,731
<b>Total Net Position, End of Year</b>	<b>\$4,045,810</b>	<b>\$54,030</b>	<b>\$4,099,840</b>

\*Depreciation and Capital Contributions are not subject to appropriation.

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

	Orlando International Airport	Orlando Executive Airport	Total
<b>Fiscal Year Ended Sept 30, 2024</b>			
<b>Total Net Position, Beginning of Year</b>	\$3,494,869	\$49,778	\$3,544,647
Total Operating Revenues	842,564	4,443	847,007
Total Operating Expenses before depreciation	491,336	4,155	495,491
Operating income (loss) before depreciation	351,228	288	351,516
Depreciation	(230,241)	(1,766)	(232,007)
Operating income	120,987	(1,478)	119,509
Non-operating Revenues (Expenses)	86,340	2,917	89,251
Capital Contributions	172,743	4,953	177,696
Increase (Decrease) in net position	380,070	6,392	386,462
<b>Total Net Position, End of Year</b>	<b>\$3,874,939</b>	<b>\$56,170</b>	<b>\$3,931,109</b>
<b>Fiscal Year Ended Sept 30, 2023</b>			
<b>Total Net Position, Beginning of Year</b>	\$3,290,214	\$46,769	\$3,336,983
Total Operating Revenues	751,144	4,248	755,392
Total Operating Expenses before depreciation	452,637	4,451	457,088
Operating income (loss) before depreciation	298,507	(203)	298,304
Depreciation	(231,958)	(1,888)	(233,846)
Operating income	66,549	(2,091)	64,458
Non-operating Revenues (Expenses)	82,636	4,682	87,318
Capital Contributions	55,470	418	55,888
Increase (Decrease) in net position	204,655	3,009	207,664
<b>Total Net Position, End of Year</b>	<b>\$3,494,869</b>	<b>\$49,778</b>	<b>\$3,544,647</b>
<b>Fiscal Year Ended Sept 30, 2022</b>			
<b>Total Net Position, Beginning of Year</b>	\$3,038,241	\$45,211	\$3,083,452
Total Operating Revenues	609,264	3,578	612,842
Total Operating Expenses before depreciation	312,882	4,389	317,271
Operating income (loss) before depreciation	296,382	(811)	295,571
Depreciation	(168,761)	(2,063)	(170,824)
Operating loss	127,621	(2,874)	124,747
Non-operating Revenues (Expenses)	86,599	2,040	88,639
Capital Contributions	37,279	2,392	39,671
Increase (Decrease) in net position	251,499	1,558	253,057
<b>Total Net Position, End of Year</b>	<b>\$3,289,740</b>	<b>\$46,769</b>	<b>\$3,336,509</b>

## **AIRLINE RATES AND CHARGES SUMMARY**

Since November 1, 2013, the Authority has set rates by resolution, rather than by lease agreement. On September 18, 2024, the Authority adopted the Third Amended and Restated Rate Resolution that became effective on October 1, 2024, and which applies to all airlines, whether or not any such airline specifically agrees in writing to its terms. The Rate Resolution has no expiration date and may be amended at any time by the Authority as it deems necessary or appropriate. The Rate Resolution provides for the payment of fees and charges by the airlines.

Certain airlines have executed and delivered to the Authority the Revenue Sharing Agreement and, following execution by the Authority, by virtue of being a party to an effective Revenue Sharing Agreement, are eligible to receive a share of certain Authority revenues in exchange for certain long-term commitments to the Authority. On September 18, 2024, the Authority approved the current form of Revenue Sharing Agreement for fiscal years 2025 through 2026.

Under the Revenue Sharing Agreement, the Authority has agreed to pay to the Participating Airlines, for each Fiscal Year from fiscal year 2025 through fiscal year 2026, an amount equal to such Airline's Revenue Share Percentage of any Net Shared Revenues. The effect of such formula is that the Authority pays all debt service, operating expenses and amortization for the entire airport and, if any revenues (other than certain excluded revenues) remain, the Authority keeps the first \$110 million, gives the Participating Airlines the next \$17 million, then shares an amount equal to certain debt service coverage payments made by Participating Airlines (75% to the Participating Airlines and 25% to the Authority), and shares all remaining non-excluded revenues with the Airlines on a 50/50 basis. Each Participating Airline's proportionate share of remaining revenues is based on such Participating Airline's percentage of certain payments made to the Authority by all Participating Airlines.

## **REVENUE OVERVIEW**

The Authority will estimate revenues in a realistic and conservative manner. Aggressive revenue estimates significantly increase the chance of budgetary shortfalls occurring during the year, resulting in either deficit spending or required spending reductions. Realistic and conservative revenue estimates, on the other hand, will serve to minimize the adverse impact of revenue shortfalls and will also reduce the need for mid-year spending reductions.

The Authority aggressively pursues opportunities for federal and state grant funding. An aggressive policy of pursuing opportunities for federal and state grant funding provides assurance that the Authority is striving to obtain all state and federal funds to which it is entitled. In recognition of the severe implications of the pandemic to the aviation industry, Congress enacted legislation to provide economic relief to both airlines and airports, collectively known as COVID grants, of which the Authority was awarded approximately \$384.0 million. Additionally, through the Bipartisan Infrastructure Investment and Jobs Act, also known as IIJA (Formerly BIL), which was passed in December 2021, MCO was allocated approximately \$45.9 million a year for five years in Airport Infrastructure Grants (AIG). Additionally, through the Bipartisan Infrastructure Law Airport Terminal Program (ATP) the Authority was awarded a \$50.9 million in 2022, \$69 million in 2023, and \$5 million in 2025 for a total of \$124.9 million. The ATP was created to provide competitive grants for airport terminal development projects that address the aging infrastructure of the nation's airports. MCO remains one of the nation's leading recipients of ATP funding.

Rates and charges are used and implemented in a manner that is equitable to all users of the Airport in accordance with the resolution. The rates and charges are reviewed annually to ensure costs associated with the services are being allocated to appropriate cost centers. The major sources of revenue for the Authority are defined below.

## Revenue Overview (cont.)

### Airline Revenues

Airfield Area Revenue Sources. Sources of Airfield Area revenues include fees for landing passenger and cargo aircraft, apron use and fuel system rental and fees.

In FY2026, landing fee revenues are budgeted for \$71.6 million, an increase of \$4.9 million over FY2025 budget. The increase reflects higher net airfield expenses and increased landing fee. The FY2026 budgeted landing fee rate (per 1,000 pounds of maximum gross landed weight) is increased to \$2.2903 compared to FY2025 budgeted landing fee of \$2.2023, mainly reflecting an increase in net airfield costs primarily as a result of higher expenses and debt service allocated to the Airfield that are recovered through the landing fee.

FY2026 aircraft apron fees are projected to generate revenues of \$15.3 million, an increase of \$0.6 million over the FY2025 budget. These increases primarily reflect an increase in the apron rate per gate.

Terminal Area Revenue Sources - Sources of Terminal area revenues include holdroom space, ticket counter and queue space, bag make up space and curbside check space, baggage fees, and other miscellaneous airline fees.

FY2026 Terminal Area rents are projected to generate revenues of \$150.3 million, an increase of \$1.9 million over the FY2025 budget.

FY2026 baggage fees are budgeted at \$125.8 million, an increase of \$2.0 million over FY2025.

FY2026 Facility and FIS fees are budgeted at \$52.4 million, an increase of \$7.9 million over FY2025.

### Non-Airline Revenues

Terminal Area Revenue Sources. Sources of Terminal Area Revenues include space rentals, privilege fees for the operation of terminal concessions, baggage fees, and other miscellaneous airline fees. Sources of terminal concession revenues are food and beverage concessions, merchandise concessions and other terminal concessions. The Authority has a written statement of policy for awarding concession and consumer service privileges at the airport. In accordance with such policy, the Authority specifies performance and operating standards in its agreements with concessionaires in furtherance of its public service and revenue goals. Under the various concession agreements, the concessionaires pay to the Authority the greater of a percentage of gross receipts or a minimum annual guarantee.

FY2026 terminal area rents are projected to generate revenues of \$19.6 million, an increase of \$1.1 million over the FY2025 budget.

FY2026 food and beverage rents are projected to generate revenues of \$36.0 million, a decrease of \$5.9 million over the FY2025 budget.

FY2026 general merchandise and services rents are projected to generate revenues of \$39.2 million, an increase of \$3.0 million over the FY2025 budget.

## Revenue Overview (cont.)

Ground Transportation Revenue Sources. Ground transportation revenue sources consist of rental car concessions, taxi, transportation network companies (TNC), shuttle and bus ground transportation revenues and public parking revenues.

Revenues received by the Authority in connection with rental car services for airport passengers are one of the largest sources of non-airline revenue at the airport and are one of the largest in the nation. The Authority receives privilege fees and rents (associated with ready/return spaces, terminal counter space and quick turnaround facilities) from rental car companies serving airport customers pursuant to five automobile rental concession agreements. The Authority estimates that the rental car operators operating at the airport now serve approximately 95% of the rental car customers that use the airport.

According to their terms until August 31, 2032, the rental car operators pay (1) 10% of gross receipts (which are applied to both onsite and offsite operators); however, onsite operators must pay the greater of 10% of gross receipts or a minimum annual guarantee calculated each year based on gross receipts for the prior year, with the exception of the first period; (2) ready/return space rent on a per-space basis; (3) Quick Turn Around (QTA) rent and (4) rent for terminal counters, office and queuing space.

Beginning July 1, 2017, ride share services, also known as transportation network carriers (TNC) were allowed to pick up passengers at the airport, subject to a charge equal to the pre-arranged taxi charge. Prior to that, only UberBlack was permitted to pick up passengers at the airport. Pursuant to the operating agreements the Authority recently entered into with Rasier-DC, LLC (Uber); Lyft, Inc.; and Wingz, the TNCs are required to remit to the airport a pick-up fee of \$7.00 for each trip arriving at the airport, an increase from \$6.35 effective October 1, 2023, and effective on January 1, 2025 there was a reduction in the pick-up rate in the South Terminal/Train Station to \$5.80 in an effort to curb some of the congestion at Terminals A and B.

Parking facilities located on the airport provide over 22,800 public automobile parking spaces. The Authority offers five parking options: (1) garage parking located above or adjacent and connected to the North Terminal Complex landside terminal; (2) North Terminal Complex curbside valet parking; (3) garage parking adjacent to and connected to the train station and (4) economy parking located at remote lots less than one mile from the North Terminal Complex, and surface lots next to the Intermodal Terminal Facility; and (5) a new reserve parking option located at Terminal C with future expansion expected at the terminal top of the AB terminal. In addition to the public parking spaces, parking revenues are also generated from private parking, hotel parking and employee parking. The Board approved a resolution whereby effective October 1, 2023, parking rates for all garages will increase from \$19 to \$24, and economy lots will increase from \$10 to \$14 per day. Valet parking will increase from \$25 a day to \$35. The 3 additional surface parking lots next to the Intermodal Terminal Facility have a rate of \$20 a day since opening and the new reserved parking initiative has a rate of \$32 a day.

FY2026 Ground Transportation Support revenues are projected to generate revenues of \$2.9 million, a decrease of \$0.4 million over the FY2025 budget.

FY2026 Parking Facility fees are projected to generate revenues of \$106.6 million, an increase of \$1.5 million over the FY2025 budget. This increase is primarily a result of an increase in airline passengers and rates.

FY2026 Car Rentals are projected to generate revenues of \$130.5 million, a decrease of \$1.2 million over the FY2025 budget.

FY2026 Commercial Lane revenues are projected to generate revenues of \$33.1 million, an increase of \$4.0 million over the FY2025 budget. This increase is primarily the result of an increase in airline passengers.

Other Buildings and Grounds Revenue Sources. Other buildings and grounds revenues are the fees associated with fixed-base operators, cargo apron use, in-flight catering and other building and land rentals. Tenants of buildings and grounds on Tradeport Road and other airport areas pay rentals and fees for the use of such buildings and sites.

FY2026 Other Buildings and Grounds revenues are projected to generate revenues of \$29.7 million, an increase of \$3.6 million over the FY2025 budget. This increase is due to building and land rentals.

Hotel Revenue Sources. Hotel revenues are derived from rooms, food and beverage, telecommunications and other rentals and income from the Hotel located at the North Terminal Complex. The Hotel is owned by the Authority and operated under a management contract. The Hyatt Hotels Corporation has operated the Hotel since its opening in 1992 under a management agreement with the Authority. The current management agreement was entered into on January 1, 2015, and is currently effective until September 30, 2035. Under the management agreement, the Authority receives all revenues from the operation of the Hotel and pays all debt service and operating and maintenance costs associated with its operation. The Authority annually pays Hyatt Hotels Corporation a percentage of gross receipts as a management fee, along with certain other amounts. Under the agreement, the management fee paid to Hyatt Hotels Corporation is 2.75% of gross receipts, and an additional percentage of available cash flow (10%) above agreed upon amounts as an incentive for the Hyatt Hotels Corporation to maximize the Hotel's surplus revenues. The agreement also provides those amounts, calculated as 5% of gross receipts, be deposited annually into an account for the replacement of furniture, fixtures and equipment. In addition, the agreement contains performance tests, which, if failed for two consecutive years, grants the Authority the right to either terminate the management agreement or require Hyatt Hotels Corporation to pay a cure amount.

FY2026 Hotel revenues are projected to generate revenues of \$58.7 million, a decrease of \$0.4 million over the FY2025 budget.

Rail Station Building. The lease with Brightline began in November 2017 and is a 50-year lease with annual rents being adjusted for FMV every five years. The space consists of hold rooms, ticket counters and a back office on the first, second and third floors for baggage operations and platform on the second floor.

FY2026 Rail Station revenues are projected to generate revenues of \$8.3 million, an increase of \$0.1 million over the FY2025 budget. Brightline began service September 2023.

Other Operating Revenue. Other operating revenues primarily include tenant telephone charges, revenues to process identification badges for tenants and any associated contractors and vendors who conduct business at the Airport.

FY2026 Other Operating Revenues are projected to generate revenues of \$4.4 million, an increase of \$0.9 million over the FY2025 budget.

## **Non-Operating Revenue**

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

FY2026 Interest revenues are projected to generate revenues of \$33.1 million, an increase of \$9.7 million over the FY2025 budget.

General - Other Funding Sources. Federal grants-in-aid, Florida Department of Transportation (FDOT) participation grants, Passenger Facility Charges and Customer Facility Charges are among some of the other sources of funding available to the Authority, which do not generally constitute revenues, as defined by the Rate and Revenue Sharing Agreement or the Bond Resolution.

Passenger Facility Charges (PFC). PFC revenue is comprised of a \$4.50 charge (net \$4.39 to the airport after deduction of \$0.11 for the airline processing fee) paid by each revenue paying ticketed passenger that boards an airplane at the airport. The FY2025 PFC is based on the projected number of enplaned passengers for an estimated collection rate of approximately 90%.

FY2026 PFC revenues are projected at \$113.5 million, an increase of \$5.5 million over the FY2025 projection, reflecting the estimated increase in enplaned passengers.

Customer Facility Charges (CFC). CFC revenue is collected by the car rental concessionaires and remitted to the Authority for each day a car is rented up to seven transaction days. Effective November 1, 2024, the CFC increased from \$6.00 to \$9.00 per day.

FY2026 CFC revenues are projected at \$100.5 million, an increase of \$2.0 million over the FY2025 projection in connection with a slight increase in passenger traffic.

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## ORLANDO INTERNATIONAL AIRPORT REVENUE

(in thousands)	Actual 2024	Budget 2025	Budget 2026	Budget FY2026 vs FY2025
<b>Airfield Area</b>				
Landing Fees	\$57,597	\$66,753	\$71,628	\$4,875
Passenger Airline Apron Use	12,312	14,685	15,286	601
Fuel Flow	2,461	2,391	2,518	126
Fuel System	3,129	3,131	3,131	0
<b>Total Airfield</b>	<b>75,498</b>	<b>86,961</b>	<b>92,562</b>	<b>5,602</b>
<b>Terminal Area</b>				
Terminal Area Rents - Airlines	133,114	148,391	150,258	1,866
Terminal Area Other	293	32,696	34,795	2,100
Airline Equipment	9,860	9,339	9,997	658
Baggage System	107,114	123,873	125,840	1,967
CUTE/CUSS/CUPPS	1	0	0	0
Terminal Area Rents - Non-Airline	16,686	18,525	19,631	1,106
Advertising	8,488	6,610	8,852	2,242
Concessions - Food and Beverage	46,642	41,935	36,000	(5,935)
Concessions - General Merchandise	26,223	23,631	24,000	369
Concessions - Services	15,421	12,525	15,155	2,630
FIS/Facilities	41,332	44,500	52,410	7,910
Other Government Agencies	2,199	2,413	2,380	(33)
<b>Total Terminal</b>	<b>407,373</b>	<b>464,437</b>	<b>479,317</b>	<b>14,880</b>
<b>Other Buildings and Grounds</b>				
Fixed-Base Operator Fees	2,788	2,802	3,058	256
Foreign Trade Zone	23	20	20	0
Building Rentals	7,457	7,408	7,936	528
Land Rentals	5,451	5,680	5,613	(67)
Cargo Apron Use	2,461	2,213	2,899	686
Other Buildings and Grounds	8,755	7,414	9,471	2,056
Heintzelman	582	584	713	130
<b>Total Other Buildings and Grounds</b>	<b>27,517</b>	<b>26,122</b>	<b>29,710</b>	<b>3,588</b>
<b>Hotel</b>	<b>56,788</b>	<b>59,158</b>	<b>58,722</b>	<b>(436)</b>
<b>Ground Transportation</b>				
Ground Transportation Support	3,180	3,270	2,850	(419)
Parking - North	114,083	105,135	106,595	1,461
Onsite Rental Cars	97,004	90,992	88,521	(2,472)
Facility Rent	21,048	21,679	22,329	650
Land Rent	7,005	10,598	11,111	513
Offsite RAC	8,419	8,455	8,516	60
Commercial Lane	32,400	29,053	33,135	4,082
<b>Total Ground Transportation</b>	<b>283,139</b>	<b>269,182</b>	<b>273,057</b>	<b>3,875</b>
<b>Other Operating Revenue</b>	<b>4,456</b>	<b>3,468</b>	<b>4,354</b>	<b>886</b>
<b>Rail Station Bldg. Premises</b>	<b>8,147</b>	<b>8,234</b>	<b>8,260</b>	<b>25</b>
<b>Non-Operating Revenue</b>	<b>43,694</b>	<b>23,715</b>	<b>33,511</b>	<b>9,796</b>
<b>Total Revenue</b>	<b>\$906,612</b>	<b>\$941,278</b>	<b>\$979,494</b>	<b>\$38,216</b>

## EXPENDITURE OVERVIEW

Expenses arise from daily operations and are located within the Operation and Maintenance Fund. Expenses are also key factors in determining revenue.

In FY2026, total operating expenses are budgeted to increase \$46.6 million. Debt Service net of PFC-supported debt is budgeted to decrease \$11.2 million. Airlines and passengers continue to grow, resulting in additional operational needs as well as the repairs and maintenance demands on the aging North Terminal (Terminal A and B).

### Operating Expenses

#### Personnel Expenses

Personnel expenses include salary and wages, overtime and employee benefits. Benefits include payroll taxes, retirement, health insurance, worker's compensation insurance, unemployment insurance, life insurance and short-term disability insurance.

In FY2026 salaries and wages including overtime and benefits are budgeted to increase \$7.0 million, reflecting a cost-of-living increase for all employees and 18 new full-time equivalent positions for MCO.

#### Non-Personnel Expenses

Engineering Consultant include costs for airfield assessments and bi-annual bridge inspections. For FY2026, engineering consultant services are budgeted to increase \$0.7 million.

Other Professional Services include various airport consultants and staff support across all departments. For FY2026, other professional services are budgeted to increase \$4.6 million.

Outside Services is budgeted to increase \$2.7 million. This includes the airport ambassadors and chaplaincy program.

Janitorial Services is budgeted to increase \$0.9 million in FY2026 due to additional gates opening and the increase in the contract rate.

Management and Other Contracts include the Orlando Police Department (OPD) Contract, the hotel management contract and various other contracts. For FY2026, management and other contracts are budgeted to increase \$15.6 million due to the increase in OPD, parking and shuttle contracts due to wage increases and passenger volumes and bus frequencies. In addition, there are new contracts for the express baggage services pilot initiative, and mobility vehicles.

Property and Casualty Insurance is budgeted to increase \$6.7 million, which includes self-insurance initiatives.

Maintenance Contracts include various contracts related to baggage, APMs and other maintenance and IT equipment. For FY2026 maintenance contracts are budgeted to increase \$6.6 million.

## Expenditure Overview (cont.)

### Financial Projections

Based on the actual results experienced by the Authority for FY2024, preliminary results from FY2025, as well as additional assumptions, the following table shows the budget for FY2026 and projections for FY2027, 2028 and 2029. Fiscal years 2027-2029 also assume no change in the rate-making methodology. These projections assume an average increase of the base O&M of 3.7%, enplanements to increase 2.2% year over year, with total revenues projected to increase an average of 4.65% for the three-year period. The O&M increase goes from 2.2% in FY2025 to 4.4% in FY2026 as the terminal C Phase 1 expansion gates are scheduled to be completed, therefore raising O&M costs.

These projections provide sufficient funding and debt service coverage ratios to meet all requirements of our bond covenants as well as sufficient funding to fund the Authority-required contributions to our capital improvement plan.

Achievements of these projections are dependent upon the occurrence of a variety of future events, many of which are beyond the Authority's control. Therefore, variations are to be expected and may be material.

<i>(in thousands)</i>	<b>FY2026 Budget</b>	<b>FY2027 Projection</b>	<b>FY2028 Projection</b>	<b>FY2029 Projection</b>
Enplaned Passengers	28,614	29,185	29,769	30,364
Airline Revenue	\$460,120	\$498,591	\$629,971	\$647,637
Non Airline Revenues	486,287	517,449	528,367	550,396
Interest and Other Non Op Revenue	33,087	32,513	39,671	40,190
Less Airport Exclusive Revenue	(8,260)	(9,229)	(9,499)	(9,731)
<b>Total Revenues</b>	<b>\$971,234</b>	<b>\$1,039,324</b>	<b>\$1,188,510</b>	<b>\$1,228,492</b>
O&M and O&M Reserve	622,415	658,970	704,303	737,516
Debt Service	129,626	141,781	292,611	287,863
Central Energy Plant Obligation	9,309	9,229	9,499	9,731
<b>Total Airport Requirement</b>	<b>\$761,350</b>	<b>\$810,130</b>	<b>\$1,006,364</b>	<b>\$1,034,902</b>
<b>Remaining Revenues</b>	<b>\$209,884</b>	<b>\$229,194</b>	<b>\$182,416</b>	<b>\$193,590</b>

## AUTHORITY STAFFING BUDGET

Staffing levels were increased by 73, 29 and 19 new positions in fiscal years 2024, 2025 and 2026 respectively. The increases for FY2024 and FY2025 are primarily due to the opening of Terminal C in late FY2022, which added an additional 15 gates and 20 aircraft positions, and an additional 3 million square feet of enclosed space. These increases were primarily seen in facilities and operational departments to assist with the additional space. FY2026 budget increases focused on adding staff to enhance department efficiencies and that align with the Authority’s strategic priorities.

Department	FY2024	FY2025	FY2026
Air Service Development and Marketing	6.0	7.0	9.0
Aircraft Rescue/Firefighting	100.0	107.0	107.0
Airline Relations	3.0	4.0	5.0
Board Services	3.0	3.0	2.0
Business Applications	4.0	4.0	0.0
Cargo Development	1.0	1.0	1.0
Concessions	12.0	12.0	12.0
Customer Experience	35.0	34.0	43.0
Executive Administration	14.0	16.0	17.0
Facilities	245.0	245.0	241.0
Federal and State Compliance	1.0	1.0	0.0
Finance	48	50.0	53.0
Government Affairs	1.0	1.0	1.0
Human Resources	15.0	17.0	18.0
Information Technology	69.0	70.0	73.0
Innovation	0.0	3.0	3.0
Internal Audit	11.0	11.0	11.0
Operations	316.5	314.5	308.5
Planning/Environmental/Engineering/Construction	42.0	46.0	49.0
Project Management Office	0.0	0.0	4.0
Public Affairs	9.0	12.0	14.0
Public Safety	97.0	97.0	97.0
Procurement Services	31.0	33.0	38.0
Real Estate	9.0	11.0	11.0
Records Management	3.0	3.0	3.0
Risk Management/Safety	8.0	8.0	9.0
Small Business Development	10.0	12.0	11.0
Orlando Executive Airport	16.0	16.0	17.0
<b>Total</b>	<b>1,109.5</b>	<b>1,138.5</b>	<b>1,157.5</b>

Following an update to the organizational chart, from the CEO, the Authority added one new section in FY2026 and renamed several sections. For example, Small Business Development became Business Opportunity and Exchange.

**Operation and Maintenance Fund, Fiscal Year 2024–2026**

	<b>Actuals FY2024</b>	<b>Budget FY2025</b>	<b>Budget FY2026</b>	<b>Budget FY2026 vs FY2025</b>
Executive Administration	\$6,814,158	\$8,329,750	\$9,049,910	\$720,160
Business Opportunity and Exchange	1,828,714	2,731,840	2,589,840	(142,000)
Customer Experience	10,912,377	13,990,300	17,915,080	3,924,780
Internal Audit	1,229,133	1,858,050	2,023,990	165,940
Public Affairs	1,565,800	2,324,560	2,665,850	341,290
Business Applications	705,361	792,120	0	(792,120)
Records Management	286,877	360,190	398,190	38,000
Federal and State Compliance	192,575	217,390	192,530	(24,860)
Finance	11,448,945	15,017,320	16,173,270	1,155,950
Procurement Services	3,287,204	4,598,660	5,868,600	1,269,940
Concessions	1,362,722	2,712,670	3,342,040	629,370
Parking Revenue Control	995,322	1,108,680	1,126,020	17,340
Parking Operations	12,616,980	13,105,300	13,465,420	360,120
Employee Shuttle	5,594,318	7,089,740	8,286,310	1,196,570
Hotel Valet Parking	875,808	1,038,790	1,063,110	24,320
Economy Parking	13,079,532	14,567,290	15,977,850	1,410,560
Ground Transportation	3,679,404	3,407,460	2,590,210	(817,250)
Real Estate	1,679,029	2,295,690	2,216,500	(79,190)
Airline Relations	1,658,826	1,955,960	2,139,430	183,470
Air Service Dev and Marketing	2,240,553	2,700,000	3,166,600	466,600
Cargo Development	130,068	296,970	309,120	12,150
Airport Operations Services	2,059,933	2,263,630	2,122,630	(141,000)
Communications Center	2,842,738	3,616,170	3,540,050	(76,120)
Airline Division	59,296,150	63,550,630	71,803,590	8,252,960
Airfield Operations	4,575,221	6,125,780	5,917,440	(208,340)
ARFF	17,492,754	18,217,380	19,997,840	1,780,460
Waste Management Services	2,193,672	2,393,360	2,565,320	171,960
Landside Division	11,185,697	15,556,230	15,248,360	(307,870)
Emergency Management	681,234	786,060	673,870	(112,190)
Airport Police Sworn	23,191,669	29,952,570	35,099,630	5,147,060
Security Canine	1,565,274	1,594,830	1,755,550	160,720
Security Access Control	2,705,303	2,589,440	2,610,370	20,930
Security Administration	964,784	1,603,770	1,483,380	(120,390)
Security Operations (SAMs)	28,915,007	32,472,380	33,391,980	919,600

**Operation and Maintenance Fund, Fiscal Year 2024–2026 (cont.)**

	<b>Actuals FY2024</b>	<b>Budget FY2025</b>	<b>Budget FY2026</b>	<b>Budget FY2026 vs FY2025</b>
Security Compliance	\$579,472	\$799,480	\$808,030	\$8,550
Human Resources	2,546,580	3,311,090	3,331,670	20,580
Safety and Risk Management	15,306,853	18,969,420	27,713,620	8,744,200
Information Technology	26,608,890	34,708,890	38,908,890	4,200,000
Innovation	0	1,344,370	1,352,470	8,100
Board Services	573,887	753,550	466,060	(287,490)
Facilities	96,317,175	109,548,010	114,383,100	4,835,090
Utilities	25,521,421	32,409,070	30,409,070	(2,000,000)
Pavement and Grounds	4,309,115	4,708,140	4,622,590	(85,550)
Airfield Electrical	2,117,511	2,982,350	2,995,190	12,840
Carpentry	1,090,312	1,170,340	1,159,090	(11,250)
Paint	896,218	1,030,410	1,028,980	(1,430)
Plumbing	2,032,110	2,857,910	2,742,110	(115,800)
HVAC	3,362,149	3,500,240	4,038,790	538,550
Electronics	1,353,629	1,467,320	1,550,050	82,730
Terminal Electrical	2,440,032	2,839,030	2,789,560	(49,470)
Graphics	707,876	735,130	740,500	5,370
Planning	3,157,894	2,903,920	3,556,890	652,970
Environmental	1,157,419	2,202,340	3,281,520	1,079,180
Capital Programs	1,914,415	2,974,160	2,938,690	(35,470)
Construction	2,538,754	5,457,090	5,601,100	144,010
Architecture and Engineering	2,567,393	4,226,910	4,717,010	490,100
Project Controls	1,022,492	1,582,030	1,347,270	(234,760)
Project Management Office	0	0	951,730	951,730
Government Affairs	633,493	740,470	735,980	(4,490)
Other Operating Expenses	2,969,107	6,130,070	8,832,790	2,702,720
Reimbursements	(1,123,997)	(1,300,000)	(1,300,000)	0
Hotel Hyatt	36,315,737	37,737,300	38,027,370	290,070
<b>Total Operating Expenses</b>	<b>\$476,769,079</b>	<b>\$567,010,000</b>	<b>\$614,500,000</b>	<b>\$47,490,000</b>

## Operation and Maintenance Fund

### Executive Administration

The Executive Administration department provides leadership and direction to Authority staff in accomplishing the Authority's Strategic Goals and Objectives. The Executive Administration department also works to establish a cooperative and collaborative relationship among Authority employees, airlines, various business partners, relevant government agencies and stakeholder groups.

Executive Administration		Actuals FY2024	Budget FY2025	Budget FY2026	Budget FY2026 vs FY2025
5001000	Personnel Services	\$4,376,651	\$4,841,520	\$6,058,050	\$1,216,530
5310005	General Consultant	(5,733)	100,000	100,000	-
5310006	Legal Fees	823,801	650,600	-	(650,600)
5310009	Other Professional Services	890,326	1,230,130	1,386,130	156,000
5310014	Outside Services	(2,216)	-	-	-
5340001	Temporary Help	10,326	37,020	-	(37,020)
5400001	Travel and Per Diem	222,409	333,400	379,350	45,950
5400002	Training and Education	74,850	89,500	89,500	-
5410001	Telecommunications	26,319	40,000	30,000	(10,000)
5410002	Postage and Express Mail Delivery	1,021	1,000	1,000	-
5460001	Maintenance Contracts	-	1,100	1,100	-
5480002	Other Promotional Activities	128,936	625,000	582,400	(42,600)
5490003	Other Current Charges and Obligations	(250)	-	-	-
5520001	Operating Supplies and Expenses	12,493	36,250	36,250	-
5520002	Operating FFE	15,916	-	-	-
5520003	Uniforms	91	1,000	1,000	-
5540001	Books Publications Subscriptions	12,220	4,790	6,690	1,900
5540002	Dues and Memberships	226,996	337,690	377,690	40,000
5540003	Licenses and Certification Fees	-	750	750	-
<b>Total Operating Expenses</b>		<b>\$6,814,158</b>	<b>\$8,329,750</b>	<b>\$9,049,910</b>	<b>\$720,160</b>
<b>Full Time Equivalent</b>		<b>14</b>	<b>16</b>	<b>17</b>	

## Operation and Maintenance Fund

### Internal Audit

The Internal Audit department is an independent business unit within the Authority. The objective of Internal Audit is to assist management in the effective implementation of its responsibilities by providing an objective assurance activity and consulting (non-audit) service designed to add value and improve the Authority's operations. Internal Audit helps the Authority accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve effectiveness of business risk management, control and governance processes.

Internal Audit		Actuals FY2024	Budget FY2025	Budget FY2026	Budget FY2026 vs FY2025
5001000	Personnel Services	\$1,030,805	\$1,605,840	\$1,756,200	\$150,360
5310006	Legal Fees	1,386	10,000	-	(10,000)
5320003	Other Auditors	15,015	75,000	75,000	-
5340007	Other Contractual Services	137,847	115,000	140,000	25,000
5400001	Travel and Per Diem	7,892	7,500	7,500	-
5400002	Training and Education	19,547	20,000	20,000	-
5410001	Telecommunications	3,787	4,670	5,300	630
5410002	Postage and Express Mail Delivery	-	20	20	-
5460002	Other Repairs and Maintenance	6,671	7,210	7,210	-
5470001	Printing and Binding	-	100	50	(50)
5480002	Other Promotional Activities	-	-	-	-
5520001	Operating Supplies and Expenses	1,249	1,500	1,500	-
5520002	Operating FFE	446	500	500	-
5520003	Uniforms	-	150	150	-
5540001	Books Publications Subscriptions	2,456	2,710	2,710	-
5540002	Dues and Memberships	2,031	4,200	4,200	-
5540003	Licenses and Certification Fees	-	3,650	3,650	-
<b>Total Operating Expenses</b>		<b>\$1,229,133</b>	<b>\$1,858,050</b>	<b>\$2,023,990</b>	<b>\$165,940</b>
<b>Full Time Equivalents</b>		<b>10</b>	<b>11</b>	<b>11</b>	

## Operation and Maintenance Fund

### External Affairs Division

Led by the Chief - External Affairs, they represent GOAA's interest and provide guidance and advice to the CEO, Aviation Authority leadership and internal departments on a wide variety of matters related to Public Affairs, Governmental Affairs, Records Management, and Federal/State Compliance work for the Aviation Authority.

#### Public Affairs

The role of the Public Affairs department is to support and promote the goals of the Authority, Orlando International Airport and Orlando Executive Airport. Public Affairs informs and educates the media, airport partners, stakeholders and local and worldwide communities to promote a positive image of the Authority and its airports through innovative and creative public relations programs.

Public Affairs provides direct support to senior management in the preparation of message points, media inquiries, speeches and briefings for international visitors, industry and government groups.

Through the design and production of a variety of multi-media collateral materials, Public Affairs develops internal and external messaging to reinforce Orlando International Airport's role in supporting global travel, which drives the economic success of the Central Florida region. As part of the Emergency Response Team, Public Affairs serves as the organization's primary point of contact for the news media and the community during an emergency.

Public Affairs		Actuals FY2024	Budget FY2025	Budget FY2026	Budget FY2026 vs FY2025
5001000	Personnel Services	\$1,323,790	\$1,817,850	\$2,146,340	\$328,490
5310006	Legal Fees	8,100	7,000	-	(7,000)
5310009	Other Professional Services	54,908	165,000	165,000	-
5310014	Outside Services	-	36,500	20,500	(16,000)
5340007	Other Contractual Services	1,980	-	-	-
5400001	Travel and Per Diem	10,341	16,000	19,500	3,500
5400002	Training and Education	3,485	9,400	9,400	-
5410001	Telecommunications	11,509	10,600	10,600	-
5410002	Postage and Express Mail Delivery	3,600	3,000	3,000	-
5440001	Rentals and Leases	4,061	12,000	12,000	-
5460002	Other Repairs and Maintenance	41,693	37,500	45,000	7,500
5470001	Printing and Binding	8,291	50,000	35,000	(15,000)
5480001	Advertising Costs	1,475	5,000	17,000	12,000
5480002	Other Promotional Activities	53,893	98,000	108,000	10,000
5520001	Operating Supplies and Expenses	26,569	12,000	22,000	10,000
5520002	Operating FFE	4,294	-	-	-
5520003	Uniforms	(476)	3,000	3,000	-
5520007	Fuel Expense	246	950	950	-
5540001	Books Publications Subscriptions	7,411	39,400	46,200	6,800
5540002	Dues and Memberships	630	1,360	2,360	1,000
<b>Total Operating Expenses</b>		<b>\$1,565,800</b>	<b>\$2,324,560</b>	<b>\$2,665,850</b>	<b>\$341,290</b>
<b>Full Time Equivalents</b>		<b>9</b>	<b>12</b>	<b>14</b>	

**Operation and Maintenance Fund**

**Governmental Affairs**

Governmental Affairs is responsible for advising, leading, and assisting the Aviation Authority with the planning and implementation of strategic initiatives set forth by the Board and CEO, and liaising with governmental and regulatory agencies.

<b>Governmental Affairs</b>		<b>Actuals FY2024</b>	<b>Budget FY2025</b>	<b>Budget FY2026</b>	<b>Budget FY2026 vs FY2025</b>
5001000	Personnel Services	\$133,847	\$179,130	\$182,530	\$3,400
5310006	Legal Fees	4,335	25,000	-	(25,000)
5310009	Other Professional Services	465,000	486,000	486,000	-
5400001	Travel and Per Diem	12,699	21,690	29,900	8,210
5400002	Training and Education	5,420	2,760	3,600	840
5410001	Telecommunications	917	2,640	2,640	-
5410002	Postage and Express Mail Delivery	-	960	960	-
5460002	Other Repairs and Maintenance	-	120	120	-
5470001	Printing and Binding	-	2,040	3,000	960
5480002	Other Promotional Activities	-	15,080	21,000	5,920
5520001	Operating Supplies and Expenses	-	450	450	-
5540001	Books Publications Subscriptions	4,900	4,100	4,900	800
5540002	Dues and Memberships	6,375	500	880	380
<b>Total Operating Expenses</b>		<b>\$633,493</b>	<b>\$740,470</b>	<b>\$735,980</b>	<b>\$(4,490)</b>
<b>Full Time Equivalents</b>		<b>1</b>	<b>1</b>	<b>1</b>	

## Operation and Maintenance Fund

### Records Management

The Records Management section and the Federal and State Compliance section moved under the direction of the Chief External Affairs for FY2026. The sections assist with monitoring, investigating, and enforcing state and local regulations to verify and confirm the Authority's regulatory compliance in applicable programs.

<b>Records Management</b>		<b>Actuals FY2024</b>	<b>Budget FY2025</b>	<b>Budget FY2026</b>	<b>Budget FY2026 vs FY2025</b>
5001000	Personnel Services	214,344	274,380	286,130	11,750
5310009	Other Professional Services	1,032	-	-	-
5310014	Outside Services	47,204	60,000	60,000	-
5340007	Other Contractual Services	-	-	20,000	20,000
5400001	Travel and Per Diem	2,465	4,460	4,460	-
5400002	Training and Education	3,751	2,000	2,000	-
5410001	Telecommunications	2,218	-	2,220	2,220
5460001	Maintenance Contracts	1,027	-	1,030	1,030
5520001	Operating Supplies and Expenses	(3,128)	-	1,000	1,000
5540001	Books Publications Subscriptions	17,698	18,000	20,000	2,000
5540002	Dues and Memberships	265	1,350	1,350	-
<b>Total Operating Expenses</b>		<b>\$286,877</b>	<b>\$360,190</b>	<b>\$398,190</b>	<b>\$38,000</b>
<b>Full Time Equivalents</b>		<b>3</b>	<b>3</b>	<b>3</b>	

<b>Federal and State Compliance</b>		<b>Actuals FY2024</b>	<b>Budget FY2025</b>	<b>Budget FY2026</b>	<b>Budget FY2026 vs FY2025</b>
5001000	Personnel Services	191,593	207,390	182,530	(24,860)
5400001	Travel and Per Diem	-	3,500	3,500	-
5400002	Training and Education	-	2,500	2,500	-
5410001	Telecommunications	982	600	600	-
5520001	Operating Supplies and Expenses	-	1,400	1,400	-
5540001	Books Publications Subscriptions	-	1,000	1,000	-
5540002	Dues and Memberships	-	1,000	1,000	-
<b>Total Operating Expenses</b>		<b>\$192,575</b>	<b>\$217,390</b>	<b>\$192,530</b>	<b>\$(24,860)</b>
<b>Full Time Equivalents</b>		<b>1</b>	<b>1</b>	<b>0</b>	

## Operation and Maintenance Fund

### Finance Division

The Finance, Procurement Services, and Risk Management department is responsible for supporting the mission of the Authority, the Board, vice presidents, management, employees, and other stakeholders by providing strategic financial management. The goal is to execute a Plan of Finance that provides the financial resources necessary to achieve the FY2026 budgetary requirements while providing a strong financial position to achieve the goals and objectives in the Authority's Strategic Plan.

Finance is responsible for all financial operations of the Authority including treasury, financial planning, and budget development; administers fiscal responsibilities, accounting, payroll, and management of debt issuance programs; analyzes rates and charges and prepares financial forecasting.

Effective for fiscal year 2026, the Business Applications Section was consolidated with Finance with two employees moving to Finance (one filling a current vacation position) and the other two employees moving to Information Technology. Two additional analyst positions were approved for FY2026.

Finance		Actuals FY2024	Budget FY2025	Budget FY2026	Budget FY2026 vs FY2025
5001000	Personnel Services	\$5,274,804	\$6,567,650	\$7,410,580	\$842,930
5310002	Arbitrage Rebate Services	8,789	30,000	30,000	-
5310004	Financial Advisor	74,236	230,000	266,000	36,000
5310006	Legal Fees	248,098	183,000	-	(183,000)
5310007	Bond Counsel	76,000	80,000	100,000	20,000
5310009	Other Professional Services	2,898,584	4,183,750	4,322,100	138,350
5310014	Outside Services	-	500	4,240	3,740
5320001	Independent Auditors	142,776	231,000	231,000	-
5340001	Temporary Help	173,386	200,000	250,000	50,000
5340007	Other Contractual Services	72,186	90,850	102,000	11,150
5400001	Travel and Per Diem	4,313	20,000	22,000	2,000
5400002	Training and Education	8,363	8,000	11,200	3,200
5410001	Telecommunications	30,474	35,000	40,500	5,500
5410002	Postage and Express Mail Delivery	4,720	15,000	15,000	-
5410003	Express Mail Delivery	243	-	-	-
5440001	Rentals and Leases	15,564	17,000	17,000	-
5460001	Maintenance Contracts	557,681	592,000	660,000	68,000
5460002	Other Repairs and Maintenance	110	-	-	-
5470001	Printing and Binding	49,319	50,000	61,000	11,000
5480002	Other Promotional Activities	1,472	25,000	25,000	-
5490001	Bad Debt Expense	-	125,000	125,000	-
5490002	Legal Notices	1,009	1,020	1,020	-
5490003	Other Current Charges and Obligations	1,314,043	2,011,000	2,072,200	61,200
5490009	Licenses and Taxes	-	500	500	-
5520001	Operating Supplies and Expenses	34,815	49,550	51,150	1,600
5520002	Operating FFE	193,791	15,000	15,000	-
5520004	Inventory Shortages Overages	15,302	30,000	30,000	-
5540001	Books Publications Subscriptions	236,309	216,000	300,080	84,080
5540002	Dues and Memberships	12,558	9,000	9,000	-
5540003	Licenses and Certification Fees	-	1,500	1,700	200
<b>Total Operating Expenses</b>		<b>\$11,448,945</b>	<b>\$15,017,320</b>	<b>\$16,173,270</b>	<b>\$1,155,950</b>
<b>Full Time Equivalents</b>		<b>48</b>	<b>50</b>	<b>53</b>	

**Operation and Maintenance Fund**

**Finance (continued)**

<b>Other Operating Expenses</b>		<b>Actuals FY2024</b>	<b>Budget FY2025</b>	<b>Budget FY2026</b>	<b>Budget FY2026 vs FY2025</b>
5190001	Accrued Compensated Absences	\$1,855,850	\$1,500,000	\$1,850,000	\$350,000
5310006	Legal Fees	-	-	2,862,260	2,862,260
5490004	Retiree Health and Life Insurance	980,014	1,509,540	1,000,000	(509,540)
5490005	Cash Over Short	470	530	530	-
5520004	Inventory Over/Short	132,773	-	-	
5990999	Contingency	-	3,120,000	3,120,000	-
<b>Total Operating Expenses</b>		<b>\$2,969,107</b>	<b>\$6,130,070</b>	<b>\$8,832,790</b>	<b>\$2,702,720</b>
<b>Full Time Equivalents</b>		<b>-</b>	<b>-</b>	<b>-</b>	

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## Operation and Maintenance Fund

### Procurement Services

Procurement Services is responsible for the procurement of materials, supplies, equipment, and services for the Authority in a timely manner, at the lowest possible cost, consistent with the quality required, and in compliance with all applicable procurement legislation.

Beginning in fiscal year 2026 construction procurement will be centralized within the procurement department rather than with the construction department, as part of this initiative, four additional positions were approved for FY2026, two contract administrators, an assistant manager of capital programs, and a senior purchasing agent for goods and services.

Procurement Services		Actuals FY2024	Budget FY2025	Budget FY2026	Budget FY2026 vs FY2025
5001000	Personnel Services	\$2,634,885	\$3,761,660	\$4,670,130	\$908,470
5310006	Legal Fees	254,485	400,000	-	(400,000)
5310009	Other Professional Services	49,060	125,000	875,000	750,000
5340001	Temporary Help	163,817	30,000	31,200	1,200
5340003	Computer Technical Support	1,552	1,730	1,800	70
5340005	Janitorial Services	-	6,500	6,500	-
5340007	Other Contractual Services	83,618	4,800	4,800	-
5400001	Travel and Per Diem	14,828	26,010	27,750	1,740
5400002	Training and Education	20,128	29,600	30,290	690
5410001	Telecommunications	27,688	40,000	40,000	-
5410002	Postage and Express Mail Delivery	75	1,000	1,000	-
5440001	Rentals and Leases	9,445	16,690	16,690	-
5460002	Other Repairs and Maintenance	185	-	-	-
5470001	Printing and Binding	320	250	270	20
5480002	Other Promotional Activities	1,419	1,500	1,560	60
5490002	Legal Notices	5,592	7,500	7,800	300
5520001	Operating Supplies and Expenses	13,130	44,400	44,400	-
5520002	Operating FFE	968	-	-	-
5520003	Uniforms	2,429	15,000	15,000	-
5520007	Fuel Expense	2,054	3,420	3,420	-
5540001	Books Publications Subscriptions	(372)	77,000	84,130	7,130
5540002	Dues and Memberships	1,899	6,600	6,860	260
<b>Total Operating Expenses</b>		<b>\$3,287,204</b>	<b>\$4,598,660</b>	<b>\$5,868,600</b>	<b>\$1,269,940</b>
<b>Full Time Equivalents</b>		<b>31</b>	<b>33</b>	<b>38</b>	

## Operation and Maintenance Fund

### Risk Management

The Risk Management department is responsible for identifying, evaluating, and prioritizing risks followed by coordinated application of resources to minimize, monitor, and control the probability or impact of a loss. This is accomplished through cost-effective insurance program administration, timely claims processing and recovery, comprehensive employee and workplace safety program design and implementation and collaborative emergency response and business continuity planning. For FY2026 an assistant manager position was added to the budget.

Risk Management		Actuals FY2024	Budget FY2025	Budget FY2026	Budget FY2026 vs FY2025
5001000	Personnel Services	\$966,292	\$1,232,760	\$1,406,610	\$173,850
5310006	Legal Fees	1,912	10,000	-	(10,000)
5310009	Other Professional Services	278,657	498,000	534,400	36,400
5340007	Other Contractual Services	76,690	85,000	135,000	50,000
5400001	Travel and Per Diem	6,938	14,780	16,500	1,720
5400002	Training and Education	6,361	20,250	26,670	6,420
5410001	Telecommunications	7,272	9,950	7,950	(2,000)
5410002	Postage and Express Mail Delivery	-	150	150	-
5450001	Property and Casualty	12,161,780	14,120,840	20,855,300	6,734,460
5450002	General Liability	826,791	1,143,000	1,246,400	103,400
5450003	Auto Liability	99,946	114,430	123,900	9,470
5450005	Other Insurance and Bonds	770,217	1,165,520	2,821,000	1,655,480
5450006	Other Property and Auto Claims	94,836	500,000	500,000	-
5480002	Other Promotional Activities	5,290	11,500	11,500	-
5490006	Accident Repair Costs	-	15,000	-	(15,000)
5520001	Operating Supplies and Expenses	2,218	3,050	3,050	-
5520002	Operating FFE	-	1,000	1,000	-
5520003	Uniforms	-	350	350	-
5520007	Fuel Expense	419	500	500	-
5540001	Books Publications Subscriptions	-	20,700	20,700	-
5540002	Dues and Memberships	1,235	2,640	2,640	-
<b>Total Operating Expenses</b>		<b>\$15,306,854</b>	<b>\$18,969,420</b>	<b>\$27,713,620</b>	<b>\$8,744,200</b>
<b>Full Time Equivalents</b>		<b>8</b>	<b>8</b>	<b>9</b>	

**Operation and Maintenance Fund**  
**Customer Experience Division**

The Customer Experience department is responsible for supporting one of the core values of the Authority, which is Service. They support the mission of the Authority in exceeding the expectations of the traveling public through close collaboration with our airport partners and the community. Customer Experience also has a common purpose, which is to delight and value each guest with the finest airport experience in the world. To enhance the customer experience journey, seven new positions were approved for FY2026, five customer service specialists, a supervisor and a senior manager.

<b>Customer Experience</b>		<b>Actuals FY2024</b>	<b>Budget FY2025</b>	<b>Budget FY2026</b>	<b>Budget FY2026 vs FY2025</b>
5001000	Personnel Services	\$2,289,782	\$3,442,830	\$4,338,480	\$895,650
5310006	Legal Fees	968	-	-	-
5310009	Other Professional Services	26,774	90,000	380,000	290,000
5310014	Outside Services	7,263,618	7,978,670	10,777,800	2,799,130
5340007	Other Contractual Services	779,138	1,203,000	850,000	(353,000)
5400001	Travel and Per Diem	25,084	45,500	42,000	(3,500)
5400002	Training and Education	44,948	53,300	57,000	3,700
5410001	Telecommunications	37,052	65,000	65,000	-
5410002	Postage and Express Mail Delivery	330	1,500	1,500	-
5440001	Rentals and Leases	4,215	5,000	5,000	-
5460002	Other Repairs and Maintenance	583	-	-	-
5470001	Printing and Binding	19,688	43,000	41,000	(2,000)
5480001	Advertising Costs	11,574	150,000	150,000	-
5480002	Other Promotional Activities	148,308	552,000	589,000	37,000
5520001	Operating Supplies and Expenses	13,933	105,000	100,000	(5,000)
5520002	Operating FFE	50,204	38,000	28,000	(10,000)
5520003	Uniforms	3,239	36,000	36,000	-
5540001	Books Publications Subscriptions	182,589	171,500	444,300	272,800
5540002	Dues and Memberships	10,349	10,000	10,000	-
<b>Total Operating Expenses</b>		<b>\$10,912,377</b>	<b>\$13,990,300</b>	<b>\$17,915,080</b>	<b>\$3,924,780</b>
<b>Full Time Equivalents</b>		<b>35</b>	<b>34</b>	<b>43</b>	

**Operation and Maintenance Fund**

**Strategy and Performance Improvement Division**

The Strategy and Performance Improvement division was renamed from the Creative division and is responsible for the overall activities of the Innovation, Strategic & Business Plan, Business Intelligence, Process Improvement, and Quality Assurance and Quality Control functions of the Authority. This division is in the process of staffing for the various functions for which it is responsible.

**Innovation**

With the completion of the Strategic Plan update for 2023, it is anticipated that the Innovation Department will play a critical role in helping the Authority meet its goals and objectives, as one of the four priorities centers around Innovation.

<b>Innovation</b>		<b>Actuals FY2024</b>	<b>Budget FY2025</b>	<b>Budget FY2026</b>	<b>Budget FY2026 vs FY2025</b>
5001000	Personnel Services	-	561,410	571,010	9,600
5310006	Legal Fees	-	1,500	-	(1,500)
5310009	Other Professional Services	-	750,000	750,000	-
5400001	Travel and Per Diem	-	15,000	15,000	-
5400002	Training and Education	-	5,200	5,200	-
5410001	Telecommunications	-	5,300	5,300	-
5520001	Operating Supplies and Expenses	-	1,660	1,660	-
5540001	Books Publications Subscriptions	-	1,500	1,500	-
5540002	Dues and Memberships	-	600	600	-
5540003	Licenses and Certification Fees	-	2,200	2,200	-
<b>Total Operating Expenses</b>		-	<b>\$1,344,370</b>	<b>\$1,352,470</b>	<b>\$8,100</b>
<b>Full Time Equivalents</b>		-	<b>3</b>	<b>3</b>	

## Operation and Maintenance Fund

### Information Technology Division

The Information Technology (IT) division is responsible for acquiring or developing, implementing, and maintaining beneficial, dependable, and adaptable voice and data communications services and computer-controlled processes, equipment, and software that meet enterprise goals and objectives. These range in scope from business solutions such as finance and human resources to operations solutions such as passenger processing systems, CCTV, and access control. Department goals and objectives include:

- Develop and document strategic and tactical IT plans that are consistent with enterprise goals and objectives.
- Research technologies, equipment and systems that range from mature to innovative and combinations.
- Develop project concepts and related business needs and project benefits; define capital operating and maintenance, human and other assets needed and associated costs and schedules; acquire or allocate IT asset resources to implement the project.
- Design, develop and test project deliverable components, systems and documentation; oversee project implementation.
- Operate and maintain IT assets including hardware and software.

Information Technology		Actuals FY2024	Budget FY2025	Budget FY2026	Budget FY2026 vs FY2025
5001000	Personnel Services	8,801,967	11,981,460	11,305,490	(675,970)
5310006	Legal Fees	26,676	25,000	-	(25,000)
5310008	Engineering Consultant	9,384	-	-	-
5310009	Other Professional Services	6,274,949	7,906,460	9,630,710	1,724,250
5310014	Outside Services	4,268	-	-	-
5340007	Other Contractual Services	3,177,604	2,618,750	2,700,000	81,250
5400001	Travel and Per Diem	23,487	70,000	111,800	41,800
5400002	Training and Education	67,162	150,000	180,900	30,900
5410001	Telecommunications	383,139	1,063,800	965,300	(98,500)
5410002	Postage and Express Mail Delivery	633	5,000	5,000	-
5410004	Online Services	473,962	632,500	702,500	70,000
5440001	Rentals and Leases	17,100	28,000	28,000	-
5460001	Maintenance Contracts	6,141,760	8,462,880	11,247,100	2,784,220
5460002	Other Repairs and Maintenance	12,601	6,100	6,100	-
5470001	Printing and Binding	-	1,900	1,900	-
5480002	Other Promotional Activities	229	940	940	-
5490003	Other Current Charges and Obligations	-	7,000	7,000	-
5520001	Operating Supplies and Expenses	268,553	496,500	502,500	6,000
5520002	Operating FFE	868,661	1,104,000	1,387,000	283,000
5520007	Fuel Expense	4,475	7,000	7,000	-
5540001	Books Publications Subscriptions	17,172	97,900	97,900	-
5540002	Dues and Memberships	34,260	43,700	46,750	3,050
5540003	Licenses and Certification Fees	848	-	-	-
<b>Total Operating Expenses</b>		<b>\$26,608,890</b>	<b>\$34,708,890</b>	<b>\$38,908,890</b>	<b>\$4,200,000</b>
<b>Full Time Equivalents</b>		<b>69</b>	<b>70</b>	<b>73</b>	

**Operation and Maintenance Fund**

**Business Applications**

The Business Application Team (BAT) was included in Finance with two positions moving into Finance and the other two into Information Technology for FY2026.

<b>Business Applications</b>		<b>Actuals FY2024</b>	<b>Budget FY2025</b>	<b>Budget FY2026</b>	<b>Budget FY2026 vs FY2025</b>
5001000	Personnel Services	700,033	749,760	-	(749,760)
5310009	Other Professional Services	-	10,000	-	(10,000)
5400001	Travel and Per Diem	-	2,000	-	(2,000)
5400002	Training and Education	-	3,200	-	(3,200)
5410001	Telecommunications	4,721	5,500	-	(5,500)
5520001	Operating Supplies and Expenses	-	1,660	-	(1,660)
5540001	Books Publications Subscriptions	-	20,000	-	(20,000)
5540003	Licenses and Certification Fees	607	-	-	-
<b>Total Operating Expenses</b>		<b>\$705,361</b>	<b>\$792,120</b>	<b>-</b>	<b>\$(792,120)</b>
<b>Full Time Equivalents</b>		<b>4</b>	<b>4</b>		

**Operation and Maintenance Fund**

**Development Division**

The Development Division includes Planning, Environmental, Capital Programs, and Project Management.

**Planning**

The Planning and Environmental Department provides strategic analysis and recommendation to the CEO, including the review and economic analysis of major projects being considered by the Authority and support of the economic development efforts.

<b>Planning</b>	<b>Actuals FY2024</b>	<b>Budget FY2024</b>	<b>Budget FY2026</b>	<b>Budget FY2026 vs FY2025</b>
5001000 Personnel Services	935,849	1,296,320	1,640,810	344,490
5310005 General Consultant	544,757	850,000	700,000	(150,000)
5310006 Legal Fees	122,164	125,000	-	(125,000)
5310008 Engineering Consultant	35,976	90,000	90,000	-
5310009 Other Professional Services	942,344	40,000	340,000	300,000
5310010 Environmental Consultant	16,960	-	-	-
5310013 Land Use or Transportation Consultant	489,410	390,000	390,000	-
5340007 Other Contractual Services	-	-	85,300	85,300
5400001 Travel and Per Diem	26,207	45,500	45,500	-
5400002 Training and Education	8,473	15,000	15,000	-
5410001 Telecommunications	7,132	7,000	9,800	2,800
5410002 Postage and Express Mail Delivery	46	100	100	-
5440001 Rentals and Leases	1,484	6,000	10,500	4,500
5460001 Maintenance Contracts	-	-	59,380	59,380
5460002 Other Repairs and Maintenance	-	-	100,000	100,000
5480002 Other Promotional Activities	19,905	20,000	20,000	-
5490002 Legal Notices	-	2,000	3,000	1,000
5520001 Operating Supplies and Expenses	1,919	6,000	30,000	4,000
5520002 Operating FFE	-	3,000	9,000	1,000
5520003 Uniforms	-	1,000	1,500	500
5520007 Fuel Expense	4,019	1,000	1,000	-
5540002 Dues and Memberships	1,250	5,000	5,000	-
5540003 Licenses and Certification Fees	-	1,000	1,000	-
<b>Total Operating Expenses</b>	<b>\$3,157,894</b>	<b>\$2,903,920</b>	<b>\$3,556,890</b>	<b>\$652,970</b>
<b>Full Time Equivalents</b>	<b>6</b>	<b>8</b>	<b>9</b>	

**Operation and Maintenance Fund**

<b>Environmental</b>	<b>Actuals FY2024</b>	<b>Budget FY2025</b>	<b>Budget FY2026</b>	<b>Budget FY2026 vs FY2025</b>
5001000 Personnel Services	409,935	671,490	795,170	123,680
5310005 General Consultant	20,150	-	-	-
5310009 Other Professional Services	-	-	500,000	500,000
5310010 Environmental Consultant	701,750	1,496,000	1,545,000	49,000
5400001 Travel and Per Diem	4,813	10,000	12,000	2,000
5400002 Training and Education	1,586	10,000	12,000	2,000
5410001 Telecommunications	3,953	5,000	5,000	-
5410002 Postage and Express Mail Delivery	-	100	100	-
5460001 Maintenance Contracts	-	-	400,000	400,000
5520001 Operating Supplies and Expenses	5,400	-	-	-
5520002 Operating FFE	9,063	750	750	-
5520003 Uniforms	-	5,000	7,000	2,000
5520007 Fuel Expense	770	1,000	1,500	500
5540001 Books Publications Subscriptions	-	-	-	-
5540002 Dues and Memberships	-	1,000	1,000	-
5540003 Licenses and Certification Fees	-	2,000	2,000	-
<b>Total Operating Expenses</b>	<b>\$1,157,419</b>	<b>\$2,202,340</b>	<b>\$3,281,520</b>	<b>\$1,079,180</b>
<b>Full Time Equivalents</b>	<b>3</b>	<b>4</b>	<b>6</b>	

## Operation and Maintenance Fund

### Capital Programs Department

The Capital Programs Department is responsible for overseeing all aspects of engineering, construction, and grant activities at the Authority, including oversight of the design, bid, and contract award process for capital projects; coordination with governmental agencies for grant preparation; approval and closeout process. This department includes four sections: Capital Programs, Construction, Architecture and Engineering, Project Controls and Project Management Office.

Capital Programs		Actuals FY2024	Budget FY2025	Budget FY2026	Budget FY2026 vs FY2025
5001000	Personnel Services	1,519,218	1,826,910	1,798,040	(28,870)
5310005	General Consultant	(45,693)	-	-	-
5310008	Engineering Consultant	(79,508)	-	-	-
5310009	Other Professional Services	385,135	1,067,000	1,067,000	-
5320001	Independent Auditors	153	-	-	-
5400001	Travel and Per Diem	13,531	21,500	16,900	(4,600)
5400002	Training and Education	10,132	9,350	9,350	-
5410001	Telecommunications	13,788	10,000	8,000	(2,000)
5410002	Postage and Express Mail Delivery	-	300	300	-
5440001	Rentals and Leases	12,996	6,600	6,600	-
5480002	Other Promotional Activities	-	300	300	-
5490002	Legal Notices	6,261	4,200	4,200	-
5520001	Operating Supplies and Expenses	3,098	11,800	11,800	-
5520002	Operating FFE	58,578	2,300	2,300	-
5520003	Uniforms	-	1,200	1,200	-
5520007	Fuel Expense	-	1,400	1,400	-
5540001	Books Publications Subscriptions	16,213	10,000	10,000	-
5540002	Dues and Memberships	275	600	600	-
5540003	Licenses and Certification Fees	238	700	700	-
<b>Total Operating Expenses</b>		<b>\$1,914,415</b>	<b>\$2,974,160</b>	<b>\$2,938,690</b>	<b>\$(35,470)</b>
<b>Full Time Equivalents</b>		<b>7</b>	<b>9</b>	<b>8</b>	

<b>Construction</b>		<b>Actuals FY2024</b>	<b>Budget FY2025</b>	<b>Budget FY2026</b>	<b>Budget FY2026 vs FY2025</b>
5001000	Personnel Services	422,806	991,520	1,232,620	241,100
5310005	General Consultant	-	163,000	163,000	-
5310006	Legal Fees	592,699	320,100	-	(320,100)
5310008	Engineering Consultant	316	-	-	-
5310009	Other Professional Services	1,454,971	3,875,000	4,075,000	200,000
5400001	Travel and Per Diem	-	2,100	8,800	6,700
5400002	Training and Education	-	4,600	7,000	2,400
5410001	Telecommunications	10,317	25,000	20,000	(5,000)
5410002	Postage and Express Mail Delivery	286	320	320	-
5410003	Express Mail Delivery	53	-	-	-
5440001	Rentals and Leases	34,092	34,560	37,000	2,440
5480002	Other Promotional Activities	-	160	160	-
5490002	Legal Notices	-	2,400	2,400	-
5520001	Operating Supplies and Expenses	22,961	30,980	32,000	1,020
5520002	Operating FFE	-	1,300	1,300	-
5520003	Uniforms	-	1,100	3,000	1,900
5520007	Fuel Expense	-	800	1,600	800
5540001	Books Publications Subscriptions	-	3,000	6,900	3,900
5540002	Dues and Memberships	-	350	3,000	2,650
5540003	Licenses and Certification Fees	252	800	7,000	6,200
<b>Total Operating Expenses</b>		<b>\$2,538,754</b>	<b>\$5,457,090</b>	<b>\$5,601,100</b>	<b>\$144,010</b>
<b>Full Time Equivalents</b>		<b>6</b>	<b>6</b>	<b>9</b>	

<b>Architecture and Engineering</b>		<b>Actuals FY2024</b>	<b>Budget FY2025</b>	<b>Budget FY2026</b>	<b>Budget FY2026 vs FY2025</b>
5001000	Personnel Services	331,301	1,509,200	1,658,300	149,100
5310005	General Consultant	24,439	1,000,000	800,000	(200,000)
5310008	Engineering Consultant	1,012,106	1,000,000	1,700,000	700,000
5310009	Other Professional Services	1,159,977	675,000	500,000	(175,000)
5400001	Travel and Per Diem	5,621	4,500	13,500	9,000
5400002	Training and Education	2,000	2,250	5,500	3,250
5410001	Telecommunications	4,544	16,500	15,000	(1,500)
5410002	Postage and Express Mail Delivery	-	460	460	-
5440001	Rentals and Leases	6,236	4,200	4,200	-
5480002	Other Promotional Activities	-	250	250	-
5490002	Legal Notices	-	3,500	3,500	-
5520001	Operating Supplies and Expenses	1,718	4,900	4,900	-
5520002	Operating FFE	12,327	1,850	5,000	3,150
5520003	Uniforms	-	1,500	2,400	900
5520007	Fuel Expense	-	1,500	1,500	-
5540001	Books Publications Subscriptions	7,125	500	500	-
5540002	Dues and Memberships	-	500	1,000	500
5540003	Licenses and Certification Fees	-	300	1,000	700
<b>Total Operating Expenses</b>		<b>\$2,567,393</b>	<b>\$4,226,910</b>	<b>\$4,717,010</b>	<b>\$490,100</b>
<b>Full Time Equivalents</b>		<b>9</b>	<b>9</b>	<b>9</b>	

<b>Project Controls</b>		<b>Actuals FY2024</b>	<b>Budget FY2025</b>	<b>Budget FY2026</b>	<b>Budget FY2026 vs FY2025</b>
5001000	Personnel Services	750,594	1,073,880	816,220	(257,660)
5310009	Other Professional Services	251,010	450,000	450,000	-
5400001	Travel and Per Diem	1,378	3,200	9,500	6,300
5400002	Training and Education	-	2,100	4,000	1,900
5410001	Telecommunications	5,201	15,000	18,000	3,000
5410002	Postage and Express Mail Delivery	-	700	700	-
5410003	Express Mail Delivery	99	-	-	-
5440001	Rentals and Leases	6,675	7,200	7,200	-
5480002	Other Promotional Activities	-	350	350	-
5490002	Legal Notices	-	5,400	5,400	-
5520001	Operating Supplies and Expenses	3,917	11,100	11,100	-
5520002	Operating FFE	2,836	7,000	15,000	8,000
5520003	Uniforms	-	1,800	3,000	1,200
5520007	Fuel Expense	-	1,800	1,800	-
5540001	Books Publications Subscriptions	-	1,000	2,000	1,000
5540002	Dues and Memberships	780	1,000	2,000	1,000
5540003	Licenses and Certification Fees	-	500	1,000	500
<b>Total Operating Expenses</b>		<b>\$1,022,492</b>	<b>\$1,582,030</b>	<b>\$1,347,270</b>	<b>\$(234,760)</b>
<b>Full Time Equivalents</b>		<b>10</b>	<b>9</b>	<b>8</b>	

<b>Project Management Office</b>		<b>Actuals FY2024</b>	<b>Budget FY2025</b>	<b>Budget FY2026</b>	<b>Budget FY2026 vs FY2025</b>
5001000	Personnel Services	-	-	642,600	642,600
5310009	Other Professional Services	-	-	150,000	150,000
5410001	Telecommunications	-	-	6,000	6,000
5480002	Other Promotional Activities	-	-	150,000	150,000
5520001	Operating Supplies and Expenses	-	-	2,000	2,000
5520002	Operating FFE	-	-	1,130	1,130
<b>Total Operating Expenses</b>		<b>\$-</b>	<b>\$-</b>	<b>\$951,730</b>	<b>\$951,730</b>
<b>Full Time Equivalents</b>		<b>-</b>	<b>-</b>	<b>4</b>	

## **Operation and Maintenance Fund**

### **Operating Division**

The Operating Division is responsible for complying with legislative mandates and operating requirements for the airports. These include local, state and federal laws and state and federal security rules and regulations. The division frequently coordinates with regulatory agencies to accomplish the Authority's goals. The Division works to meet the safety and operational needs of the traveling public, both landside and airside.

The Operating Division includes Security, Facilities, Operations and ARFF departments.

### **Security Department**

Orlando International Airport has a comprehensive security program that provides for the safety and security of the traveling public as well as aircraft operating in domestic or international air transportation. The Security Department has several divisions that provide a layered approach to the overall security of the airport. The Access Control office handles badging and access throughout the airport property via electronic access control doors and gates as well as the issuance of keys and vehicle access decals. The Authority Communications Center handles police, fire, 911 and medical dispatch, as well as response to other incidents that occur at MCO. The Security Compliance division ensures that the airport remains in compliance with federal rules and regulations through inspections, audits, observations, testing and training. The K-9 division patrols the airport looking for improvised explosive devices, provides a roving security presence and responds to unattended or otherwise suspicious items. The Orlando Police Department has a dedicated Airport Division that provides the armed law enforcement support necessary to protect the entire MCO campus and respond to all law enforcement related emergencies. Security Operations provide 24/7 operational support at over 30 staffed locations throughout the 23 square mile campus, which is accomplished through both Authority personnel and multiple security contractors.

The Security Department supports the Authority's goal of Operating Safe and Secure Facilities by integrating safety strategies into all facilities and processes.

The Security Department includes the following sections:

- Communications Center
- Security Administration
- Security Compliance
- Orlando Police Department
- Security Operations
- Security Access Control
- Security Canine (K-9)
- SAMS

**Operation and Maintenance Fund**

<b>Communications Center</b>		<b>Actuals FY2024</b>	<b>Budget FY2025</b>	<b>Budget FY2026</b>	<b>Budget FY2026 vs FY2025</b>
5001000	Personnel Services	2,424,546	2,733,490	2,657,370	(76,120)
5340007	Other Contractual Services	-	61,350	61,350	-
5400001	Travel and Per Diem	-	4,000	4,000	-
5400002	Training and Education	3,807	3,000	3,000	-
5410001	Telecommunications	265,342	554,090	531,970	(22,120)
5410002	Postage and Express Mail Delivery	237	500	500	-
5410004	Online Services	2,791	2,400	2,400	-
5440001	Rentals and Leases	1,543	3,000	3,000	-
5460001	Maintenance Contracts	122,559	228,500	228,500	-
5460002	Other Repairs and Maintenance	2,817	-	20,000	20,000
5480002	Other Promotional Activities	369	250	250	-
5520001	Operating Supplies and Expenses	5,836	9,200	9,200	-
5520002	Operating FFE	6,743	4,000	4,000	-
5520003	Uniforms	703	4,500	4,500	-
5540001	Books Publications Subscriptions	5,036	5,280	7,400	2,120
5540002	Dues and Memberships	110	-	-	-
5540003	Licenses and Certification Fees	300	2,610	2,610	-
<b>Total Operating Expenses</b>		<b>\$2,842,738</b>	<b>\$3,616,170</b>	<b>\$3,540,050</b>	<b>\$(76,120)</b>
<b>Full Time Equivalents</b>		<b>27</b>	<b>27</b>	<b>26</b>	

<b>Orlando Police Department</b>		<b>Actuals FY2024</b>	<b>Budget FY2025</b>	<b>Budget FY2026</b>	<b>Budget FY2026 vs FY2025</b>
5310009	Other Professional Services	640,280	493,000	-	(493,000)
5340006	Management Contracts	22,481,851	29,399,570	35,039,630	5,640,060
5460001	Maintenance Contracts	13,150	-	-	-
5520001	Operating Supplies and Expenses	3,641	-	-	-
5520007	Fuel Expense	52,747	60,000	60,000	-
<b>Total Operating Expenses</b>		<b>\$23,191,669</b>	<b>\$29,952,570</b>	<b>\$35,099,630</b>	<b>\$5,147,060</b>

**Operation and Maintenance Fund**

<b>Security Canine (K-9)</b>		<b>Actuals FY2024</b>	<b>Budget FY2025</b>	<b>Budget FY2026</b>	<b>Budget FY2026 vs FY2025</b>
5001000	Personnel Services	1,435,169	1,433,130	1,590,350	157,220
5340007	Other Contractual Services	36,492	45,000	45,000	-
5400001	Travel and Per Diem	-	500	500	-
5400002	Training and Education	-	-	-	-
5410001	Telecommunications	10,996	7,500	11,000	3,500
5410002	Postage and Express Mail Delivery	-	-	-	-
5440001	Rentals and Leases	1,932	2,000	2,000	-
5460002	Other Repairs and Maintenance	313	2,500	2,500	-
5490003	Other Current Charges and Obligations	-	7,200	7,200	-
5520001	Operating Supplies and Expenses	30,063	37,000	37,000	-
5520002	Operating FFE	-	-	-	-
5520003	Uniforms	2,758	5,000	5,000	-
5520007	Fuel Expense	47,551	55,000	55,000	-
<b>Total Operating Expenses</b>		<b>\$1,565,274</b>	<b>\$1,594,830</b>	<b>\$1,755,550</b>	<b>\$160,720</b>
<b>Full Time Equivalents</b>		<b>11</b>	<b>11</b>	<b>12</b>	

<b>Security Access Control</b>		<b>Actuals FY2024</b>	<b>Budget FY2025</b>	<b>Budget FY2026</b>	<b>Budget FY2026 vs FY2025</b>
5001000	Personnel Services	1,538,091	1,697,240	1,721,170	23,930
5340003	Computer Technical Support	12,685	-	-	-
5340007	Other Contractual Services	39,827	80,000	80,000	-
5400001	Travel and Per Diem	1,142	-	-	-
5400002	Training and Education	1,738	2,500	2,500	-
5410001	Telecommunications	17,827	20,000	20,000	-
5440001	Rentals and Leases	1,987	2,000	2,000	-
5460001	Maintenance Contracts	164,118	292,360	292,360	-
5460002	Other Repairs and Maintenance	75,326	-	-	-
5470001	Printing and Binding	6,887	-	-	-
5520001	Operating Supplies and Expenses	783,246	482,840	445,840	(37,000)
5520002	Operating FFE	33,565	-	30,000	30,000
5520003	Uniforms	5,123	6,000	6,000	-
5520007	Fuel Expense	9,043	6,500	10,500	4,000
5540001	Books Publications Subscriptions	14,700	-	-	-
<b>Total Operating Expenses</b>		<b>\$2,705,303</b>	<b>\$2,589,440</b>	<b>\$2,610,370</b>	<b>\$20,930</b>
<b>Full Time Equivalents</b>		<b>21</b>	<b>21</b>	<b>21</b>	

**Operation and Maintenance Fund**

<b>Security Administration</b>		<b>Actuals FY2024</b>	<b>Budget FY2025</b>	<b>Budget FY2026</b>	<b>Budget FY2026 vs FY2025</b>
5001000	Personnel Services	828,798	1,343,730	1,244,340	(99,390)
5310006	Legal Fees	6,662	21,000	-	(21,000)
5310009	Other Professional Services	22,889	60,000	60,000	-
5340007	Other Contractual Services	-	5,000	5,000	-
5400001	Travel and Per Diem	2,429	5,000	5,000	-
5400002	Training and Education	625	2,500	2,500	-
5410001	Telecommunications	15,185	35,000	35,000	-
5410002	Postage and Express Mail Delivery	-	100	100	-
5440001	Rentals and Leases	3,600	3,960	3,960	-
5460001	Maintenance Contracts	102	-	-	-
5460002	Other Repairs and Maintenance	-	17,480	17,480	-
5470001	Printing and Binding	-	1,000	1,000	-
5490003	Other Current Charges and Obligations	-	20,000	20,000	-
5520001	Operating Supplies and Expenses	1,230	16,000	16,000	-
5520002	Operating FFE	-	20,000	20,000	-
5520007	Fuel Expense	7,164	4,000	4,000	-
5540001	Books Publications Subscriptions	76,100	48,000	48,000	-
5540002	Dues and Memberships	-	1,000	1,000	-
<b>Total Operating Expenses</b>		<b>\$964,784</b>	<b>\$1,603,770</b>	<b>\$1,483,380</b>	<b>\$(120,390)</b>
<b>Full Time Equivalents</b>		<b>8</b>	<b>8</b>	<b>7</b>	

### Security Operations (SAMS)

Account	Description	Actuals FY2024	Budget FY2025	Budget FY2026	Budget FY2026 vs FY2025
5001000	Personnel Services	1,655,494	1,881,220	1,942,460	61,240
5310009	Other Professional Services	27,119,581	30,084,460	31,174,820	1,090,360
5340007	Other Contractual Services	5,247	-	-	-
5400002	Training and Education	-	700	700	-
5410001	Telecommunications	16,172	12,000	12,000	-
5440001	Rentals and Leases	2,724	20,000	20,000	-
5460001	Maintenance Contracts	97,205	420,000	188,000	(232,000)
5460002	Other Repairs and Maintenance	-	8,000	8,000	-
5520001	Operating Supplies and Expenses	4,704	15,000	15,000	-
5520002	Operating FFE	3,365	10,000	10,000	-
5520003	Uniforms	352	7,000	7,000	-
5520007	Fuel Expense	10,163	14,000	14,000	-
<b>Total Operating Expenses</b>		<b>\$28,915,007</b>	<b>\$32,472,380</b>	<b>\$33,391,980</b>	<b>\$919,600</b>
<b>Full Time Equivalents</b>		<b>21</b>	<b>21</b>	<b>22</b>	

### Security Compliance

Account	Description	Actuals FY2024	Budget FY2025	Budget FY2026	Budget FY2026 vs FY2025
5001000	Personnel Services	559,811	756,730	765,280	8,550
5400002	Training and Education	400	750	750	-
5410001	Telecommunications	8,136	20,000	20,000	-
5440001	Rentals and Leases	-	1,000	1,000	-
5460002	Other Repairs and Maintenance	744	-	-	-
5520001	Operating Supplies and Expenses	9,852	4,000	4,000	-
5520002	Operating FFE	-	1,000	1,000	-
5520003	Uniforms	529	4,000	4,000	-
5520007	Fuel Expense	-	12,000	12,000	-
<b>Total Operating Expenses</b>		<b>\$579,472</b>	<b>\$799,480</b>	<b>\$808,030</b>	<b>\$8,550</b>
<b>Full Time Equivalents</b>		<b>9</b>	<b>9</b>	<b>9</b>	

## Operation and Maintenance Fund

### Facilities Department

The Facilities Department is a customer-service oriented department with a commitment to excellence. The department has many responsibilities for the airport facilities and grounds. It is committed to understanding customers' needs, communicating effectively and delivering value with timely, cost effective and reliable service. The department provides round-the-clock contracted building services, general building maintenance and airfield and grounds services. It utilizes highly qualified local firms, providing them with growth opportunities and real-world experience.

The Facilities Department achieves a higher level of economic productivity through diversification, technological upgrading and innovation and focuses on streamlined processes. The department is primarily a cost center, is mindful of expenses and controls the budget despite the historic growth in the industry. The department is also proactive with energy and water upgrades further reducing the overall utility expenditures each year.

The Facilities Department provides an environment of teamwork through trust, commitment, collaboration, direction and cooperation to provide a safe and secure work environment for all. The department serves the public, the airport, its employees and business partners by providing updated, regularly tested and inspected life safety systems. These include all fire alarm, fire suppression, smoke evacuation and fire door systems on the entire airport-controlled facilities.

The Facilities Department includes the following sections:

- Facilities Administration
- Utilities
- Pavement and Grounds
- Airfield Electrical
- Carpentry
- Paint
- Plumbing
- HVAC
- Electronics
- Terminal Electrical
- Graphics

**Operation and Maintenance Fund**

<b>Facilities Administration</b>		<b>Actuals FY2024</b>	<b>Budget FY2025</b>	<b>Budget FY2026</b>	<b>Budget FY2026 vs FY2025</b>
5001000	Personnel Services	7,061,528	8,101,170	8,518,800	417,630
5310006	Legal Fees	3,034	26,000	-	(26,000)
5310008	Engineering Consultant	22,230	100,000	100,000	-
5310009	Other Professional Services	(7,155)	600,000	600,000	-
5340001	Temporary Help	39,640	-	-	-
5340004	Landscaping	3,948,929	6,749,510	6,976,560	227,050
5340005	Janitorial Services	41,219,883	50,142,860	51,041,860	899,000
5340007	Other Contractual Services	175,263	183,330	183,330	-
5400001	Travel and Per Diem	3,623	8,000	16,000	8,000
5400002	Training and Education	35,502	20,000	20,000	-
5410001	Telecommunications	206,046	200,000	200,000	-
5410002	Postage and Express Mail Delivery	677	1,000	1,000	-
5410003	Express Mail Delivery	292	-	-	-
5430001	Utility Services	909	-	-	-
5440001	Rentals and Leases	50,920	46,940	46,940	-
5460001	Maintenance Contracts	32,974,126	37,617,750	40,505,160	2,887,410
5460002	Other Repairs and Maintenance	6,167,199	1,271,000	1,271,000	-
5470001	Printing and Binding	1,431	-	-	-
5480002	Other Promotional Activities	188	-	-	-
5490003	Other Current Charges and Obligations	10	-	-	-
5520001	Operating Supplies and Expenses	3,775,142	3,833,360	4,215,360	382,000
5520002	Operating FFE	130,262	85,500	85,500	-
5520003	Uniforms	146,168	146,400	186,400	40,000
5520007	Fuel Expense	355,965	405,000	405,000	-
5540001	Books Publications Subscriptions	5,065	2,000	2,000	-
5540002	Dues and Memberships	205	3,390	3,390	-
5540003	Licenses and Certification Fees	91	4,800	4,800	-
<b>Total Operating Expenses</b>		<b>\$93,317,175</b>	<b>\$109,548,010</b>	<b>\$114,383,100</b>	<b>\$4,835,090</b>
<b>Full Time Equivalents</b>		<b>71</b>	<b>72</b>	<b>75</b>	

<b>Utilities</b>		<b>Actuals FY2024</b>	<b>Budget FY2025</b>	<b>Budget FY2026</b>	<b>Budget FY2026 vs FY2025</b>
5430001	Utility Services	25,521,421	32,409,070	30,409,070	(2,000,000)
<b>Total Operating Expenses</b>		<b>\$25,521,421</b>	<b>\$32,409,070</b>	<b>\$30,409,070</b>	<b>\$(2,000,000)</b>

**Operation and Maintenance Fund**

<b>Pavement and Grounds</b>		<b>Actuals FY2024</b>	<b>Budget FY2025</b>	<b>Budget FY2026</b>	<b>Budget F2026 vs FY2025</b>
5001000	Personnel Services	3,473,133	3,892,480	3,806,930	(85,550)
5340007	Other Contractual Services	6,000	-	-	-
5400001	Travel and Per Diem	640	-	-	-
5400002	Training and Education	389	-	-	-
5440001	Rentals and Leases	109,237	30,000	30,000	-
5460001	Maintenance Contracts	5,030	-	-	-
5460002	Other Repairs and Maintenance	619,935	740,960	740,960	-
5520001	Operating Supplies and Expenses	93,905	44,700	44,700	-
5520003	Uniforms	845	-	-	-
<b>Total Operating Expenses</b>		<b>\$4,309,115</b>	<b>\$4,708,140</b>	<b>\$4,622,590</b>	<b>\$(85,550)</b>
<b>Full Time Equivalents</b>		<b>46</b>	<b>49</b>	<b>47</b>	

<b>Airfield Electrical</b>		<b>Actuals FY2024</b>	<b>Budget FY2025</b>	<b>Budget FY2026</b>	<b>Budget FY2026 vs FY2025</b>
5001000	Personnel Services	1,562,301	1,882,160	1,895,000	12,840
5440001	Rentals and Leases	-	10,000	10,000	-
5460001	Maintenance Contracts	99,368	102,040	102,040	-
5460002	Other Repairs and Maintenance	447,810	974,550	974,550	-
5520001	Operating Supplies and Expenses	8,032	13,600	13,600	-
5520001	Operating Supplies and Expenses	34,359	13,600	13,600	-
5520002	Operating FFE	1,402	-	-	-
5520003	Uniforms	2,073	-	-	-
<b>Total Operating Expenses</b>		<b>\$2,117,511</b>	<b>\$2,982,350</b>	<b>\$2,995,190</b>	<b>\$12,840</b>
<b>Full Time Equivalents</b>		<b>19</b>	<b>19</b>	<b>17</b>	

<b>Carpentry</b>		<b>Actuals FY2024</b>	<b>Budget FY2025</b>	<b>Budget FY2026</b>	<b>Budget FY2026 vs FY2025</b>
5001000	Personnel Services	666,758	745,500	734,250	(11,250)
5340007	Other Contractual Services	2,839	7,500	7,500	-
5440001	Rentals and Leases	5,525	-	-	-
5460002	Other Repairs and Maintenance	366,040	409,750	409,750	-
5520001	Operating Supplies and Expenses	48,306	7,590	7,590	-
5520003	Uniforms	845	-	-	-
<b>Total Operating Expenses</b>		<b>\$1,090,312</b>	<b>\$1,170,340</b>	<b>\$1,159,090</b>	<b>\$(11,250)</b>
<b>Full Time Equivalents</b>		<b>8</b>	<b>8</b>	<b>8</b>	

**Operation and Maintenance Fund**

<b>Paint</b>		<b>Actuals FY2024</b>	<b>Budget FY2025</b>	<b>Budget FY2026</b>	<b>Budget FY2026 vs FY2025</b>
5001000	Personnel Services	700,301	866,970	795,540	(71,430)
5440001	Rentals and Leases	683	6,500	6,500	-
5460002	Other Repairs and Maintenance	194,156	150,940	220,940	70,000
5520001	Operating Supplies and Expenses	1,079	2,500	2,500	-
5520002	Operating FFE	-	3,500	3,500	-
<b>Total Operating Expenses</b>		<b>\$896,218</b>	<b>\$1,030,410</b>	<b>\$1,028,980</b>	<b>\$(1,430)</b>
<b>Full Time Equivalents</b>		<b>11</b>	<b>11</b>	<b>10</b>	

<b>Plumbing</b>		<b>Actuals FY2024</b>	<b>Budget FY2025</b>	<b>Budget FY2026</b>	<b>Budget FY2026 vs FY2025</b>
5001000	Personnel Services	1,544,136	2,168,910	2,053,110	(115,800)
5340007	Other Contractual Services	-	30,000	30,000	-
5460002	Other Repairs and Maintenance	482,585	609,000	609,000	-
5520001	Operating Supplies and Expenses	3,536	50,000	50,000	-
5520003	Uniforms	1,854	-	-	-
<b>Total Operating Expenses</b>		<b>\$2,032,110</b>	<b>\$2,857,910</b>	<b>\$2,742,110</b>	<b>\$(115,800)</b>
<b>Full Time Equivalents</b>		<b>27</b>	<b>23</b>	<b>22</b>	

<b>HVAC</b>		<b>Actuals FY2024</b>	<b>Budget FY2025</b>	<b>Budget FY2026</b>	<b>Budget FY2026 vs FY2025</b>
5001000	Personnel Services	1,842,875	2,294,240	2,332,790	38,550
5340007	Other Contractual Services	2,600	3,000	3,000	-
5440001	Rentals and Leases	-	5,000	5,000	-
5460002	Other Repairs and Maintenance	1,488,916	1,129,000	1,629,000	500,000
5520001	Operating Supplies and Expenses	23,252	49,000	49,000	-
5520002	Operating FFE	691	20,000	20,000	-
5520003	Uniforms	3,815	-	-	-
<b>Total Operating Expenses</b>		<b>\$3,362,149</b>	<b>\$3,500,240</b>	<b>\$4,038,790</b>	<b>\$538,550</b>
<b>Full Time Equivalents</b>		<b>25</b>	<b>25</b>	<b>25</b>	

**Operation and Maintenance Fund**

<b>Electronics</b>		<b>Actuals FY2024</b>	<b>Budget FY2025</b>	<b>Budget FY2026</b>	<b>Budget FY2026 vs FY2025</b>
5001000	Personnel Services	1,023,722	1,199,220	1,206,950	7,730
5340007	Other Contractual Services	-	5,000	5,000	-
5460001	Maintenance Contracts	73,260	-	-	-
5460002	Other Repairs and Maintenance	253,752	252,500	327,500	75,000
5520001	Operating Supplies and Expenses	2,895	10,600	10,600	-
<b>Total Operating Expenses</b>		<b>\$1,353,629</b>	<b>\$1,467,320</b>	<b>\$1,550,050</b>	<b>\$82,730</b>
<b>Full Time Equivalents</b>		<b>12</b>	<b>12</b>	<b>11</b>	

<b>Terminal Electrical</b>		<b>Actuals FY2024</b>	<b>Budget FY2025</b>	<b>Budget FY2026</b>	<b>Budget FY2026 vs FY2025</b>
5001000	Personnel Services	1,471,352	1,844,430	1,794,960	(49,470)
5440001	Rentals and Leases	7,162	24,500	24,500	-
5460001	Maintenance Contracts	576,717	286,400	286,400	-
5460002	Other Repairs and Maintenance	382,797	680,700	680,700	-
5520001	Operating Supplies and Expenses	-	3,000	3,000	-
5520003	Uniforms	2,004	-	-	-
<b>Total Operating Expenses</b>		<b>\$2,440,032</b>	<b>\$2,839,030</b>	<b>\$2,789,560</b>	<b>\$(48,470)</b>
<b>Full Time Equivalents</b>		<b>19</b>	<b>19</b>	<b>19</b>	

<b>Graphics</b>		<b>Actuals FY2024</b>	<b>Budget FY2025</b>	<b>Budget FY2026</b>	<b>Budget FY2026 vs FY2025</b>
5001000	Personnel Services	557,784	608,800	614,170	5,370
5460002	Other Repairs and Maintenance	142,995	83,330	83,330	-
5520001	Operating Supplies and Expenses	6,358	43,000	43,000	-
5520003	Uniforms	740	-	-	-
<b>Total Operating Expenses</b>		<b>\$707,876</b>	<b>\$735,130</b>	<b>\$740,500</b>	<b>\$5,370</b>
<b>Full Time Equivalents</b>		<b>7</b>	<b>7</b>	<b>7</b>	

## Operation and Maintenance Fund

### Operations Department

The Operations Department's core responsibility is to ensure safe, orderly, and efficient movement of passengers, aircraft, and vehicles, both at Orlando International and Orlando Executive Airports. This is accomplished by ensuring safe, expedient service at the terminal and on the surrounding roadways; safe and efficient aircraft movement on the airfield; assisting the traveling public by providing directions and information, escorts and crowd control; and providing safe, convenient, and affordable parking and commercial ground transportation services, achieving these through the most environmentally sustainable means possible. Additionally, the Operations Department provides emergency medical services for both the airport and surrounding roadways, liaises with our community to minimize the impacts of noise and assists with the emergency preparedness of the airport community.

The Operations Department's primary goal is to operate safe and secure facilities, (1) improve passenger and baggage security screening; (2) promote exceptional service in all airport facilities; (3) increase use of technology to improve passenger, baggage, and business processes.

The Operations Department includes the following sections:

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

## Operation and Maintenance Fund

Parking Revenue Control		Actuals FY2024	Budget FY2025	Budget FY2026	Budget FY2026 vs FY2025
5001000	Personnel Services	797,128	1,000,630	1,001,720	1,090
5400001	Travel and Per Diem	3,364	4,000	4,000	-
5400002	Training and Education	-	1,200	1,200	-
5410001	Telecommunications	3,473	2,370	3,500	1,130
5410002	Postage and Express Mail Delivery	-	380	380	-
5460002	Other Repairs and Maintenance	21,967	22,090	22,090	-
5520001	Operating Supplies and Expenses	89,656	61,000	61,000	-
5520002	Operating FFE	69,649	10,250	19,850	9,600
5520003	Uniforms	2,660	3,240	3,240	-
5520007	Fuel Expense	7,426	3,370	8,890	5,520
5540002	Dues and Memberships	-	150	150	-
<b>Total Operating Expenses</b>		<b>\$995,322</b>	<b>\$1,108,680</b>	<b>\$1,126,020</b>	<b>\$17,340</b>
<b>Full Time Equivalents</b>		<b>10</b>	<b>10</b>	<b>10</b>	

Parking Operations		Actuals FY2024	Budget FY2025	Budget FY2026	Budget FY2026 vs FY2025
5001000	Personnel Services	1,076,314	1,290,110	1,319,530	29,420
5310009	Other Professional Services	198,224	108,000	108,000	-
5340006	Management Contracts	8,231,921	8,209,160	8,530,860	321,700
5340007	Other Contractual Services	2,675,641	2,658,510	2,868,680	210,170
5400001	Travel and Per Diem	1,183	4,000	4,000	-
5400002	Training and Education	1,146	1,200	1,200	-
5410001	Telecommunications	106,528	84,300	106,500	22,200
5410002	Postage and Express Mail Delivery	178	240	240	-
5410003	Express Mail Delivery	41	-	-	-
5440001	Rentals and Leases	2,508	2,600	2,600	-
5460001	Maintenance Contracts	260,453	697,530	457,180	(240,350)
5460002	Other Repairs and Maintenance	4,551	-	-	-
5470001	Printing and Binding	3,130	600	600	-
5480001	Advertising Costs	39	-	-	-
5490003	Other Current Charges and Obligations	2,660	600	600	-
5520001	Operating Supplies and Expenses	27,714	21,150	21,150	-
5520002	Operating FFE	949	5,160	16,200	11,040
5520003	Uniforms	-	5,280	5,280	-
5520007	Fuel Expense	22,063	16,160	22,100	5,940
5540001	Books Publications Subscriptions	1,041	-	-	-
5540002	Dues and Memberships	695	700	700	-
<b>Total Operating Expenses</b>		<b>\$12,616,980</b>	<b>\$13,105,300</b>	<b>\$13,465,420</b>	<b>\$360,120</b>
<b>Full Time Equivalents</b>		<b>13</b>	<b>14</b>	<b>14</b>	

**Operation and Maintenance Fund**

<b>Employee Shuttle</b>		<b>Actuals FY2024</b>	<b>Budget FY2025</b>	<b>Budget FY2026</b>	<b>Budget FY2026 vs FY2025</b>
5340006	Management Contracts	4,988,462	6,325,740	7,522,310	1,196,570
5520007	Fuel Expense	605,856	764,000	764,000	-
<b>Total Operating Expenses</b>		<b>\$5,594,318</b>	<b>\$7,089,740</b>	<b>\$8,286,310</b>	<b>\$1,196,570</b>

<b>Hotel Valet Parking</b>		<b>Actuals FY2024</b>	<b>Budget FY2025</b>	<b>Budget FY2026</b>	<b>Budget FY2026 vs FY2025</b>
5340006	Management Contracts	843,827	1,006,690	1,031,010	24,320
5340007	Other Contractual Services	31,981	32,100	32,100	-
<b>Total Operating Expenses</b>		<b>\$875,808</b>	<b>\$1,038,790</b>	<b>\$1,063,110</b>	<b>\$24,320</b>

<b>Economy Parking</b>		<b>Actuals FY2024</b>	<b>Budget FY2025</b>	<b>Budget FY2026</b>	<b>Budget FY2026 vs FY2025</b>
5340006	Management Contracts	11,475,423	12,989,530	14,346,190	1,356,660
5340007	Other Contractual Services	753,094	766,310	766,310	-
5440001	Rentals and Leases	196,177	150,950	150,950	-
5480001	Advertising Costs	93,640	97,700	97,700	-
5520001	Operating Supplies and Expenses	3,600	3,600	3,600	-
5520007	Fuel Expense	557,598	559,200	613,100	53,900
<b>Total Operating Expenses</b>		<b>\$13,079,532</b>	<b>\$14,567,290</b>	<b>\$15,977,850</b>	<b>\$1,410,560</b>

**Operation and Maintenance Fund**

<b>Ground Transportation Services</b>		<b>Actuals FY2024</b>	<b>Budget FY2025</b>	<b>Budget FY2026</b>	<b>Budget FY2026 vs FY2025</b>
5001000	Personnel Services	1,163,391	762,670	719,500	(43,170)
5310006	Legal Fees	5,388	-	-	-
5310009	Other Professional Services	-	5,000	5,000	-
5340006	Management Contracts	1,191,694	1,266,900	1,266,900	-
5340007	Other Contractual Services	1,209,875	1,239,080	487,000	(752,080)
5400001	Travel and Per Diem	-	5,000	5,000	-
5400002	Training and Education	500	500	500	-
5410001	Telecommunications	19,642	20,400	20,400	-
5410002	Postage and Express Mail Delivery	18	120	120	-
5440001	Rentals and Leases	14,066	26,100	4,100	(22,000)
5460002	Other Repairs and Maintenance	-	400	400	-
5470001	Printing and Binding	-	3,600	3,600	-
5490002	Legal Notices	-	1,500	1,500	-
5490003	Other Current Charges and Obligations	3,500	8,250	8,250	-
5520001	Operating Supplies and Expenses	71,329	57,500	57,500	-
5520002	Operating FFE	-	2,500	2,500	-
5520003	Uniforms	-	6,910	6,910	-
5540001	Books Publications Subscriptions	-	100	100	-
5540002	Dues and Memberships	-	930	930	-
<b>Total Operating Expenses</b>		<b>\$3,679,404</b>	<b>\$3,407,460</b>	<b>\$2,590,210</b>	<b>\$(817,250)</b>
<b>Full Time Equivalent</b>		<b>23</b>	<b>9</b>	<b>9</b>	

**Operation and Maintenance Fund**

<b>Airport Operations Administration</b>		<b>Actuals FY2024</b>	<b>Budget FY2025</b>	<b>Budget FY2026</b>	<b>Budget FY2026 vs FY2025</b>
5001000	Personnel Services	1,380,068	1,592,850	1,838,800	245,950
5310006	Legal Fees	169,016	101,650	-	(101,650)
5310009	Other Professional Services	180,320	274,450	42,830	(231,620)
5340007	Other Contractual Services	186,206	165,860	104,980	(60,880)
5400001	Travel and Per Diem	7,928	10,000	10,000	-
5400002	Training and Education	20,165	5,900	10,900	5,000
5410001	Telecommunications	18,394	17,330	17,330	-
5410002	Postage and Express Mail Delivery	56	500	500	-
5460001	Maintenance Contracts	14,700	12,500	14,700	2,200
5460002	Other Repairs and Maintenance	167	-	-	-
5470001	Printing and Binding	-	200	200	-
5480001	Advertising Costs	619	-	-	-
5480002	Other Promotional Activities	38,286	31,500	31,500	-
5520001	Operating Supplies and Expenses	8,203	16,730	16,730	-
5520002	Operating FFE	3,805	2,900	2,900	-
5520007	Fuel Expense	5,433	8,660	8,660	-
5540001	Books Publications Subscriptions	21,701	21,170	21,170	-
5540002	Dues and Memberships	4,869	1,430	1,430	-
<b>Total Operating Expenses</b>		<b>\$2,059,993</b>	<b>\$2,263,630</b>	<b>\$2,122,630</b>	<b>\$(141,000)</b>
<b>Full Time Equivalents</b>		<b>8</b>	<b>9</b>	<b>10</b>	

**Operation and Maintenance Fund**

<b>Airline Division</b>		<b>Actuals FY2024</b>	<b>Budget FY2025</b>	<b>Budget FY2026</b>	<b>Budget FY2026 vs FY2025</b>
5001000	Personnel Services	9,335,074	10,733,550	10,744,930	11,380
5310009	Other Professional Services	908,235	1,601,470	1,601,470	-
5340007	Other Contractual Services	12,015,216	15,365,070	22,614,050	7,248,980
5400001	Travel and Per Diem	62,255	12,000	12,000	-
5400002	Training and Education	1,052	3,290	3,290	-
5410001	Telecommunications	318,488	309,620	319,800	10,180
5410002	Postage and Express Mail Delivery	293	1,300	1,300	-
5410004	Online Services	239,687	176,110	176,110	-
5440001	Rentals and Leases	379,282	314,360	321,640	7,280
5460001	Maintenance Contracts	33,608,601	33,868,140	34,750,990	882,850
5460002	Other Repairs and Maintenance	250,613	41,600	41,600	-
5470001	Printing and Binding	-	420	420	-
5520001	Operating Supplies and Expenses	727,848	609,050	691,490	82,440
5520002	Operating FFE	1,339,976	398,240	398,240	-
5520003	Uniforms	6,777	17,880	17,880	-
5520007	Fuel Expense	6,682	4,370	9,300	4,930
5540001	Books Publications Subscriptions	95,522	92,500	97,420	4,920
5540002	Dues and Memberships	550	1,660	1,660	-
<b>Total Operating Expenses</b>		<b>\$59,296,150</b>	<b>\$63,550,630</b>	<b>\$71,803,590</b>	<b>\$8,252,960</b>
<b>Full Time Equivalents</b>		<b>106.5</b>	<b>107.5</b>	<b>107.5</b>	

**Operation and Maintenance Fund**

<b>Airfield Operations</b>		<b>Actuals FY2024</b>	<b>Budget FY2025</b>	<b>Budget FY2026</b>	<b>Budget FY2026 vs FY2025</b>
5001000	Personnel Services	3,121,176	3,682,440	3,764,470	82,030
5310009	Other Professional Services	52,133	95,000	95,000	-
5340007	Other Contractual Services	1,254,915	2,191,100	1,891,100	(300,000)
5400001	Travel and Per Diem	2,422	5,000	5,000	-
5400002	Training and Education	1,200	10,000	10,000	-
5410001	Telecommunications	16,209	15,570	16,300	730
5410002	Postage and Express Mail Delivery	138	500	500	-
5430001	Utility Services	2,187	3,500	3,500	-
5440001	Rentals and Leases	3,468	3,800	3,800	-
5460001	Maintenance Contracts	7,743	-	-	-
5460002	Other Repairs and Maintenance	7,806	-	-	-
5470001	Printing and Binding	1,546	1,000	1,000	-
5480002	Other Promotional Activities	332	-	-	-
5520001	Operating Supplies and Expenses	17,424	38,970	38,970	-
5520002	Operating FFE	16,667	5,000	5,000	-
5520003	Uniforms	12,214	5,450	12,150	6,700
5520007	Fuel Expense	57,090	64,500	66,700	2,200
5540001	Books Publications Subscriptions	-	1,000	1,000	-
5540002	Dues and Memberships	550	2,450	2,450	-
5540003	Licenses and Certification Fees	-	500	500	-
<b>Total Operating Expenses</b>		<b>\$4,575,221</b>	<b>\$6,125,780</b>	<b>\$5,917,400</b>	<b>\$(208,340)</b>
<b>Full Time Equivalents</b>		<b>33</b>	<b>33</b>	<b>33</b>	

<b>Waste Management Services</b>		<b>Actuals FY2024</b>	<b>Budget FY2024</b>	<b>Budget FY2026</b>	<b>Budget FY2026 vs FY2025</b>
5001000	Personnel Services	490,543	541,720	537,120	(4,600)
5340007	Other Contractual Services	1,086,638	1,225,020	1,342,280	117,260
5410001	Telecommunications	976	-	-	-
5430001	Utility Services	598,389	605,000	664,300	59,300
5440001	Rentals and Leases	-	3,200	3,200	-
5460002	Other Repairs and Maintenance	9,551	6,150	6,150	-
5520001	Operating Supplies and Expenses	4,980	7,770	7,770	-
5520003	Uniforms	529	2,100	2,100	-
5520007	Fuel Expense	2,064	2,340	2,340	-
5540003	Licenses and Certification Fees	-	60	60	-
<b>Total Operating Expenses</b>		<b>\$ 2,193,672</b>	<b>\$2,393,360</b>	<b>\$2,565,320</b>	<b>\$171,960</b>
<b>Full Time Equivalents</b>		<b>6.5</b>	<b>8</b>	<b>8</b>	

## Operation and Maintenance Fund

Landside Division		Actuals FY2024	Budget FY2025	Budget FY2026	Budget FY2026 vs FY2025
5001000	Total Personnel	8,124,450	9,804,560	9,537,730	(266,830)
5340001	Temporary Help	-	14,850	14,850	-
5340007	Other Contractual Services	2,953,551	5,618,300	5,572,800	(45,500)
5400001	Travel and Per Diem	-	5,000	5,000	-
5400002	Training and Education	3,000	4,500	4,500	-
5410001	Telecommunications	21,444	20,700	21,500	800
5410002	Postage and Express Mail Delivery	255	500	500	-
5440001	Rentals and Leases	6,825	7,500	7,500	-
5460001	Maintenance Contracts	3,689	-	-	-
5460002	Other Repairs and Maintenance	6,398	1,250	1,250	-
5470001	Printing and Binding	750	3,100	3,100	-
5480002	Other Promotional Activities	287	-	-	-
5490003	Other Current Charges and Obligations	8	-	-	-
5520001	Operating Supplies and Expenses	45,590	30,070	32,900	2,830
5520002	Operating FFE	-	6,900	6,900	-
5520003	Uniforms	9,782	28,020	28,020	-
5520007	Fuel Expense	9,668	9,270	10,100	830
5540001	Books Publications Subscriptions	-	500	500	-
5540002	Dues and Memberships	-	1,210	1,210	-
<b>Total Operating Expenses</b>		<b>\$11,185,697</b>	<b>\$15,556,230</b>	<b>\$15,248,360</b>	<b>\$(307,870)</b>
<b>Full Time Equivalents</b>		<b>113.5</b>	<b>121</b>	<b>114</b>	

Emergency Management		Actuals FY2024	Budget FY2025	Budget FY2026	Budget FY2026 vs FY2025
5001000	Personnel Services	491,015	601,090	480,800	(120,290)
5310009	Other Professional Services	124,342	60,000	68,100	8,100
5400001	Travel and Per Diem	10,436	6,000	6,000	-
5400002	Training and Education	3,157	55,070	55,070	-
5410001	Telecommunications	2,783	2,880	2,880	-
5410002	Postage and Express Mail Delivery	-	100	100	-
5470001	Printing and Binding	-	100	100	-
5480002	Other Promotional Activities	286	-	-	-
5520001	Operating Supplies and Expenses	5,617	11,480	11,480	-
5520002	Operating FFE	-	1,560	1,560	-
5540001	Books Publications Subscriptions	43,298	46,480	46,480	-
5540001	Books Publications Subscriptions	43,298	46,480	46,480	-
<b>Total Operating Expenses</b>		<b>\$681,234</b>	<b>\$786,060</b>	<b>\$673,870</b>	<b>\$(112,190)</b>
<b>Full Time Equivalents</b>		<b>3</b>	<b>3</b>	<b>3</b>	

**Operation and Maintenance Fund**

**Aircraft Rescue and Fire Fighting (ARFF)**

<b>Aircraft Rescue and Fire Fighting (ARFF)</b>		<b>Actuals FY2024</b>	<b>Budget FY2025</b>	<b>Budget FY2026</b>	<b>Budget FY2026 vs FY2025</b>
5001000	Personnel Services	15,680,210	16,433,910	18,132,070	1,698,160
5310006	Legal Fees	-	2,750	-	(2,750)
5310009	Other Professional Services	(4,000)	-	-	-
5310013	Land Use or Transportation Consultant	5,301	-	-	-
5340007	Other Contractual Services	568,338	896,900	832,500	(64,400)
5400001	Travel and Per Diem	26,232	28,800	28,800	-
5400002	Training and Education	79,849	98,610	98,610	-
5410001	Telecommunications	43,459	33,480	43,460	9,980
5410002	Postage and Express Mail Delivery	796	1,000	1,000	-
5410003	Express Mail Delivery	71	-	-	-
5410004	Online Services	633	700	700	-
5430001	Utility Services	-	1,650	1,650	-
5440001	Rentals and Leases	16,109	16,660	16,660	-
5460001	Maintenance Contracts	36,965	21,500	36,970	15,470
5460002	Other Repairs and Maintenance	59,504	23,500	59,500	36,000
5470001	Printing and Binding	1,448	1,950	1,950	-
5480002	Other Promotional Activities	(3,901)	-	-	-
5490003	Other Current Charges and Obligations	63	75,000	75,000	-
5520001	Operating Supplies and Expenses	399,253	298,300	339,000	40,700
5520002	Operating FFE	303,654	25,600	55,400	29,800
5520003	Uniforms	183,202	125,400	142,900	17,500
5520007	Fuel Expense	75,275	99,500	99,500	-
5540001	Books Publications Subscriptions	9,786	13,680	13,680	-
5540002	Dues and Memberships	1,400	13,290	9,290	(4,000)
5540003	Licenses and Certification Fees	9,106	5,200	9,200	4,000
<b>Total Operating Expenses</b>		<b>\$17,492,754</b>	<b>\$18,217,380</b>	<b>\$19,997,840</b>	<b>\$1,780,460</b>
<b>Full Time Equivalents</b>		<b>100</b>	<b>107</b>	<b>107</b>	

## Operation and Maintenance Fund

### Commercial Division

The Commercial Division is responsible for a wide variety of matters related to the aeronautical and non-aeronautical business development, including Air Service Development and Marketing, Airlines Relations, Cargo Development, Real Estate Development, and Concessions. An airline relations administrator was approved for the FY2026 budget, as well as an assistant manager of business development and a graphic designer.

Airline Relations		Actuals FY2024	Budget FY2025	Budget FY2026	Budget FY2026 vs FY2025
5001000	Personnel Services	477,067	699,750	775,790	76,040
5310005	General Consultant	159,068	228,000	179,710	(48,290)
5310006	Legal Fees	-	6,000	-	(6,000)
5310009	Other Professional Services	715,828	695,450	774,520	79,070
5400001	Travel and Per Diem	18,727	15,000	19,600	4,600
5400002	Training and Education	6,431	3,890	4,050	160
5410001	Telecommunications	5,012	5,440	7,130	1,690
5410002	Postage and Express Mail Delivery	-	500	500	-
5440001	Rentals and Leases	2,678	3,150	5,770	2,620
5470001	Printing and Binding	-	500	500	-
5480002	Other Promotional Activities	-	500	1,000	500
5520001	Operating Supplies and Expenses	1,016	2,000	2,080	80
5540001	Books Publications Subscriptions	273,000	295,470	367,970	72,500
5540002	Dues and Memberships	-	310	810	500
<b>Total Operating Expenses</b>		<b>\$1,658,826</b>	<b>\$1,955,960</b>	<b>\$2,139,430</b>	<b>\$183,470</b>
<b>Full Time Equivalents</b>		<b>3</b>	<b>4</b>	<b>5</b>	

Air Service Development and Marketing		Actuals FY2024	Budget FY2025	Budget FY2026	Budget FY2026 vs FY2025
5001000	Personnel Services	796,555	1,049,860	1,215,460	165,600
5310006	Legal Fees	12,440	5,000	-	(5,000)
5310009	Other Professional Services	165,885	168,000	323,000	155,000
5400001	Travel and Per Diem	90,417	139,000	196,500	57,500
5400002	Training and Education	26,598	31,400	16,100	(15,300)
5410001	Telecommunications	8,321	8,000	8,000	-
5410002	Postage and Express Mail Delivery	77	200	200	-
5470001	Printing and Binding	-	5,000	2,500	(2,500)
5480001	Advertising Costs	827,915	1,060,500	1,193,500	133,000
5480002	Other Promotional Activities	231,942	119,500	131,000	11,500
5520001	Operating Supplies and Expenses	1,444	4,500	4,500	-
5520002	Operating FFE	-	500	-	(500)
5520003	Uniforms	-	500	500	-
5540001	Books Publications Subscriptions	67,519	87,940	55,240	(32,700)
5540002	Dues and Memberships	11,439	20,100	20,100	-
<b>Total Operating Expenses</b>		<b>\$2,240,553</b>	<b>\$2,700,000</b>	<b>\$3,166,600</b>	<b>\$466,600</b>
<b>Full Time Equivalents</b>		<b>6</b>	<b>7</b>	<b>9</b>	

<b>Cargo Development</b>		<b>Actuals FY2024</b>	<b>Budget FY2025</b>	<b>Budget FY2026</b>	<b>Budget FY2026 vs FY2025</b>
5001000	Personnel Services	112,725	185,970	185,870	(100)
5310006	Legal Fees	-	5,000	-	(5,000)
5310009	Other Professional Services	-	32,000	17,000	(15,000)
5400001	Travel and Per Diem	3,899	18,000	24,500	6,500
5400002	Training and Education	7,044	10,000	14,500	4,500
5410001	Telecommunications	1,564	2,000	2,000	-
5470001	Printing and Binding	-	2,000	1,500	(500)
5480001	Advertising Costs	4,810	20,000	18,000	(2,000)
5480002	Other Promotional Activities	27	18,000	43,000	25,000
5520001	Operating Supplies and Expenses	-	1,000	500	(500)
5520002	Operating FFE	-	500	250	(250)
5540001	Books Publications Subscriptions	-	2,500	2,000	(500)
<b>Total Operating Expenses</b>		<b>\$130,068</b>	<b>\$296,970</b>	<b>\$309,120</b>	<b>\$12,150</b>
<b>Full Time Equivalents</b>		<b>1</b>	<b>1</b>	<b>1</b>	
<b>Real Estate</b>		<b>Actuals FY2024</b>	<b>Budget FY2025</b>	<b>Budget FY2026</b>	<b>Budget FY2026 vs FY2025</b>
5001000	Personnel Services	1,235,729	1,588,310	1,702,900	114,590
5310001	Appraisals	38,750	60,000	60,000	-
5310005	General Consultant	21,582	31,380	78,000	46,620
5310006	Legal Fees	197,450	200,000	-	(200,000)
5310009	Other Professional Services	60,484	263,000	200,000	(63,000)
5340001	Temporary Help	11,624	-	-	-
5400001	Travel and Per Diem	36,537	43,500	43,500	-
5400002	Training and Education	13,717	13,100	13,100	-
5410001	Telecommunications	10,220	13,000	13,000	-
5410002	Postage and Express Mail Delivery	347	1,700	1,700	-
5460002	Other Repairs and Maintenance	6,151	-	-	-
5470001	Printing and Binding	-	1,000	1,000	-
5480001	Advertising Costs	26,624	45,000	58,000	13,000
5480002	Other Promotional Activities	4,550	20,000	20,000	-
5520001	Operating Supplies and Expenses	12,108	7,500	8,500	1,000
5520002	Operating FFE	876	1,000	2,000	1,000
5520003	Uniforms	-	-	1,000	1,000
5520007	Fuel Expense	305	1,500	1,500	-
5540001	Books Publications Subscriptions	200	3,000	10,000	7,000
5540002	Dues and Memberships	1,775	2,700	2,300	(400)
<b>Total Operating Expenses</b>		<b>\$1,679,029</b>	<b>\$2,295,690</b>	<b>\$2,216,500</b>	<b>\$(79,190)</b>
<b>Full Time Equivalents</b>		<b>11</b>	<b>11</b>	<b>11</b>	

## Operation and Maintenance Fund

### Concessions

The mission of the Concessions Department is to increase terminal concession services and selection, customer satisfaction and concession revenues from existing operations and new opportunities to increase non-airline revenues to diversify income, mitigate economic risk and maintain competitive airline fees.

Concessions		Actuals FY2024	Budget FY2025	Budget FY2026	Budget FY2026 vs FY2025
5001000	Personnel Services	989,338	1,772,170	1,789,460	17,290
5310001	Appraisals	6,850	25,000	20,000	(5,000)
5310005	General Consultant	27,610	103,000	103,000	-
5310006	Legal Fees	151,361	200,500	-	(200,500)
5310009	Other Professional Services	146,759	370,000	350,000	(20,000)
5310014	Outside Services	-	146,000	125,000	(21,000)
5340001	Temporary Help	17,778	-	15,000	15,000
5340007	Other Contractual Services	-	-	752,080	752,080
5400001	Travel and Per Diem	7,006	37,500	57,500	20,000
5400002	Training and Education	3,315	15,500	20,500	5,000
5410001	Telecommunications	6,446	8,000	8,000	-
5410002	Postage and Express Mail Delivery	66	3,000	3,000	-
5410003	Express Mail Delivery	123	-	-	-
5440001	Rentals and Leases	-	-	22,000	22,000
5470001	Printing and Binding	-	3,000	3,000	-
5480002	Other Promotional Activities	4,104	16,000	60,000	44,000
5490002	Legal Notices	-	5,000	1,000	(4,000)
5520001	Operating Supplies and Expenses	1,717	6,000	6,000	-
5520002	Operating FFE	-	-	1,000	1,000
5540001	Books Publications Subscriptions	250	2,000	3,000	1,000
5540002	Dues and Memberships	-	-	2,000	2,000
5540003	Licenses and Certification Fees	-	-	500	500
<b>Total Operating Expenses</b>		<b>\$1,362,722</b>	<b>\$2,712,670</b>	<b>\$3,342,040</b>	<b>\$629,370</b>
<b>Full Time Equivalents</b>		<b>12</b>	<b>12</b>	<b>12</b>	

## Operation and Maintenance Fund

### Administration Division

Lead by the Chief Administrative Officer, this division represents the Authority's interests and provides guidance and advice to the CEO, vice presidents, and internal departments on a wide variety of administrative matters related to all aspects of the Authority. Responsible for the overall activities of Human Resources, Business Opportunity and Exchange, and Board Service functions of the Authority. Assists the CEO in achieving strategic development of the Authority by directing administrative objectives and administrative controls, policies and procedures resulting in the efficient and effective accomplishment of strategic and tactical objectives.

### Human Resources

The Human Resources Department is responsible for providing and administering both strategic and transactional services in labor relations, compensation, benefits, payroll, recruitment, testing and career development; and promoting diversity, fairness and equal opportunity in employment. The Human Resources Department's mission is to provide services that promote a work environment that is characterized by fair treatment of staff, open communications, personal accountability, trust, mutual respect, creativity and innovation.

The Human Resources Department's goal is to develop, implement, and support programs and processes that add value to the Authority and its employees, leading to improved employee welfare, empowerment, growth and retention, while remaining committed to the Authority's key business drivers, its management, and prosperity for its customers, employees, and other stakeholders. For FY2026 an HRIS (Human Resource Information System) Analyst was added to the budget.

Human Resources		Actuals FY2024	Budget FY2025	Budget FY2026	Budget FY2026 vs FY2025
5001000	Total Personnel	1,808,870	2,387,820	2,637,150	249,330
5310006	Legal Fees	85,520	140,160	-	(140,160)
5310009	Other Professional Services	126,124	188,580	188,580	-
5340001	Temporary Help	45,907	-	-	-
5340007	Other Contractual Services	149,641	142,430	142,430	-
5400001	Travel and Per Diem	(325)	16,450	16,450	-
5400002	Training and Education	67,901	25,600	25,600	-
5410001	Telecommunications	13,061	11,820	11,820	-
5410002	Postage and Express Mail Delivery	268	600	600	-
5440001	Rentals and Leases	7,764	9,840	9,840	-
5470001	Printing and Binding	-	1,000	1,000	-
5480001	Advertising Costs	1,582	-	-	-
5480002	Other Promotional Activities	4,603	-	-	-
5490002	Legal Notices	18,036	24,500	24,500	-
5520001	Operating Supplies and Expenses	34,136	49,680	49,680	-
5520002	Operating FFE	-	2,200	2,200	-
5520003	Uniforms	451	2,050	2,050	-
5540001	Books Publications Subscriptions	179,841	302,200	213,610	(88,590)
5540002	Dues and Memberships	3,202	5,150	5,150	-
5540003	Licenses and Certification Fees	-	1,010	1,010	-
<b>Total Operating Expenses</b>		<b>\$2,546,580</b>	<b>\$3,311,090</b>	<b>\$3,331,670</b>	<b>\$20,580</b>
<b>Full Time Equivalents</b>		<b>15</b>	<b>17</b>	<b>18</b>	

## Operation and Maintenance Fund

### Business Opportunity and Exchange (BOE)

The Business Opportunity and Exchange Department supports the Aviation Authority Board, executive management, and small businesses through a number of programs and services. The department reports directly to the Chief Administrative Officer. Consistent with the Mission and Goals of GOAA, the Mission of the BOE department is: To ensure the maximum participation and growth of small businesses at GOAA through opportunities in construction, concession, purchasing, and other professional services.

This Mission is achieved by:

- Ensuring the maximum inclusion of minority, women, local developing and veteran-owned businesses in the Aviation Authority’s procurement programs (professional services, construction, procurement, maintenance and concession).
- Encouraging the growth of small businesses through capacity building and development programs.
- Serving as an advocate promoting the interests and needs of small businesses.
- Ensuring that majority firms and other prime contractors are diligent in their efforts to partner with and support small businesses.

Project monitoring, data analysis and reporting, advocacy and intervention and outreach services are ongoing department operations directed to the success of the Authority’s small businesses.

5001000	Personnel Services	1,060,458	1,628,080	1,596,840	(31,240)
5310006	Legal Fees	181,486	160,000	-	(160,000)
5310009	Other Professional Services	118,421	250,000	250,000	-
5340001	Temporary Help	64,433	93,200	38,000	(55,200)
5400001	Travel and Per Diem	16,615	24,000	26,000	2,000
5400002	Training and Education	9,484	16,000	18,000	2,000
5410001	Telecommunications	9,492	10,000	10,000	-
5410002	Postage and Express Mail Delivery	-	1,000	1,000	-
5440001	Rentals and Leases	5,297	6,000	6,000	-
5470001	Printing and Binding	-	13,560	9,000	(4,560)
5480001	Advertising Costs	45,478	75,000	75,000	-
5480002	Other Promotional Activities	250,890	350,000	450,000	100,000
5490002	Legal Notices	-	500	500	-
5520001	Operating Supplies and Expenses	6,536	16,700	16,700	-
5520002	Operating FFE	-	7,000	7,000	-
5520003	Uniforms	1,588	-	-	-
5520007	Fuel Expense	49	1,000	1,000	-
5540001	Books Publications Subscriptions	51,677	55,000	60,000	5,000
5540002	Dues and Memberships	6,810	24,800	24,800	-
<b>Total Operating Expenses</b>		<b>\$1,828,714</b>	<b>\$2,731,840</b>	<b>\$2,589,840</b>	<b>\$(142,000)</b>
<b>Full Time Equivalents</b>		<b>10</b>	<b>12</b>	<b>11</b>	

## Operation and Maintenance Fund

### Board Services

Board Services has the complete and full responsibility for documenting and maintaining the official records of the Aviation Authority as prescribed by law, which includes handling, coordinating and supervising the production of documentary records under Sunshine Law provisions, Authority Board meetings, Finance Committee, Capital Management Committee, Commercial Properties Development Committee, Capital Program Review Panel and the Concessions/Procurement Committee. Another function of Board Services is to provide advanced, technical, analytical and administrative work assisting the CEO, board members and executive senior management.

<b>Board Services</b>		<b>Actuals FY2024</b>	<b>Budget FY2025</b>	<b>Budget FY2026</b>	<b>Budget FY2026 vs FY2025</b>
5001000	Personnel Services	\$325,945	\$345,560	\$254,950	\$ (90,610)
5310006	Legal Fees	144,123	187,000	-	(187,000)
5310014	Outside Services	-	32,400	-	(32,400)
5400001	Travel and Per Diem	19,599	7,000	22,000	15,000
5400002	Training and Education	4,843	6,000	6,000	-
5410001	Telecommunications	5,011	9,360	9,360	-
5410002	Postage and Express Mail Delivery	6,665	25,280	25,280	-
5440001	Rentals and Leases	24,771	18,450	25,970	7,520
5460002	Other Repairs and Maintenance	8	-	-	-
5470001	Printing and Binding	35	500	500	-
5480002	Other Promotional Activities	5,977	-	-	-
5490002	Legal Notices	415	1,000	1,000	-
5520001	Operating Supplies and Expenses	33,600	112,320	112,320	-
5520002	Operating FFE	1,842	4,000	4,000	-
5520003	Uniforms	729	500	500	-
5540001	Books Publications Subscriptions	-	3,750	3,750	-
5540002	Dues and Memberships	325	-	-	-
5540003	Licenses and Certification Fees	-	430	430	-
<b>Total Operating Expenses</b>		<b>\$573,887</b>	<b>\$753,550</b>	<b>\$466,060</b>	<b>\$(287,490)</b>
<b>Full Time Equivalents</b>		<b>3</b>	<b>3</b>	<b>2</b>	

## Operation and Maintenance Fund

### Hyatt Hotel

The Hyatt Hotel opened in 1992 and has 445 guest rooms with approximately 42,000 square feet of public meeting space including three restaurants, a pool and fitness center. The hotel operates under a Hotel Management Agreement effective January 1, 2015, through September 30, 2035.



Hotel Hyatt		Actuals FY2024	Budget FY2025	Budget FY2026	Budget FY2026 vs FY2025
5340006	Rooms	8,312,566	8,623,115	8,687,434	64,319
5340006	Food and Beverage	11,698,372	12,128,795	12,173,468	44,673
5340006	Other Operating	4,584	5,192	5,174	(18)
5340006	Admin and General	4,110,201	4,041,527	4,058,043	16,516
5340006	Info and Telecom Systems	1,023,962	1,089,094	1,085,093	(4,001)
5340006	Sales and Marketing	3,350,149	3,602,930	3,562,123	(40,807)
5340006	Repairs and Maintenance	1,992,327	2,093,889	2,086,198	(7,691)
5340006	Utilities	1,632,992	1,700,683	1,729,502	28,831
5340006	Insurance and Other	594,420	647,891	765,649	117,758
5340006	Basic Management Fee	1,309,506	1,489,164	1,473,543	(15,621)
5340006	Incentive Fee	625,775	650,910	532,743	(118,167)
5340007	Other Contractual Services	8,764	12,000	12,000	-
5490010	Property Taxes	1,652,122	1,652,110	1,856,400	204,290
<b>Total Operating Expenses</b>		<b>\$36,315,740</b>	<b>\$37,737,300</b>	<b>\$38,027,370</b>	<b>\$290,070</b>



# Debt Management



## DEBT MANAGEMENT

The acquisition and construction of facilities at the Authority have been substantially financed by the issuance of General Airport Revenue Bonds (GARBs), Passenger Facility Supported Bonds and other obligations. Periodically the Authority approves the issuance of bonds to refund outstanding bonds for interest savings. Debt service amounts appearing in the budget are based on payments of principle, interest and fees for the revenue bonds. The projection for debt service expenses is \$129.6 million for FY2026 and could change based on refundings and interest rates in effect at the time of new issuances.

### General Airport Revenue Bonds

The Authority initially adopted the Airport Facilities Revenue Bond Resolution Authorizing Airport Facilities Revenue bonds of the City of Orlando on June 13, 1978, codified by the Authority on September 17, 2008 and Amended and Restated on September 16, 2015, having an effective date of May 1, 2017. The Authority can also issue debt supported by CFC revenues.

Airport revenue bond covenants require that revenue available to pay debt service, as defined in the Bond Resolution, be equal to or greater than 1.25 times the debt service on the senior lien airport revenue bonds, and 1.00 times the debt service on all subordinated obligations. Further, the Master Subordinated Indenture of Trust provides that the coverage requirement will be equal or greater than 1.10 times the debt service on Priority Subordinated Obligations. The Authority has no statutory debt limits.

### Debt Rating

The Aviation Authority's history of robust financial metrics, along with low airline concentration, and a capital program that is demand driven and modular, coupled with the Authority's track record of expense management and adjusting the capital program as needed, supports the Aviation Authority's strong credit fundamentals.

In 2024, four credit reporting agencies confirmed their confidence in the Aviation Authority, with upgrades for the Authority's senior and subordinate from S&P in June 2024, followed by Moody's, Fitch Ratings, and KBRA in November 2024.

The following table outlines the credit ratings for the Authority's outstanding bond issues as of November 2025 (excluding CFC-backed debt).

	Standard & Poor's	Moody's	Fitch	Kroll
Senior Debt	AA	Aa2	AA	AA+
Subordinate Debt	AA-	Aa3	AA-	AA
Outlook	Stable	Stable	Stable	Stable

## Debt Service Coverage (in thousands)

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

<b>Bond Resolution Rate Covenant</b>		<b>Actuals FY2024</b>	<b>Budget FY2025</b>	<b>Budget FY2026</b>
Revenues per bond resolution		\$924,963	\$941,278	\$979,494
Less:				
Operations and maintenance expenses per bond resolution		(476,769)	(567,010)	(614,500)
Net revenues available for debt service		A	\$448,194	\$364,994
Aggregate Debt service on senior lien bonds		168,778	146,328	134,058
Less PFC Supported Bonds		(117,480)	(73,689)	(86,950)
Net debt service on senior lien bonds		B	51,298	47,108
Debt service on subordinated bonds and other parity indebtedness		C	83,219	67,320
Total debt service senior lien bonds and subordinated indebtedness and other parity indebtedness		[D=B+C]	\$134,517	\$139,959
<b>Debt Service Coverage</b>				
Coverage ratio for senior lien debt		[A/B]	8.74	5.15
Coverage ratio for all indebtedness		[A/D]	3.33	2.00
<b>Subordinate Indenture Rate Covenant</b>				
Available Net Revenues		[E=A-B]	\$396,896	\$301,629
Subordinate Debt Service Coverage		[E/C]	4.77	4.48

**Total Debt Service Requirements – All Bonds Including CFC-supported Debt**

**As of September 30, 2025**  
**(in thousands)**

<b>Fiscal Year</b>	<b>Interest</b>	<b>Principal</b>	<b>Total</b>
2026	149,244	89,592	238,836
2027	145,148	93,724	238,872
2028	140,740	85,900	226,640
2029	136,706	79,745	216,451
2030	133,119	77,175	210,294
2031	129,746	80,470	210,216
2032	125,950	84,825	210,775
2033	121,720	88,965	210,685
2034	117,357	89,415	206,772
2035	112,851	93,805	206,656
2036	108,265	98,425	206,690
2037	103,454	102,995	206,449
2038	98,459	108,055	206,514
2039	93,258	112,975	206,233
2040	87,831	118,455	206,286
2041	82,280	118,535	200,815
2042	76,411	124,245	200,656
2043	70,240	130,275	200,515
2044	63,783	136,585	200,368
2045	57,023	143,185	200,208
2046	49,930	150,115	200,045
2047	42,719	148,065	190,784
2048	35,495	153,820	189,315
2049	28,166	161,115	189,281
2050	20,631	168,470	189,101
2051	13,966	126,110	140,076
2052	8,212	131,740	139,952
2053	3,391	91,855	95,246
2054	1,141	18,880	20,021
2055	385	19,620	20,005
	<b>\$2,357,621</b>	<b>\$3,227,136</b>	<b>\$5,584,757</b>



# Capital





## CAPITAL IMPROVEMENT PLAN

### Summary of Capital Expenditures

The Capital Improvement Program (CIP) is a multi-year plan of major capital projects linked to the Aviation Authority's strategic goals that establishes target years for implementation of projects and associated expected funding sources. The projects are developed to address airport capacity, asset preservation and safety and security as well as the demand for air service to Central Florida. At least annually, the Aviation Authority evaluates and updates the CIP to ensure resources are allocated in the most effective, efficient and appropriate manner to manage capital needs and evolving funding priorities for Orlando International Airport. As a working plan, the CIP will need to evolve and be modified to accommodate demand-driven traffic activity as well as changes to economic and regulatory conditions, which could result in increases or decreases to the costs of the CIP or to accelerate or extend the timing to complete certain improvements.

On November 15, 2021, President Biden signed H.R. 3684, Infrastructure Investment and Jobs Act (Public Law 117-58) of 2021, commonly known as IIJA. Under one section of IIJA, the Federal Aviation Administration's (FAA) Office of Airports will administer approximately \$20 billion in grant funds to airport sponsors. Of the \$20 billion available, \$15 billion is available, over five years, for Airport Infrastructure Grants (AIG), including approximately \$14.45 billion of formulated allocations that are referred to as AIG Allocated. The total annual share of AIG Allocated funding over five years starting in 2022 for MCO and the Orlando Executive Airport (ORL) is estimated at \$229.558 million and \$3.364 million, respectively. IIJA also includes approximately \$5 billion for Competitive Airport Terminal Program (ATP) funding to upgrade, modernize and rebuild our nation's airport terminals, including multi-modal terminal development, on-airport rail access and airport-owned towers.

Since the program's inception, the Aviation Authority has achieved remarkable success in securing discretionary ATP funding under the BIL. In FY2022, GOAA received an ATP grant in the amount of \$50.99 million for the Terminal C ASC Gates C250-C253 project. In FY2023, GOAA received a second ATP grant for the aforementioned project in the amount of \$49.0 million. The Aviation Authority also received a FY2023 ATP grant in the amount of \$20.0 million for the Multi-Modal Ground Transportation Facility Pedestrian Bridge project, and an additional \$5 million in FY2025 for the renovation and expansion of the restrooms and Service Animal Relief Area in the airside terminals. To date, the Aviation Authority has received almost \$125.0 million in ATP grants due to the readiness of several large, shovel-ready projects

The projects in the Aviation Authority's annual CIP update will continue to be directed toward four major categories: asset preservation and replacement, new capacity, customer experience and revenue enhancement. A particular challenge to any CIP for a mature facility is the balancing of needs of upgrading or replacing aging facilities, such as specific portions of the 43-year-old Airsides 1 and 3 and associated western half of the landside building, while concurrently providing new capacity to meet growing passenger demand. The approach to this CIP was to identify and evaluate projects and to model projected impact on the Authority's financial metrics.

This update to the CIP outlines projects aimed at expanding capacity, improving operational efficiency, and supporting long-term growth at Orlando International Airport. This CIP addresses identified needs including additional gates and remain-overnight (RON) positions, expansion of rental car (RAC) and parking facilities, and new baggage handling system facilities to improve outbound screening and make-up capabilities. The CIP also includes forward-looking initiatives such as Advanced Air Mobility (AAM), expanding cargo facilities, and providing enabling infrastructure to accommodate expected growth. All proposed projects have been developed to align with forecasted demand, available funding sources, and the Aviation Authority's long-term strategic vision.

The development of the September 2025 CIP update for the Fiscal Years (FY) 2025- 2030 is focused on (1) aligning the funding plans with the scope and budget estimates of all proposed capital projects; (2)

incorporating the results of planning studies which include well developed scope and budgets of projects for this CIP and future CIPs; and (3) updating current project budgets to reflect the Aviation Authority’s capital priorities and current construction market conditions.

To successfully execute this CIP, updated business terms with airport tenants will be necessary for multiple programs, including with the rental car companies regarding the rental car and parking expansion program, and with the airlines regarding terminal baggage handling systems. The concurrent negotiations and consultations with the rental car companies and airlines are underway.

One of the challenges in developing a balanced FY 2025-2030 CIP is the limited amount of Passenger Facility Charge (PFC) capacity. Most of the Aviation Authority’s current and future PFC capacity is committed to debt to finance Terminal C and past improvements to Terminals A and B. Outstanding PFC-supported bond debt service extends through FY 2052. Therefore, future PFC financing capacity is limited. In addition, the five-year Federal government Infrastructure Investment Jobs Act (IIJA) will end in FY2026. PFC-supported debt and grants reduce the level of airline rentals, fees, and charges. Without as much access to such funds, airline rates will need to increase to support the CIP.

The Aviation Authority reassesses its capital needs periodically and will modify the 2025-2030 CIP as necessary to accommodate demand-driven traffic activity, security needs, any needed receipt of required environmental and other regulatory approvals and other factors which could result in increases or decreases to the size or number of projects in the 2025-2030 CIP or extend or accelerate the timing to complete certain projects as well as incorporate changes in funding sources. The 2025-2030 CIP is expected to be funded through a combination of the proceeds of the Series 2024 Bonds, certain other outstanding Senior Bonds, proposed future bonds, federal grants in aid, FDOT participation grants, PFC revenues, CFCs, third-party sources and other airport funds. The Aviation Authority may elect to defer or to change the funding plan for any of the CIP projects.

The 2025-2030 CIP was approved by the Aviation Authority Board in September 2025.

## **Capital Priorities**

### **Terminal C**

The CIP includes \$12 million for the Terminal C Phase 2 Design Concept to advance conceptual planning. Terminal C Phase 2 Site and Apron work includes \$200 million for site and apron work to add an early usable component for additional RON parking spaces. Terminal C additional projects include \$462 million for an additional eight narrow body equivalent gates in Terminal C. The CIP also includes \$20 million for Passenger Conveyance Systems for additional moving walkways in Terminal C and \$17 million for Terminal C Landscaping.

### **North Terminal Complex (NTC) Terminals A and B**

Improvements to the North Terminal Complex included in the 2025-2030 CIP are designed to (1) increase the capacity limits of various functional elements (e.g., gates, curb, security checkpoint, baggage); (2) expedite passenger processing and; (3) improve the overall travel experience. The existing North Terminal Complex provides 93 gates on four airside. The Baggage Handling System (East Side – Phase 1) includes \$873.9 million for outbound screening and make-up capacity through a multi-phased program extending into FY2029. The CIP also includes \$374 million for an Airside 2 Wing Expansion to construct a third wing, providing a net increase of at least seven additional gates and dual-purpose pavement between Airsides 2 and 4 to relieve daytime taxi lane congestion and support nighttime remain overnight (RON) parking. North Terminal Renovations include \$351.2 million for restroom upgrades, as well as renovations to the North Terminal Airsides and Landside. There is \$263 million for replacement of the Airside 2 and 4 Automated People Mover system. In addition, \$98 million is included for East Terminal Passenger Circulation Improvements to enhance passenger circulation between Levels 1 and 3 and to expand the link corridor, \$76.9 million for Passenger Processing Efficiency Systems to replace virtual docking guidance systems and implement virtual ramp control at all North Terminal

Airsides, \$35 million for North Terminal Building Roof Replacements, and \$15 million for Utilities Infrastructure Improvements.

### **Ground Transportation**

The CIP includes \$1.2 billion for the RAC and Parking Expansion Program which includes a new parking garage at Terminal A over the QTA with modifications to A/B moving sidewalks, a new parking garage at Terminal C, rental car counters and an expanded ready return area at Terminals A, B and C with Level 1 premium parking and Transportation Network Company curb, and a Terminal C QTA facility with an auxiliary roadway. The Roadway Improvement Program includes \$168.5 million for various roadway rehabilitation projects such as Heintzelman Blvd. pavement rehabilitation and related improvements. The CIP also includes \$55 million for a three-phase rehabilitation of the existing North Terminal Parking Garages including Garages A, B and Terminal Top, as well as the tunnels connecting the terminal to the garages. Lastly, \$20 million is included to expand capacity of the North Employee Parking Lot by approximately 1,250 spaces.

### **Other Projects**

The CIP includes \$281.2 million for Checkpoint Alpha and a new Centralized Receiving and Distribution Center to expand cargo facilities, increase checkpoint capacity, and improve roadway access. Terminal Nomenclature is included for \$65 million to include campus-wide updates to improve passenger wayfinding, and Airport Power Systems Upgrades are included in the amount of \$57.5 million for electrical infrastructure and switchgear modernization. Heintzelman Boulevard Infrastructure and Development includes \$39 million for the first phase of development in the Heintzelman Development Zone.

**ORLANDO INTERNATIONAL AIRPORT**  
**Capital Improvement Program (CIP) 2025-2030**

Description	Proposed CIP Update	Grants	Authority Funds	PFC Paygo	PFC Bond	Non-PFC Bonds	Other	Total
<b>Terminal</b>								
Baggage Program Enhancements	5,140,819	-	1,950,000	-	-	3,190,819	-	5,140,819
Baggage Handling System	17,000,000	-	-	-	-	17,000,000	-	17,000,000
Baggage Handling System (East Side - Phase 1)	873,885,318	-	2,500,000	-	-	871,385,318	-	873,885,318
CCTV Projects	10,037,910	3,250,000	3,538,338	-	-	3,249,572	-	10,037,910
Changing Regulatory Requirements	26,500,000	-	6,000,000	-	-	20,500,000	-	26,500,000
Airside 2 and 4 APM System Updates	5,882,436	-	5,882,436	-	-	-	-	5,882,436
Airside 2 and 4 APM System Replacement	263,000,000	50,478,293	2,240,000	-	98,919,030	111,362,677	-	263,000,000
Passenger Processing Efficiency Systems	76,920,345	-	14,960,032	-	-	61,960,313	-	76,920,345
Airline Terminal Improvement Account	39,219,703	-	-	-	-	39,219,703	-	39,219,703
Security Enhancement Program (incl Access Control)	12,014,276	1,389,896	-	-	-	10,624,380	-	12,014,276
Signage - Terminal	6,725,500	-	-	-	-	6,725,500	-	6,725,500
North Terminal Buildings' Roof Replacement	35,000,000	-	-	-	-	35,000,000	-	35,000,000
North Terminal Vertical Circulation Improvements	42,000,000	-	17,000,000	-	-	25,000,000	-	42,000,000
North Terminal Renovations	351,177,924	69,803,326	15,510,600	-	-	265,863,998	-	351,177,924
North Terminal Building System Upgrade	22,161,818	-	2,161,818	-	-	20,000,000	-	22,161,818
Passenger Boarding Bridges (PBB)	9,000,000	-	-	-	-	9,000,000	-	9,000,000
Airside 2 Wing Expansion	374,000,000	-	29,000,000	-	-	345,000,000	-	374,000,000
Utilities Infrastructure Improvements	15,000,000	-	-	-	-	15,000,000	-	15,000,000
Checkpoint B&C Improvements	10,000,000	-	-	-	-	10,000,000	-	10,000,000
East Terminal Passenger Circulation Improvements	98,000,000	-	3,000,000	-	-	95,000,000	-	98,000,000
<b>Terminal Total</b>	<b>\$ 2,292,666,049</b>	<b>\$ 124,921,515</b>	<b>\$ 103,743,224</b>	<b>\$ -</b>	<b>\$ 98,919,030</b>	<b>\$ 1,965,082,280</b>	<b>\$ -</b>	<b>\$ 2,292,666,049</b>
<b>Terminal C- Phase 2</b>								
Terminal C Ph 2 Design Concept	\$ 12,000,000	-	\$ 12,000,000	-	\$ -	\$ -	-	\$ 12,000,000
Terminal C Ph 2 Site & Apron Projects	\$ 200,000,000	-	\$ 5,000,000	-	\$ -	\$ 195,000,000	-	\$ 200,000,000
<b>Terminal C- Phase 2 Total</b>	<b>\$ 212,000,000</b>	<b>\$ -</b>	<b>\$ 17,000,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 195,000,000</b>	<b>\$ -</b>	<b>\$ 212,000,000</b>
<b>Terminal C- Additional Projects</b>								
Terminal C ASC Gates C250-C253	462,000,000	209,259,952	30,746,307	40,000,000	64,090,000	117,903,741	-	462,000,000
Terminal C Gates C250-C253 Ramp RON & Airfield	170,000,000	81,272,638	3,000,000	19,319,485	-	66,407,877	-	170,000,000
Terminal C Enhancement Projects	54,882,523	218,717	752,681	128,714	268,425	53,513,831	155	54,882,523
Passenger Conveyance Systems	20,000,000	-	-	-	-	20,000,000	-	20,000,000
Terminal C Landscaping	17,000,000	-	1,208,333	-	-	13,791,667	2,000,000	17,000,000
South Computer Room Buildout	10,000,000	-	-	-	-	10,000,000	-	10,000,000
<b>Terminal C- Additional Projects Total</b>	<b>\$ 733,882,523</b>	<b>\$ 290,751,307</b>	<b>\$ 35,707,321</b>	<b>\$ 59,448,199</b>	<b>\$ 64,358,425</b>	<b>\$ 281,617,116</b>	<b>\$ 2,000,155</b>	<b>\$ 733,882,523</b>



## CAPITAL IMPROVEMENT PLAN (CONT.)

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

	2024 and Prior Years	2025	2026	2027	2028	2029	2030	Total
Terminal	\$62,141	\$98,240	\$307,106	\$604,613	\$853,095	\$367,471	\$-	\$2,292,666
Terminal C-Ph 2	1,202	6,143	65,000	74,000	65,655	-	-	212,000
Terminal C Additional Projects	211,687	181,673	198,041	65,300	77,182	-	-	733,883
Airfield	16	32,747	40,667	58,460	63,552	59,355	36,440	291,237
Ground Transportation	75,282	70,305	253,684	497,179	479,500	339,505	-	1,715,455
Other	7,964	11,025	124,328	203,255	208,438	123,712	-	678,722
<b>Total Sources of Funds</b>	<b>\$358,292</b>	<b>\$400,133</b>	<b>\$988,826</b>	<b>\$1,502,807</b>	<b>\$1,747,422</b>	<b>\$890,043</b>	<b>\$36,440</b>	<b>\$5,923,963</b>

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

	Grants	Authority Funds	PFC Paygo	PFC Bonds	Non PFC Bonds	Other	Total
Terminal	\$124,922	\$103,743	\$-	\$98,919	\$1,965,082	\$-	\$2,292,666
Terminal C-Ph 2	-	17,000	-	-	195,000	-	212,000
Terminal C Additional Projects	290,751	35,707	59,448	64,358	281,619	2,000	733,883
Airfield	170,463	3,550	-	-	117,224	-	291,237
Ground Transportation	76,583	38,425	-	-	1,009,954	590,493	1,715,455
Other	-	51,345	9,000	-	516,270	102,107	678,722
<b>Total Sources of Funds</b>	<b>\$662,719</b>	<b>\$249,770</b>	<b>\$68,448</b>	<b>\$163,277</b>	<b>\$4,085,149</b>	<b>\$694,600</b>	<b>\$5,923,963</b>

## Plan of Finance

The Authority has financed portions of the CIP on an interim basis using lines of credit. The specific form, amount and timing of debt to finance the remaining costs to be financed for the 2025-2030 CIP have not been determined at this time but is approximated at \$3.4 billion in project funds.

## FY2025-2030

### Capital Expenditure Budget

The Capital Expenditure Budget provides for the Authority-funded portion part of the CIP as well as the annual Repairs and Replacement Fund (R&R) which are used to keep the Authority's assets in a state of good repair. For the fiscal year 2026, the Capital Expenditure Budget includes \$114.6 million as part of the annual R&R and \$46.8 million as part of the CIP for a total of \$125.0 million. Capital funds are used for airfield improvements, ground support equipment, building improvements, information technology improvements and strategic initiatives at Orlando International Airport. Capital projects are funded from the surplus cash flows generated from revenues, grants, PFCs, CFCs and reallocation of unused prior capital funds.

The CIP funded with Authority funds of \$249.7 million will be included in the Capital Expenditure Budget each year as the projects progress. Estimated Authority funds needed for future years are as follows: FY2027 \$45.5 million, FY2028 \$30.5 million, and FY2029 \$3.8 million.

The opening of the Terminal C Phase 1 expansion gates in fiscal year 2026 is expected to increase operating expenses by approximately \$17 million in FY2027, including additional utilities, contract costs and supplies needed to operate the facility. These costs have been estimated and are included in the projections for the Operations and Maintenance budget in future years.

**CapEx Fund****Amount**

Cargo Development Infrastructure	700,000
Brightline Easement Reduction Credits	1,041,412
Project Studies	290,000
Passenger Boarding Bridges & Baggage Handling System Equipment Replacement	12,000,000
CBP Equipment (Cont CIR00274)	450,000
BHS Pod A and B Floor Rehabilitation	799,400
Ground Power Units Replacement	880,000
BHS Variable Frequency Drive Replacement	2,400,000
Terminal C Remote Aircraft Parking Equipment	520,000
Fuel Hydrant Activation - Airside 2	108,000
Airfield Signs	1,250,000
Tug Service Road	1,023,300
CFR Apparatus	1,350,000
Public Safety Radios	2,500,000
Captive	7,000,000
UPS R&R and Expansion (Annual)	360,000
Systems/Server Storage Expansion and R&R (Annual)	1,500,000
GOAA Voicemail Replacement	250,000
Certificate Management Solution	150,000
GPS/GNSS Antenna for Field use	32,000
GPS Ops Field Tablets for Infrastructure Team	30,000
Fuel Master Upgrade and Expansion	350,000
Low Voltage	1,000,000
ReliaQuest Security Operations Center Service	330,000
Security Onion Monitoring Appliances	225,000
Network Monitoring Multiplexer (IXIA)	150,000
Content Delivery (CDN)/Web Application Firewall (WAF)	200,000
SonarQube Code review Tool	55,000
Active Directory/Entra ID Backup & Recovery Tool/System	100,000
Network Monitoring R&R	100,000

FAA Safety Management System (SMS)	100,000
Duct Bank R&R	100,000
Power Requirement Study	100,000
Passenger Seating (Annual)	3,000,000
Flooring & Interior Finishes and Attic Stock (Annual)	1,400,000
Vehicles, Rolling Stock (Annual)	3,350,000
Sanitary and Storm Pipe Sanitation (Annual)	2,000,000
Airfield Pavement (Annual)	2,000,000
Repair and Paint Commercial Lane Canopy Structures	4,000,000
West Airfield Electrical Assets Replacements (Cont. to CIR00638)	8,094,090
New Vehicle Requests	1,900,000
Dock Leveler Replacements	150,000
Terminal A Entry & Exit Garage Canopies	800,527
GOAA South Parking Lot Generator ( SPP)	520,229
Airside 2 Roof Re-Tensioning	2,416,920
Elevator Code updates	1,700,000
North Terminal complex EST-3 to EST4 fire alarm panel upgrade	1,305,905
NTLS Atrium Skylight Gutter System Waterproofing	1,851,499
East Warehouse HVAC Condition Assessment and Improvements	2,940,000
New High - Mast Lighting MUSCO Fixtures	1,000,000
Replace 31 automatic doors in terminals	400,000
Rehabilitation of Bridge Decks and Bridge Approach Joints; Orlando Int Airport	2,000,000
Cargo Building West (760) Roof Replacement	1,700,000
MCO Long Term Planning	250,000
Master Mobility Planning	500,000
Train Station – Wayfinding Updates (G44)	1,200,000
GTF - FIDS Relocation	1,000,000
Cell Lot Waiting - Entry Signage Update	50,000
MCO Stormwater Maintenance Program (Cont. CIR00085)	5,000,000
Water Quality Monitoring Equipment (cont.)	50,000
Grease Trap Assessments	1,000,000
Emergency Response	150,000

Tank Replacement Program	1,000,000
Program Management Information Systems (PMIS)	500,000
Airsides 1, 2, 3, & 4 Apron Rehabilitation & Seal Coating	10,000,000
A & B Enplane & Deplane Future Expansion/Replacement Conceptual Planning	500,000
A & B Enplane & Deplane Drives Structural Investigation	200,000
Annual Energy Model Update	250,000
North Terminal North Terminal Main Computer Room Electrical and HVAC Upgrades	3,500,000
North Terminal Complex (NTC) Building Envelope Assessment	500,000
<b>Grand Total for Fund 308</b>	<b>\$111,517,572</b>

<b>Capital Improvement Fund</b>	<b>Amount</b>
Virtual Ramp Control	\$ 3,000,000
ARFF Facilities (3) improvements	2,800,000
Roadway Improvement - signage	1,674,680
Motorpool Renovation	500,000
A/S 1 & 3 Redevelopment APS	5,000,000
Landside Redevelopment APS	5,000,000
Electrical Upgrades APS	1,000,000
Terminal C Phase 2 Design Concept	7,646,614
Elevator Escalator	5,640,000
Roadway congestion Management	1,000,000
Purchasing Warehouse Expansion	300,000
NT Renovations Airside 1-4 interiors	1,000,000
NT Renovations Landside Upgrades	7,208,480
NT Renovations Non Cosmetic Rehab Improvements	1,000,000
NT Renovations Restroom Upgrades	2,000,000
Airport Power System Upgrade	2,000,000
<b>Total for Capital Improvement Fund</b>	<b>\$46,769,774</b>

<b>Discretionary Fund</b>	<b>Amount</b>
Air Service Incentive Plan (Marketing)	750,000
Air Service Incentive Plan (Operation Credits)	2,000,000
Brightline Muck Credits	337,500
<b>Total for Discretionary Fund</b>	<b>\$3,778,400</b>

<b>Hotel Capital Requests</b>	<b>Amount</b>
<b>Capital Expenditure Hyatt</b>	
Hotel Capital	\$8,125,154
<b>Total for Capital Expenditure Hyatt</b>	<b>\$8,125,154</b>

<b>Grand Total Capital Requests</b>	<b>\$169,500,000</b>
Prior Year Funding	(3,000,000)
<b>Grand Total</b>	<b>\$166,500,000</b>



# Orlando Executive Airport





### Orlando’s Original Airport

Opened in 1928 as the Orlando Municipal Airport, the airport was the first commercial airport in Central Florida. Conveniently located only 3 miles from the business and financial center of Central Florida, Orlando Executive Airport (ORL), operated by the Greater Orlando Aviation Authority, is perfect for the corporate traveler. Access to all of Orlando’s major highways and the majority of industrial and business centers are within minutes of the airport. The central location and a long list of amenities also make Orlando Executive Airport the ideal spot to touch down enroute to any of the area’s convention centers, major attractions, theme parks and beaches. In addition, “door-to-door” service makes the transition from air to ground transportation easy and effortless. Orlando Executive Airport provides 24-hour service through our two fixed-base operators, Sheltair Aviation Services (SAS) and Atlantic Aviation; an FAA air traffic control tower; and full ILS capability. Orlando Executive’s central location means that delegates will find numerous restaurants, hotels, stores and theaters within a three-mile drive of the airport.

### Fiscal Budget 2025-2026

The key project is the commercial property development initiatives, primarily along the State Road 50 corridor.

Anticipated Revenue	Actuals FY2024	Budget FY2025	Budget FY2026
Aviation Related	\$1,500,924	\$1,349,797	\$1,860,972
Commercial Properties	3,038,615	2,798,010	1,865,181
Other Revenue	893,275	717,726	694,847
Federal Funds	-	-	-
<b>Total Anticipated Revenue</b>	<b>5,432,814</b>	<b>4,865,533</b>	<b>4,421,000</b>
Contribution from ORL Revenue Fund		5,826,848	3,464,183
<b>Total Deposits</b>	<b>\$5,432,814</b>	<b>\$10,692,381</b>	<b>\$7,885,183</b>
<b>Appropriations</b>			
Operations and Facilities	\$1,988,917	\$2,092,580	\$2,052,700
Safety and Security	1,259,922	1,325,190	1,450,470
Administration	724,346	736,770	805,660
Other Expenses	182,296	351,400	351,400
<b>Total Appropriations Before Capital</b>	<b>4,155,481</b>	<b>4,505,940</b>	<b>4,660,230</b>
Capital Outlay and Improvements	699,170	6,186,441	3,224,953
<b>Total Appropriations</b>	<b>\$4,854,651</b>	<b>\$10,692,381</b>	<b>\$7,885,183</b>

## Budget Highlights

### Revenues

Revenues at Orlando Executive Airport (ORL) decreased by \$444,500 from the 2025 budget. The decrease is primarily due to the decrease in Colonial Promenade leases from reduced occupancy.

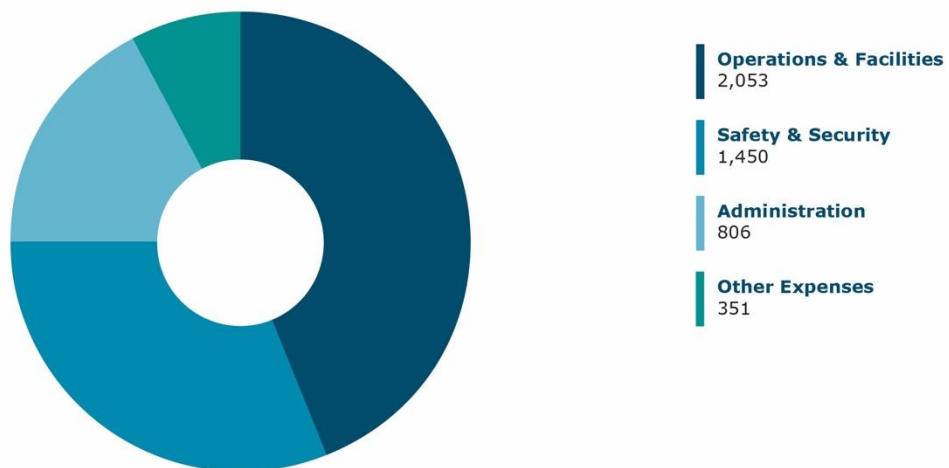
#### Budgeted Revenues (in thousands)



### Expenditures

For fiscal year 2026, expenses increased \$154,300 from the 2025 budget, primarily due to the increase in salaries and benefits.

#### Budgeted Expenditures (in thousands)





The General Aviation Department is responsible for the day-to-day safe and efficient operation of the Orlando Executive Airport. The Orlando Executive Airport is a primary general aviation airport located in downtown Orlando. Among the busiest general aviation airports in the nation, existing runways and facilities can handle aircraft from single engine piston to corporate jets. Orlando Executive Airport is also an international gateway for general aviation users by offering an attended Federal Inspection Service facility with Customs and Border Protection and Immigration Services.

The mission of the Orlando Executive Airport is to serve as a quality general aviation reliever facility for the Orlando International Airport. In this role, Orlando Executive Airport also serves as a gateway to the city, enhancing the community's reputation of excellence.

### Operation and Maintenance by Section

	Actuals FY2024	Budget FY2025	Budget FY2026	Budget FY2026 vs FY2025
Administration	\$601,412	\$736,770	\$805,660	\$68,890
Operations	949,912	968,810	1,094,090	125,280
Facilities	1,862,363	2,061,380	2,021,500	(39,880)
Kanes Common	29,008	31,200	31,200	-
Customs Border Protection	310,010	356,380	356,380	-
Non-allocated Operating Costs	193,061	351,400	351,400	-
<b>Total Operating Expenses</b>	<b>\$3,945,766</b>	<b>\$4,505,940</b>	<b>\$4,660,230</b>	<b>\$154,290</b>
<b>FULL TIME EQUIVALENTS</b>	<b>16</b>	<b>16</b>	<b>17</b>	

### Capital Improvement Requests FY2025-2026

ORL Capital Items	\$	50,000
ORL CF O&M Projects		20,000
ORL Rehabilitation and Improvements		150,000
ORL BP-046 ORL East Ramp Rehab Phase 1B Constr		8,319
ORL Runway 13-31 Rehabilitation - Design		50,373
ORL CBP IT Equipment Refresh (CIR00724 Cont.)		30,000
ORL OCSO Hangar Improvements Credit		445,600
ORL Airport Lighting Control and Monitoring System		275,000
ORL Colonial Promenade & Redevelopment		4,000,000
<b>Prior Year Funding</b>		(1,804,339)
<b>Grand Total</b>		<b>\$3,224,953</b>

## CAPITAL IMPROVEMENT PLAN

The Capital Improvement Program (CIP) is a multi-year plan of major capital projects linked to the Aviation Authority's goals that establishes target years for implementation of projects and options for funding. The projects are derived from several plans produced by and for the Aviation Authority including the Master Plan and Pavement Management Plan, which are developed to address airport capacity, asset preservation, safety and security and revenue generation projects. Unlike the Orlando International Airport, most revenue at ORL is generated from aviation and non-aviation ground leases on the airport site.

To obtain Federal Aviation Administration (FAA) or Florida Department of Transportation (FDOT) grants, all Florida airports enter projects into the Florida Department of Transportation's Joint Annual Capital Improvement Program (JACIP). The JACIP is updated based on the Aviation Authority's approved CIP. The ORL CIP was last approved by the Aviation Authority Board in September 2025 and reflect an austere list primarily concentrated on airfield projects that are candidates for FAA and FDOT grants.

The ORL CIP is generally structured based on the following priorities:

- Maximize funding from the FAA (including BIL funding) and the FDOT to fund eligible runway, taxiway and apron rehabilitation projects based on Pavement Condition Index (PCI) assessments.
- Fund the highest priority commercial property improvement projects to maximize non-aviation revenue for ORL.
- Fund airfield projects when matching grant funding is available.

Based on these priorities, the ORL CIP has been formulated to address the following adjustments:

- Runway 7-25 Rehabilitation, a proposed budget decrease, is based on competitive bids received in May 2025. In coordination with the FAA, the project scope was refined to focus on the runway, as the connector taxiways were determined to be outside the eligible scope for this project.
- Taxiway A, B & E4 Rehabilitation is complete and is therefore removed from the CIP.
- East Ramp Rehabilitation Phase 1a and Phase 1b Design, a proposed budget decrease, is based on competitive bids and the reallocation of budget to a proposed East Ramp Rehabilitation Phase 1 Construction budget.
- East Ramp Rehabilitation Phase 1 Construction, a proposed net budget adjustment, reflects the reallocation of budget from the East Ramp Rehabilitation Phase 1a and Phase 1b programs and is based on competitive bids received in May 2025. This program is scheduled for FY 2025-2026.
- East Ramp Rehabilitation Phase 2, a proposed addition to the CIP, is scheduled for FY 2028-2029.
- Parallel Taxiway, a proposed budget increase, is due to the inclusion of budget for environmental work, as the current budget accounts for design only. The project timeline has been adjusted from FY2029 to FY 2029-2030 to allow for the potential receipt of FAA and FDOT grants.
- Airport Lighting Control and Monitoring System, a proposed addition to the CIP, is scheduled for FY2026.
- Generator Installation, a proposed budget increase, to reflect programmed FDOT funding and the associated Authority fund match. The project timeline has been adjusted from FY2025 to FY2027 to align with the timing of the programmed FDOT funding.
- Master Plan Update, a proposed budget increase, to reflect additional scope items including additional airfield alternatives and increased stakeholder engagement. The project timeline has been adjusted from FY2024 to FY 2024-2026 to align with the additional scope items and continued coordination with FAA and FDOT.
- Colonial Promenade Improvements, a proposed budget increase, to reflect the inclusion of demolition costs. The project timeline has been adjusted from FY2025 to FY2026 to align with the anticipated demolition schedule.

- Stormwater Restoration Project, the project timeline has been adjusted from FY2024 to FY2027 to allow for the potential receipt of FDOT grants.
- Airport Beacon, a proposed budget increase, to reflect increased beacon and mobilization costs, as well as expanded project scope developed during design, including security equipment relocation, electrical system upgrades, civil site work and Construction Safety & Phasing Plan (CSPP) compliance. The project timeline has been adjusted from FY2024 to FY 2025-2026 to support coordination and completion of the program.
- Utilities Infrastructure Improvements, a proposed budget decrease, to reflect a change in funding from previously anticipated Federal Emergency Management Agency (FEMA) funding to programmed FDOT funding and the associated Authority fund match. The project timeline has been adjusted from FY2025 to include a study in FY2026 and construction in FY 2029-2030 to align with the timing of the programmed FDOT funding.
- Stormwater Assessment Phase 1, the project timeline has been adjusted from FY2025 to FY2025-2026 to support phased project development and coordination with related planning efforts.

The funding of the contingency proposed for each grant-funded airfield project is determined as a percentage of the estimated construction costs. The funding source is proposed to be 100% from Aviation Authority funds; however, it is important to note the aviation projects are “stair stepped” over the five-year CIP planning period and expended contingency funds are expected to be recovered from grants during project closeout and recycled into the fund balance, substantially lessening the cumulative impact on the use of the Aviation Authority funds at ORL.

The ORL CIP includes projects that result in a total cost of \$84.2 million for the period of FY2025-2030. This includes approximately \$67.1 million of grant revenues, and \$17.1 million of Authority funds.

**ORLANDO EXECUTIVE AIRPORT**  
**Capital Improvement Program (CIP) 2024-2029**

Description	September 2025 CIP Update
<b>AIRFIELD</b>	
Runway 7-25 Rehabilitation (Last rehabilitation in 2002)	\$ 17,496,548
Runway 13-31 Rehabilitation (Design and Construction)	17,325,741
East Ramp Rehabilitation Phase 1a, Design (Western/CBP Area)	111,428
East Ramp Rehabilitation Phase 1b, Design (Balance of Original Phase 1)	133,658
East Ramp Rehabilitation Phase 1, Construction (Combined Phase 1a & 1b)	4,030,000
Taxiway A Rehabilitation (Eastern Section - Design and Construction)	6,778,000
Taxiway A Connectors (Design & Construction)	5,704,830
Taxiway E Rehabilitation (South of Rwy 7-25)	4,491,176
NEW East Ramp Rehabilitation, Phase 2	7,976,400
Parallel Taxiway (South of Rwy 7-25) - Environmental & Design	3,750,000
NEW Airport Lighting Control and Monitoring System	275,000
<b>AIRFIELD Total</b>	<b>\$ 68,072,781</b>

AIP Grants	FDOT Grants	BIL-AIG Entitlements	Total Grants	Authority Funds	Total
\$ 14,740,465	\$ 684,867	\$ -	\$ 15,425,332	\$ 2,071,216	\$ 17,496,548
13,858,527	1,185,765	-	15,044,292	2,281,449	17,325,741
-	89,142	-	89,142	22,286	111,428
-	10,693	120,292	130,985	2,673	133,658
-	782,073	2,527,411	3,309,484	720,516	4,030,000
5,614,200	499,040	-	6,113,240	664,760	6,778,000
4,559,783	405,314	-	4,965,097	739,733	5,704,830
3,571,695	317,484	-	3,889,179	601,997	4,491,176
6,412,500	570,000	-	6,982,500	993,900	7,976,400
3,375,000	300,000	-	3,675,000	75,000	3,750,000
-	-	-	-	275,000	275,000
<b>\$ 52,132,170</b>	<b>\$ 4,844,378</b>	<b>\$ 2,647,703</b>	<b>\$ 59,624,251</b>	<b>\$ 8,448,530</b>	<b>\$ 68,072,781</b>

TERMINAL	September 2025 CIP Update
Generator Installation - Administration & Maint Bldgs and CBP	\$ 1,050,000
<b>TERMINAL Total</b>	<b>\$ 1,050,000</b>

AIP Grants	FDOT Grants	BIL-AIG Entitlements	Total Grants	Authority Funds	Total
\$ -	\$ 840,000	\$ -	\$ 840,000	\$ 210,000	\$ 1,050,000
-	840,000	-	840,000	210,000	1,050,000

LAND DEVELOPMENT, ROADWAY & OTHER	September 2025 CIP Update
ORL Master Plan Update	\$ 849,796
Colonial Promenade Improvements	2,000,000
Stormwater Restoration Project (Phase 1)	4,000,000
Airport Beacon	531,000
Utilities Infrastructure Improvements (on airport property)	3,250,000
Stormwater Assessment, Phase 1	400,000
CIP Unallocated	4,000,000
<b>LAND DEVELOPMENT, ROADWAY &amp; OTHER Total</b>	<b>\$ 15,030,796</b>

AIP Grants	FDOT Grants	BIL-AIG Entitlements	Total Grants	Authority Funds	Total
\$ -	\$ 63,671	\$ 716,297	\$ 779,968	\$ 69,828	\$ 849,796
-	-	-	-	2,000,000	2,000,000
-	3,200,000	-	3,200,000	800,000	4,000,000
-	424,800	-	424,800	106,200	531,000
-	2,200,000	-	2,200,000	1,050,000	3,250,000
-	-	-	-	400,000	400,000
-	-	-	-	4,000,000	4,000,000
<b>\$ -</b>	<b>\$ 5,888,471</b>	<b>\$ 716,297</b>	<b>\$ 6,604,768</b>	<b>\$ 8,426,028</b>	<b>\$ 15,030,796</b>

<b>GRAND TOTAL CIP</b>	<b>\$ 84,153,577</b>
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<b>\$ 52,132,170</b>	<b>\$ 11,572,849</b>	<b>\$ 3,364,000</b>	<b>\$ 67,069,019</b>	<b>\$ 17,084,558</b>	<b>\$ 84,153,577</b>
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# Performance Indicators



## ORLANDO INTERNATIONAL AIRPORT PERFORMANCE INDICATORS

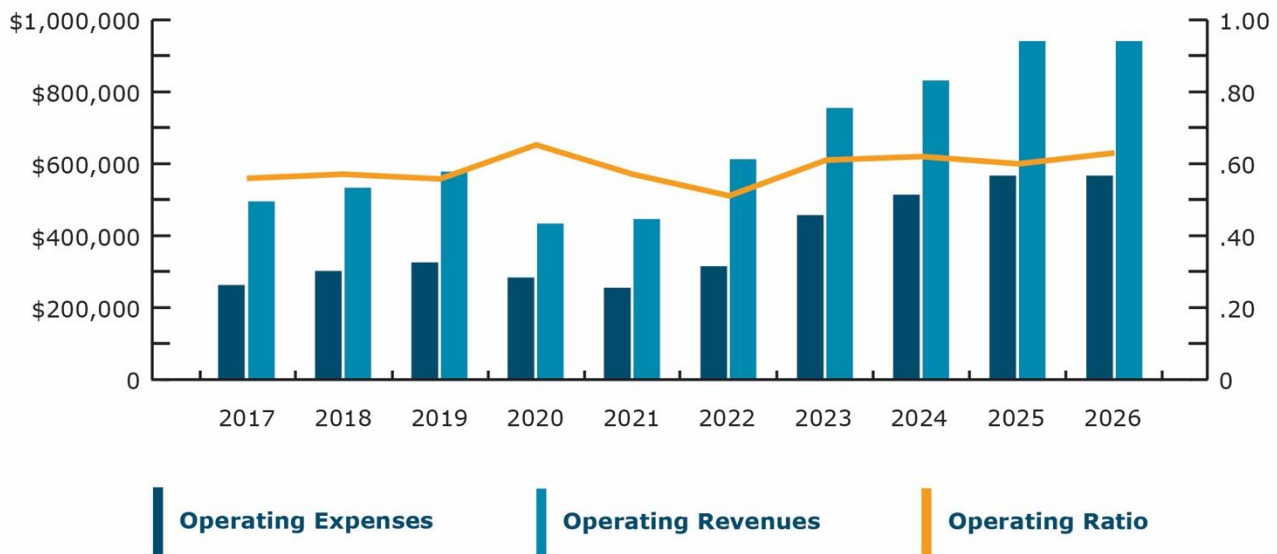
The following performance indicators are a selection of the various operational and financial metrics that the Authority monitors during the course of the year.

### Operating Ratio

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

### Fiscal Years Ended September 30 (1)(in thousands)

Fiscal Year	Operating Expenses (1)	Operating Revenue (1)	Operating Ratio	% Change
2017	\$278,462	\$495,240	0.56	-1.1%
2018	\$301,660	\$533,782	0.57	0.5%
2019	\$326,068	\$578,142	0.56	-0.2%
2020	\$283,658	\$434,227	0.65	15.8%
2021	\$255,221	\$446,634	0.57	-12.5%
2022	\$315,023	\$612,842	0.51	-11.2%
2023	\$457,088	\$755,392	0.61	15.0%
2024	\$491,336	\$842,564	0.58	3.6%
2025*	\$567,010	\$941,278	0.60	3.3%
2026*	\$614,500	\$979,494	0.63	4.2%



\* Budgeted FY2025 and FY2026

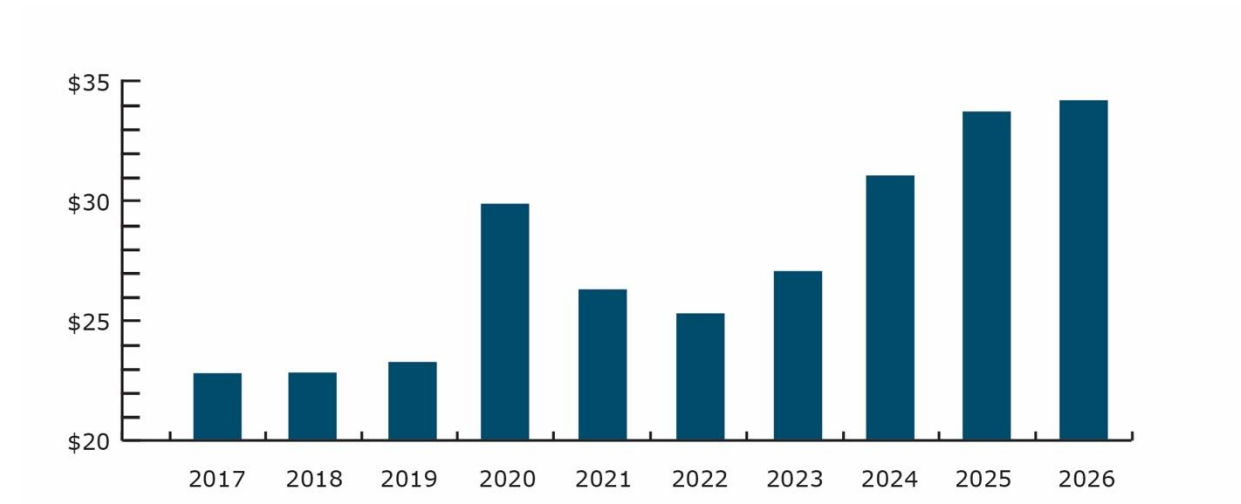
## ORLANDO INTERNATIONAL AIRPORT PERFORMANCE INDICATORS

### Operating Revenue per Enplaned Passenger

This is a measure of operating revenues per enplaned passenger.

### Fiscal Years Ended September 30 (1)(in thousands)

Fiscal Year	Operating Revenue (1)	Enplaned Passengers (1)	Operating Revenue per Enplanement	% Change
2017	\$495,240	21,719	\$22.80	2.2%
2018	\$533,782	23,382	\$22.83	0.1%
2019	\$578,142	24,847	\$23.27	1.9%
2020	\$434,227	14,538	\$29.87	28.4%
2021	\$446,634	16,984	\$26.30	-12.0%
2022	\$612,842	24,221	\$25.30	-3.9%
2023	\$755,392	27,920	\$27.06	6.5%
2024	\$842,564	27,081	\$31.11	15.0%
2025*	\$941,278	27,914	\$33.72	8.4%
2026*	\$979,494	28,614	\$34.23	1.5%



\* Budgeted FY2025 and FY2026

## ORLANDO INTERNATIONAL AIRPORT

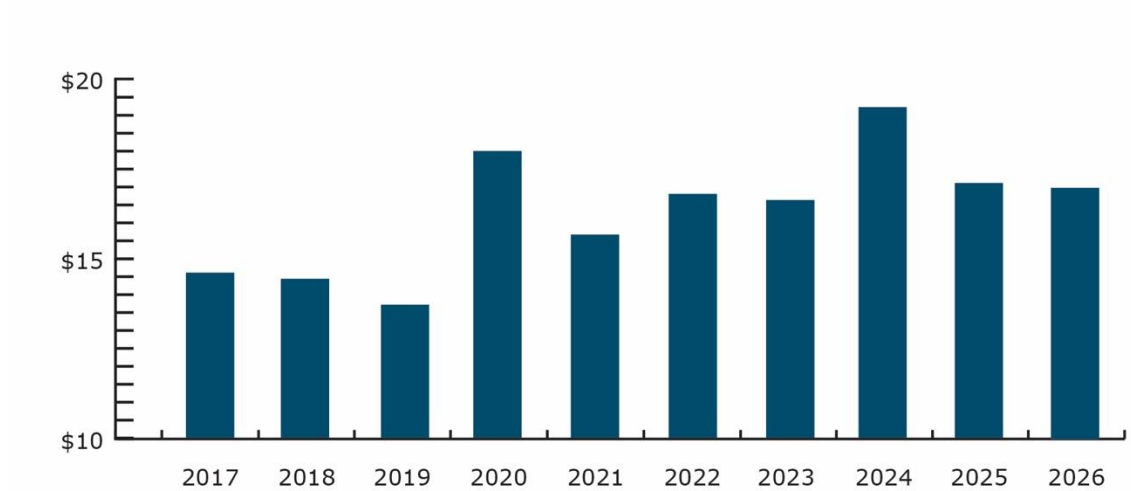
### PERFORMANCE INDICATORS

#### Non-Airline Revenue per Enplaned Passenger

This is a measure of non-airline operating revenues per enplaned passenger. This includes terminal concessions, parking, rental car and ground transportation revenues divided by enplaned passengers.

#### Fiscal Years Ended September 30 (1)(in thousands)

Fiscal Year	Non-Airline Operating Revenue (1)	Enplaned Passengers (1)	Non-Airline Revenue per Enplanement	% Change
2017	\$317,589	21,719	\$14.62	0.6%
2018	\$337,923	23,382	\$14.45	-1.2%
2019	\$341,049	24,847	\$13.73	-5.3%
2020	\$261,651	14,538	\$18.00	31.1%
2021	\$266,275	16,984	\$15.68	-12.9%
2022	\$407,092	24,221	\$16.81	7.2%
2023	\$464,550	27,920	\$16.64	-1.0%
2024	\$520,827	27,081	\$19.23	15.59%
2025*	\$477,719	27,914	\$17.11	11.0%
2026*	\$486,287	28,614	\$16.99	-0.70%



\* Budgeted FY2025 and FY2026

## ORLANDO INTERNATIONAL AIRPORT

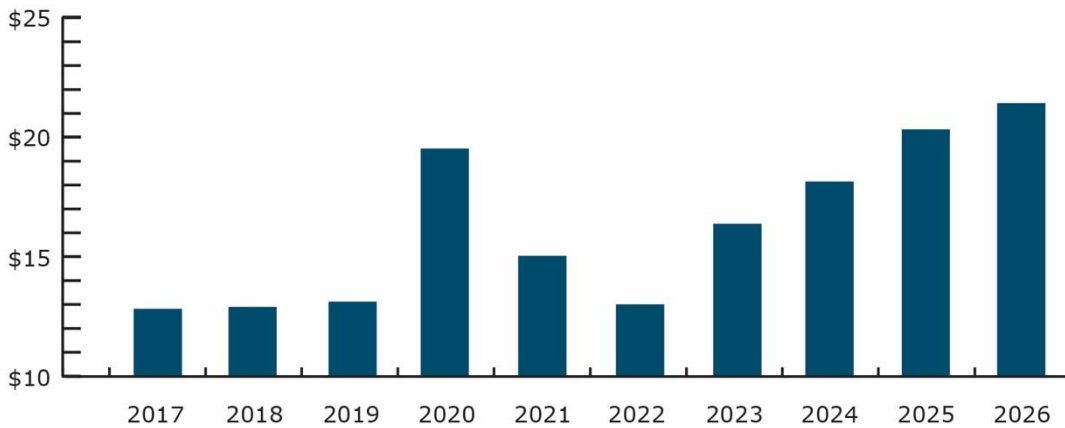
### PERFORMANCE INDICATORS

#### Operating Expenses per Enplaned Passenger

This divides operating expenses by enplanement and measures the Authority's relative operating efficiency.

#### Fiscal Years Ended September 30 (1)(in thousands)

Fiscal Year	Operating Expenses (1)	Enplaned Passengers (1)	Operating Expenses per Enplanement	% Change
2017	\$278,462	21,719	\$12.82	1.1%
2018	\$301,660	23,382	\$12.90	0.6%
2019	\$326,068	24,847	\$13.12	1.7%
2020	\$283,658	14,538	\$19.51	48.7%
2021	\$255,221	16,984	\$15.03	-23.0%
2022	\$315,023	24,221	\$13.01	-15.5%
2023	\$457,088	27,920	\$16.37	20.6%
2024	\$491,336	27,081	\$18.14	10.8%
2025*	\$567,010	27,914	\$20.31	12.0%
2026*	\$614,500	28,614	\$21.48	5.7%



\* Budgeted FY2025 and FY2026

## ORLANDO INTERNATIONAL AIRPORT

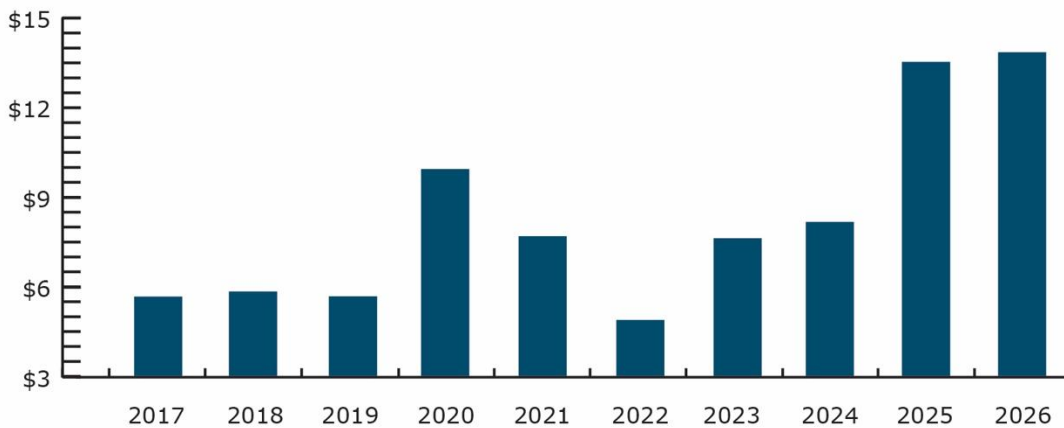
### PERFORMANCE INDICATORS

#### Airline Cost per Enplaned Passenger

Airline cost per enplaned passenger (CPE) is the total annual cost of fees and charges paid by the airlines divided by the total fiscal year enplanements. The increase in CPE in FY2023 and FY2024 increased due to increases in expenses needed to operate Terminal C.

#### Fiscal Years Ended September 30 (1)(in thousands)

Fiscal Year	Enplaned Passengers (1)	Cost Per Enplaned Passenger
2017	21,719	\$5.69
2018	23,382	\$5.86
2019	24,847	\$5.70
2020	14,538	\$9.95
2021	16,984	\$7.71
2022	24,221	\$4.91
2023	27,920	\$7.64
2024	27,081	\$8.18
2025*	27,914	\$13.53
2026*	28,614	\$13.86



\* Budgeted FY2025 and FY2026





**Statistical**



## Principal Operating Revenues, Airline Rates and Charges

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

Airfield Area	2024	2023	2022
Landing Fees - Participating	\$50,790	\$47,377	\$36,348
Landing Fees - Cargo, FBO, Nonparticipating	6,807	5,731	4,326
Passenger Airline Apron Use Fees	12,312	10,977	4,550
Fuel Flow Fees - FBO	2,460	2,101	982
Fuel System Rental	3,129	3,139	1,028
Total Airfield Area	\$75,498	\$69,325	\$47,234
<b>Terminal Area</b>			
Terminal Area Rents - Participating	\$131,662	\$111,591	\$82,927
Terminal Area Rents - Nonparticipating	1,452	1,123	852
Terminal Area Rents - Other	17,695	17,799	15,102
Airline Equipment	9,859	8,444	4,889
Baggage System	107,114	92,925	62,950
Concessions - Advertising	8,047	6,044	5,132
Concessions - Food and Beverage	45,305	37,419	28,594
Concessions - General Merchandise	23,897	23,238	16,878
Concessions - Services	15,666	11,960	9,441
Federal Inspection Station/Facility Fees	41,332	36,500	23,194
Other Government Agencies	2,200	2,011	1,484
Total Terminal Area	\$404,229	\$349,054	251,443
<b>Ground Transportation</b>			
Ground Transportation Support	\$3,180	\$2,857	\$2,258
Parking - Facilities	115,513	97,015	82,133
Onsite Rental Cars	112,385	113,615	115,877
Offsite Rental Cars	8,419	8,295	8,088
Commercial Lane	32,400	25,520	19,803
Total Ground Transportation Area	\$271,897	\$247,302	228,159
<b>Other Buildings and Grounds</b>			
Fixed-Base Operator Fees	\$2,788	\$2,662	\$2,500
Foreign Trade Zone	23	20	20
Building Rentals	7,287	6,858	6,875
Land Rentals	5,431	5,282	4,987
Cargo Apron Use	2,461	2,401	2,026
Other Buildings and Grounds	9,187	7,993	6,622
Other Operating Revenue	4,456	3,245	10,589
Total Other Buildings and Grounds	\$31,633	\$28,461	\$33,619
Hotel	\$53,380	\$53,188	\$46,528
Rail Station	\$5,927	\$3,814	\$2,281
<b>Total Orlando International Airport</b>	<b>\$842,564</b>	<b>\$751,144</b>	<b>\$609,264</b>
Orlando Executive Airport Operating Revenue	\$4,443	\$4,248	\$3,578
<b>Total Operating Revenue</b>	<b>\$847,007</b>	<b>\$755,392</b>	<b>\$612,842</b>
Enplaned Passengers (MCO)	29,080,689	27,919,698	24,220,932
Cost Per Enplaned Passenger (MCO)	\$8.18	\$4.91	\$7.71

**Orlando International Airport**

**Historical Domestic, International and Total Enplaned Passengers for the Years Ended**

<b>Fiscal Year</b>	<b>Domestic Enplaned Passengers (a)</b>	<b>International Enplaned Passengers (b)</b>	<b>Total Enplaned Passengers (a+b=c)</b>	<b>International Enplaned Passengers as % of Total Enplaned Passengers (b/c=d)</b>
2016	17,978,587	2,758,469	20,737,056	13.30
2017	18,882,512	2,836,039	21,718,551	13.06
2018	20,224,240	3,158,033	23,382,273	13.51
2019	21,261,946	3,584,896	24,846,842	14.43
2020	12,971,025	1,567,101	14,538,126	10.78
2021	16,368,438	615,805	16,984,242	3.63
2022	21,836,197	2,384,735	24,220,932	9.85
2023	24,574,857	3,344,841	27,919,698	12.00
2024	25,287,331	3,793,358	29,080,689	13.04
2025	24,198,720	4,158,641	28,357,361	14.67

<b>Fiscal Year</b>	<b>% Change for Domestic Enplaned Passengers From Previous Year</b>	<b>% Change for International Enplaned Passengers From Previous Year</b>	<b>% Change for Total Enplaned Passengers From Previous Year</b>
2016	9.45	14.89	10.14
2017	5.03	2.81	4.73
2018	7.11	11.35	7.66
2019	5.13	13.52	6.26
2020	(38.99)	(56.29)	(41.49)
2021	26.19	(60.70)	16.83
2022	33.40	287.25	42.61
2023	12.5	40.3	15.3
2024	2.9	13.4	4.2
2025	-4.3	9.6	-2.5

## Orlando International Airport

### Airline Landed Weights for the Years Ended

Fiscal Year	Participating Airlines	Non-Participating Airlines <sup>(1)</sup>	Cargo	Total	% Change
2016	21,110,150	1,798,974	955,369	23,864,493	8.06
2017	21,686,778	1,833,988	1,009,957	24,530,723	2.79
2018	22,818,697	2,182,970	1,027,052	26,028,719	6.11
2019	24,112,017	2,354,949	1,253,335	27,720,301	6.50
2020	17,043,125	1,141,492	1,314,941	19,499,558	(29.66)
2021	18,902,627	612,087	1,380,082	20,894,796	7.16
2022	24,006,043	1,525,785	1,298,564	26,860,392	28.41
2023	27,234,916	2,147,596	1,092,341	30,474,853	13.5
2024	28,288,193	2,692,897	1,072,852	32,053,942	5.18
2025	27,317,286	2,340,583	1,096,547	31,704,952	-1.1

## Orlando International Airport

### Airlines Servicing Orlando International Airport as of September 30, 2025

#### Network Carriers

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

#### Regional Airlines

Aeromexico Connect - Aeromexico Affiliate  
Air Canada Rouge - Air Canada Affiliate  
Endeavor Airlines - Delta Affiliate  
Envoy Air d/b/a American Eagle  
- American Eagle Affiliate  
PSA Airlines d/b/a American Eagle - American Eagle  
Republic Airways d/b/a American Eagle  
- American Eagle  
SkyWest Airlines - Delta Affiliate  
Silver Airways LLC

#### Low-Cost Carriers

Allegiant Air LLC  
Avelo Airlines Inc.  
Breeze Aviation Group, Inc  
Frontier Airlines  
Global Crossing Airlines Inc  
jetBlue Airways Corp.  
Southwest Airlines Co.  
Spirit Airlines LLC  
Sun Country, Inc.

#### Cargo Airlines

ABX Air Inc.  
Air Transport International  
Amerijet International Inc.  
Atlas Air Inc.  
DHL Air, Ltd.  
Federal Express Corporation  
Kalitta Charters  
Mountain Air Cargo  
National Air Cargo Group, Inc  
Sky Lease I

#### Foreign-Flag Airlines

Aer Lingus Ltd  
Aerolines Nacionales S.A. de C.V. d/b/a Viva  
Aerobus  
Aerovias De Integracion d/b/a LATAM Airlines  
Colombia  
Aerovias de Mexico S.A de C.V. d/b/a Aeromexico  
Aerovias Del Continente Americano S.A. Avianca  
Air Canada  
Air Transat A.T. Inc.  
Azul Linhas Aereas Brasileiras S.A. Inc. d/b/a Azul  
Bahamasair Holdings Limited, Inc  
BermudAir Limited Co.  
British Airways PLC Corp.  
Caribbean Airlines Limited  
Compania Panamena de Aviacion, S.A. d/b/a Copa  
Concesionaria Vuela Compania Aviacion SAPI de CV  
Emirates Inc.  
Evelop Airlines S.L.  
Flair Airlines Limited  
GOL Linhas Aereas S.A.  
Icelandair LLC  
LATAM Airlines Group S.A. Inc  
LATAM Airlines Peru S.A.  
Lufthansa & EW Discover d/b/a Discover Airlines  
Norse Atlantic UK Limited  
Porter Airlines (Canada) Limited CO d/b/a Porter  
Airlines  
Societe Air France  
TACA International Airlines  
TAM Linhas d/b/a LATAM Airlines Brazil  
Virgin Atlantic Airways Ltd.  
Vuela Avacion S.A  
WestJet an Alberta Partnership

#### Other <sup>(1)</sup>

Aeronave Militar Espanola  
Avianca-Ecuador S.A  
Canadian Armed Forces  
Condor Flugdienst GmbH  
Edelweiss Air AG  
Freedom II Bermuda Limited  
Iberia Lineas Aereas  
LATAM-Airlines Ecuador, S.A.  
Qatar Airways Company QCSC  
Saudi Arabian Airlines  
Titan Airways Limited  
Tri-State Charter LLC  
Turk Hava Yollari Anomin Ortakligi, Inc.  
Vuela El Salvador, S.A de C.V

(1) Airlines with ad hoc or diversion operations

Source: Greater Orlando Aviation Authority

## Orlando International Airport

### HISTORICAL AIRLINE MARKET SHARES

#### Percentage of Total Passengers for the Years Ended

Participating Airlines	2025	2024	2023	2022	2021
Southwest Airlines Co	22.21%	21.27%	18.90%	20.03%	23.58%
Delta Air Lines	12.84	12.75	12.53	13.18	12.73
JetBlue Airways Corp.	10.27	9.63	9.68	9.30	10.30
Frontier Airlines	10.29	10.76	12.22	12.51	12.26
American Airlines Inc.	10.20	9.93	10.13	11.43	11.78
Spirit Airlines	11.27	14.80	17.08	15.76	16.87
United Airlines Inc.	8.10	7.73	7.65	8.48	8.42
Breeze Aviation	1.48	-	-	-	-
Alaska Airlines	1.45	-	-	-	-
Air Canada	1.37	1.44	1.45	0.97	0.12
Virgin Atlantic Airways Ltd.	1.03	1.03	1.02	0.93	-
COPA Airlines	1.02	0.87	0.87	0.86	0.73
WestJet Airlines Ltd.	0.75	0.88	0.68	0.38	0.04
Aerovias de Mexico S.A. de C.V.	0.58	0.59	0.59	0.50	0.38
British Airways	0.56	0.57	0.66	0.67	-
Bahamasair	0.15	0.14	0.15	0.14	0.09
Silver Airways Corp.	0.10	0.23	0.30	0.30	0.33
<b>Subtotal Participating Airlines</b>	<b>93.67%</b>	<b>92.62%</b>	<b>93.91%</b>	<b>95.43%</b>	<b>97.63%</b>
<b>Non-Participating Airlines</b>					
Domestic Mainline	5.14	3.48	3.03	2.26	1.82
Foreign Flag Airlines	1.19	3.90	3.06	2.31	0.55
<b>TOTAL</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

**Orlando International Airport**

**Primary Origination and Destination Passenger Markets for the Year Ended September 30, 2025**

<b>Rank</b>	<b>Market</b>	<b>Trip Length</b>	<b>Estimated Annual Passengers <sup>(1)</sup> (Each-Way)</b>
1	Newark, NJ	MH	867,253
2	Philadelphia, PA	MH	773,728
3	New York/LaGuardia, NY	MH	748,217
4	San Juan, PR	MH	718,555
5	Boston, MA	MH	704,160
6	Chicago/O'Hare, IL	MH	643,862
7	Detroit, MI	MH	595,731
8	New York/Kennedy, NY	SH	590,752
9	Atlanta, GA	MH	556,434
10	Baltimore, MD	MH	491,479
11	Washington/National, VA	MH	482,104
12	Dallas/Ft. Worth, TX	MH	467,767
13	Denver, CO	MH	467,582
14	Los Angeles, CA	LH	455,219
15	Minneapolis/St. Paul, MN	MH	451,350
16	Toronto, Ontario	MH	429,842
17	Houston/Intercontinental, TX	MH	343,742
18	Nashville, TN	MH	321,727
19	Chicago/Midway, IL	MH	316,155
20	Indianapolis, IN	MH	308,801

(1) Estimated annual passengers is based on the actual O&D passenger statistics for the period from October 2024 to June 2025, plus an estimate for July to September 2025 based on the monthly T-100 domestic enplanement counts which indicated that 23.7% of MCO's annual enplanements traveled in those months.

Trip Length:  
 SH (short haul) = 0 to 600 miles  
 MH (medium haul) = 601 to 1,800 miles  
 LH (long haul) = over 1,801 miles

Source: U. S. DOT O&D database (Airline Data Inc.)

## Demographic and Economic Statistics

### Orlando-Kissimmee-Sanford, FL Metropolitan Statistical Area

Calendar Year <sup>(1)</sup>	Population	Personal Income (in millions)	Per Capita Personal Income	Annual Average Unemployment Rate
2014	2,339,238	\$87,497	\$37,408	6.00%
2015	2,407,405	94,473	39,243	5.10%
2016	2,479,365	98,914	39,895	4.50%
2017	2,546,121	106,570	41,856	3.90%
2018	2,606,900	113,366	43,487	3.40%
2019	2,643,259	120,432	45,562	3.00%
2020	2,677,687	128,957	48,160	10.20%
2021	2,691,925	142,947	53,102	5.10%
2022	2,764,182	149,152	53,959	5.10%
2023	2,817,933	162,803	57,774	3.5%

(1) Information for calendar years 2011 – 2019 has been revised from that previously reported  
 Source: Bureau of Economic Analysis: Regional Economic Accounts – Orlando-Kissimmee-Sanford, FL (MSA)  
 Unemployment Rate from the U.S. Department of Labor, Bureau of Labor Statistics (<http://www.bls.gov>)

Due to the October 2025 governmental shutdown, the Bureau of Economic Analysis did not update certain reports. Information for Calendar Year 2024 is not yet available and its release is not anticipated until after the publication of this report.

## Visitors to Orlando

### Metropolitan Statistical Area

	2024	2023	2022	2021	2020
Domestic	68,840,300	67,879,000	69,141,000	57,226,000	33,626,000
Leisure	60,992,600	60,092,000	61,201,000	49,683,000	28,722,000
Business	7,847,700	7,787,000	7,940,000	7,543,000	4,904,000
International	6,493,500	6,130,000	4,902,900	2,075,000	1,651,000
<b>Total</b>	<b>75,333,800</b>	<b>74,0090</b>	<b>74,043,900</b>	<b>59,301,000</b>	<b>35,277,000</b>

	2019	2018	2017	2016	2015
Domestic	69,297,000	68,555,000	65,855,000	62,342,000	60,575,000
Leisure	58,120,000	57,265,000	54,980,000	51,754,000	49,811,000
Business	11,177,000	11,290,000	10,875,000	10,588,000	10,764,000
International	6,498,000	6,488,000	6,153,000	6,120,000	5,898,000
<b>Total</b>	<b>75,795,000</b>	<b>75,043,000</b>	<b>72,008,000</b>	<b>68,462,000</b>	<b>66,473,000</b>

**Principal Employers**

**Orlando-Kissimmee-Sanford, FL Metropolitan Statistical Area**

Employer	2024			2015		
	Number of Employees	Rank	% of Total MSA Employment	Number of Employees	Rank	% of Total MSA Employment
Walt Disney World	75,000	1	5.25%	74,000	1	6.01%
Orlando Health	36,450	2	2.55	15,132	5	1.23
Advent Health <i>(formerly Florida Hospital)</i>	35,938	3	2.51	19,304	4	1.57
Universal Orlando Resort <i>(formerly Universal Studios Florida)</i>	28,000	4	1.96	20,000	3	1.62
Orange County Public Schools	25,000	5	1.75	22,347	2	1.81
Seminole State College Florida	14,813	6	1.04	N/A	N/A	N/A
Lockheed Martin Corporation	14,547	7	1.02	7,000	9	0.57
University of Central Florida	13,004	8	0.91	11,074	6	0.90
Orange County Government	8,000	9	0.56	7,658	8	0.62
Seminole County Public Schools	7,259	10	0.51	7,829	7	0.64
Westgate Resorts	N/A	N/A	N/A	6,500	10	0.53
Other Employees	1,199,375		81.94	1,040,823		84.5
<b>Total Employees</b>	<b>1,429,123</b>		<b>100.00%</b>	<b>1,231,667</b>		<b>100.00%</b>

Due to the October 2025 governmental shutdown, the Department of Labor did not update certain reports. Information as of September 2025 is not yet available and its release is not anticipated until after the publication of this report.

## Airport Information

### As of September 30, 2025

#### Orlando International Airport

Location: .....	9 miles southeast of downtown Orlando
Area: .....	11,605 acres
Airport Code: .....	MCO
Runways: .....	Two runways:..... 12,000 X 200 ft. One runway: ..... 10,000 X 150 ft. One runway: ..... 9,000 X 150 ft.
Landside Terminal:.....	North Terminal A/B ..... 4,709,443 sq. ft. consisting of a tri-level building (includes hotel) South Terminal C .....1,337,985 sq ft.
Airside Terminals:	Airside One (Gates 1-29)..... 411,179 sq. ft. Airside Two (Gates 100-129) ..... 343,332 sq. ft. Airside Three (Gates 30-59) ..... 327,930 sq. ft. Airside Four (Gates 70-99) ..... 598,392 sq. ft. (Gates 60-69 are closed) Terminal C (Gates 230-245) ..... 429,628 sq. ft.
Intermodal Transit Facility Train Station: .....	349,625 sq. ft.
Total Airport Terminal Space:	More than 7.1 million square feet
Hotel: .....	445 room Hyatt Regency Hotel 42,000 sq. ft. of Convention/Meeting Space Rated AAA Four Diamond Hemispheres Restaurant McCoy's Bar and Grill
Aircraft Parking Aprons:.....	2,182,889 sq. ft.
Parking Spaces:.....	11,169 Terminal Parking Spaces 10,984 Satellite Parking Spaces
Cargo: .....	1,400-acre cargo center 132 acres of cargo ramp 167-acre Foreign Trade Zone U. S. Department of Agriculture (USDA) Plant Inspection Station
International: .....	Two International Arrivals Concourses with United States Customs and Border Protection Services and United States Department of Agriculture Inspection
Fixed-Base Operators (FBOs):.....	Atlantic Aviation Signature Flight Support

**Airport Information (cont.)**

**Orlando Executive Airport**

Location: ..... 3 miles east of downtown Orlando

Area: ..... 966 acres

Airport Code: ..... ORL

Runways: ..... One runway: ..... 6,000 X 150 ft.  
One runway: ..... 4,625 X 100 ft.

International: ..... US Customs and Border Protection Services (CBP) station in ORL  
ORL is in the CBP's User Fee Airport (UFA) Program

Fixed-Base Operators (FBOs):..... Atlantic Aviation  
Sheltair Aviation Services



# Glossary



## GLOSSARY

**ACCRUAL BASIS OF ACCOUNTING** – Under this method, revenue is recorded when earned and expenses are recorded when liabilities are incurred.

**AIRCRAFT OPERATIONS** – The landing or takeoff of an aircraft.

**AIRCRAFT RESCUE AND FIRE FIGHTING (ARFF)** – A special category of firefighting that involves the response, hazard mitigation, evacuation and possible rescue of passengers and crew of an aircraft (typically) involved in an airport ground emergency.

**AIRPORT IMPROVEMENT PROGRAM (AIP)** – The FAA’s AIP provides both entitlement and discretionary grants for eligible airport projects. This program, authorized periodically by Congress, distributes the proceeds of the federal tax on airline tickets to airports, through grants, for eligible construction projects and land acquisition. See *Federal Grants*.

**AIRPORT INFRASTRUCTURE GRANT (AIG)** – The Bipartisan Infrastructure Law provides \$15 billion in airport infrastructure funding. The money can be invested in runways, taxiways, safety and sustainability projects, as well as terminal, airport-transit connections and roadway projects. See *Federal Grants*.

**AIRPORT MASTER PLAN** – Represents the approved actions to be accomplished for phased development of the airport. Master plans address the airfield, terminal, landside access improvements, modernization and expansion of existing airports and establish the premise for site selection and planning for a new airport.

**AIRPORT RESCUE GRANTS** – Signed into law on March 11, 2021, includes \$8 billion in funds to be awarded as economic assistance to eligible U.S. airports to prevent, prepare for and respond to the COVID-19 outbreak.

**AIRPORT REVENUE BONDS** – Bonds issued by municipality or Airport Authority wherein airport revenues back the tax-exempt, lower interest rate bond.

**AIRPORT TERMINALS PROGRAM (ATP)** – Through the Bipartisan Infrastructure Law, a total of \$5 billion has been allocated (\$1 billion annually from 2022-2026) to provide competitive grants for airport terminal development projects that address the aging infrastructure of the nation’s airports. These grants will fund safe, sustainable and accessible airport terminals, airport-owned airport control towers, and on-airport rail and bus projects that improve multimodal connections. See *Federal Grants*.

**AIRPORTS COUNCIL INTERNATIONAL–NORTH AMERICA (ACI-NA)** – A regional office of *Airports Council International*, the global trade representative of the world’s airports, representing local, regional and state governing bodies that own and operate commercial airports in the United States and Canada. It advocates policies and provides services that strengthen the ability of commercial airports to serve their passengers, customers and communities.

**ALTERNATIVE MINIMUM TAX (AMT)** – A supplemental income tax imposed by the United States federal government required in addition to baseline income tax.

**APPROPRIATION** – Authorization to make an expenditure or create obligations from a specific fund for a specific purpose.

**AUDIT** – Refers to a financial statement audit by an independent certified public accountant.

**AUTHORITY** – Refers to the Greater Orlando Aviation Authority (GOAA).

**AUTHORITY FUND BALANCE** – Generally defined as the difference between its assets and liabilities.

**BALANCED BUDGET** – Where recurring revenues are sufficient to fund recurring expenditures, avoiding reliance on non-recurring resources.

**BOND COVENANT** – An agreement with bond holders, which defines the priority of payment of debt service in the use of revenues, among other things.

**BUDGET** – A financial plan for a specified period of time (FY) that matches planned expenses and revenues with planned services.

**BUDGET CALENDAR** – The schedule of key dates, or milestones, that the Authority follows in the preparation, adoption and administration of the annual budget.

**CALENDAR YEAR (CY)** – The annual period beginning January 1 and ending December 31.

**CAPITAL IMPROVEMENT PROGRAM (CIP)** – A rolling near-term multi-year program that provides for critical needed improvements and asset preservation. The program includes projects that address federal security requirements, airfield safety improvement and enhanced revenue potential.

**CORONAVIRUS AID, RELIEF AND ECONOMIC SECURITY ACT (CARES)** – Signed into law on March 27, 2020, this bill addresses economic impacts of and otherwise responds to, the COVID-19 outbreak, in the form of grants for airports as well as direct aid, loans and loan guarantees for passenger and cargo airlines. Under the CARES, approximately \$10 billion in grant assistance was provided to airports.

**CORONAVIRUS RESPONSE AND RELIEF SUPPLEMENTAL APPROPRIATIONS ACT (CRRSAA)** – Signed into law on December 27, 2020, includes nearly \$2 billion in funds to be awarded as economic relief to eligible U.S. airports and eligible concessions at those airports to prevent, prepare for and respond to the COVID-19 outbreak.

**COMMON USE PASSENGER PROCESSING SYSTEM (CUPPS)** – A common-use terminal equipment system that allows airlines to operate from any ticket counter and gate, if needed. It includes a common-use self-service kiosk for passenger check in.

**COMMON USE SYSTEM SUPPORT (CUSS)** – A shared service kiosk system used by multiple airlines that allows for convenient passenger check-in.

**CONCESSIONAIRE** – A person or company having a lease, contract or operating permit arrangement with the Authority, entitling them to do business at the airport.

**COST CENTER** – The area of an airport to which a revenue or expense is attributed (e.g., airfield, terminal).

**COST PER ENPLANED PASSENGER (CPE)** – The total annual cost of fees and charges paid by the airlines, divided by the total enplanements.

**CUSTOMER FACILITY CHARGE (CFC)** – Airport-required fees collected by car rental agencies and used to improve or to fund new car rental related facilities.

**DEBT POLICY** – A framework by which decisions are made concerning the use and management of debt, with a comprehensive financial plan used in effecting strategic initiatives.

**DEBT SERVICE** – Principal and interest payments on bonds.

**DEBT SERVICE COVERAGE (SENIOR)** – An amount equal to 125% of the portion of Debt Service attributable to bonds, plus other such amounts as may be established by any financial agreement.

**DEPRECIATION** – Non-cash expense that accounts for the value of assets that decrease over time as a result of use, age, or obsolescence.

**ENPLANED PASSENGER** – Any revenue passenger boarding an aircraft at the airport, including any passenger that previously disembarked from another aircraft.

**ENTERPRISE FUND** – In governmental accounting, a fund that provides goods and services to the public for a fee that makes the entity self-supporting.

**FEDERAL AVIATION ADMINISTRATION (FAA)** – The FAA is part of the Department of Transportation (DOT) and, within the airspace of the United States, promotes air safety, regulates air commerce, controls the use of navigable airspace, develops and operates air navigation facilities, develops and operates the air traffic control system and administers federal grants for the development of public-use airports.

**FEDERAL INSPECTION SERVICES (FIS)** – A facility housing Customs and Border Protection and other international passenger arrival services.

**FEDERAL GRANTS** – Entitlement funds, determined by a formula according to enplanements at individual airports. The Authority applies for discretionary grants of funds from the FAA through a Letter of Intent (LOI) process. Each LOI represents an intention to obligate funds from future federal budget appropriations. The issuance of an LOI is subject to receipt of Congressional appropriations for grants to airports, and does not itself constitute a binding commitment of funds by the FAA. For planning purposes, the amounts in an approved LOI from the FAA are used by the Authority as an estimate of federal discretionary grants to be received.

**FISCAL YEAR (FY)** – The annual period beginning October 1 and ending September 30.

**FIXED-BASE OPERATOR (FBO)** – Commercial business, at the Airport, authorized by the Authority to sell aviation fuels and provide other aviation-related services, primarily to General Aviation.

**FLIGHT INFORMATION DISPLAY SYSTEM (FIDS)** – A computer system used in airports to display flight information to passengers.

**GENERAL AVIATION** – The activities of privately owned aircraft that are not used for commercial purposes, such as the movement of passengers or freight.

**GENERALLY ACCEPTED ACCOUNTING PRINCIPLES (GAAP)** – Uniform minimum standards and guidelines for accounting and financial statement reporting.

**GOAA** – Greater Orlando Aviation Authority.

**GOVERNMENT FINANCE OFFICERS ASSOCIATION (GFOA)** – A group that represents public finance officials throughout the United States and Canada to promote excellence in state and local government financial management.

**GOVERNMENTAL ACCOUNTING STANDARDS BOARD (GASB)** – A private, non-governmental organization responsible for establishing GAAP for state and local governments in the United States entities.

**LANDED WEIGHT** – Refers to maximum gross certified landed weight, in one thousand pound units, as stated in the airlines' flight operations manual. Landed weight is used to calculate landing fees for both airline and general aviation aircraft operated at the Airport.

**LANDING FEES** – Revenues from passenger and cargo carriers for commercial aircraft landings at airports.

**LARGE HUB AIRPORT** – Airport serving 1% or greater of U.S. enplanements.

**LAW ENFORCEMENT OFFICERS (LEO)** – A public sector employee whose duties primarily involve the enforcement of laws.

**LOW-COST CARRIERS** – Refer to airlines such as jetBlue and Southwest.

**MAJOR PASSENGER AIRLINE** – U.S. designation for an air carrier with annual operating revenue of more than \$1 billion, such as American, Delta and United Airlines. Also called a “major carrier.”

**MEDIUM HUB AIRPORT** – Airport serving less than 1% but greater than 0.25% of U.S. enplanements.

**MSA - METROPOLITAN STATISTICAL AREA** – The Orlando metropolitan area includes Orlando-Kissimmee-Sanford.

**MCO** – Orlando International Airport.

**NET REVENUE** – Generally defined as operating revenue less operating expenses.

**OBJECT FREE AREA (OFA)** – Area of ground centered on runway, taxiway or taxi lane centerline free of objects unnecessary for air navigation or ground maneuvering purposes.

**OCCUPATIONAL SAFETY AND HEALTH ADMINISTRATION (OSHA)** – An agency of the U.S. Department of Labor to assure safe and healthful working conditions by setting and enforcing standards and by providing training, outreach, education and assistance.

**ORL** – Orlando Executive Airport.

**PASSENGER FACILITY CHARGES (PFC)** – A charge attached to each ticketed passenger that boards an airplane at the airport. Certain types of passengers, including military, are excluded from the Passenger Facility Charge.

**SMALL HUB AIRPORT** – Airport serving less than 0.25% but greater than 0.05% of U.S. enplanements.

**STC** – South Terminal Complex.

**TRANSPORTATION NETWORK COMPANY (TNC)** – Connects paying passengers with drivers who provide the transportation on their own non-commercial vehicles.

**ULTRA-LOW-COST CARRIERS** – Refer to airlines such as Frontier Airlines, Spirit Airlines and Sun Country.

## ACRONYMS

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

<b>GMP</b>	Guaranteed Maximum Price
<b>GTC</b>	Ground Transportation Center
<b>GOAA</b>	Greater Orlando Aviation Authority
<b>IIJA/BIL</b>	Bipartisan Infrastructure and Investment Jobs Act
<b>LCC</b>	Low-Cost Carrier
<b>LOI</b>	Letter of Interest
<b>MAG</b>	Minimum Annual Guarantee
<b>MAP</b>	Million Annual Passengers
<b>MCO</b>	Orlando International Airport
<b>MOU</b>	Memorandum of Understanding
<b>MUFIDS</b>	Multi-User Flight Information Display System
<b>NPV</b>	Net Present Value
<b>NTC</b>	North Terminal Complex
<b>O&amp;D</b>	Origin and Destination
<b>O&amp;M</b>	Operations and Maintenance Fund
<b>ORAT</b>	Operational Readiness, Activation and Transition
<b>ORL</b>	Orlando Executive Airport
<b>OS</b>	Official Statement
<b>PAYGO</b>	Pay As You Go
<b>PFC</b>	Passenger Facility Charge
<b>POS</b>	Preliminary Official Statement
<b>R&amp;C</b>	Rates and Charges
<b>RAC</b>	Rental Automobile Concession
<b>RFP/RFQ</b>	Request for Proposal/Request for Qualifications
<b>ROAC</b>	Report of the Airport Consultant
<b>ROD</b>	Record of Decision
<b>RON</b>	Remain Overnight
<b>RRIF</b>	Railroad Rehabilitation and Improvement Financing
<b>SAMS</b>	Secure Area Monitor System
<b>SOAR</b>	System of Airports Reporting
<b>TIFIA</b>	Transportation Infrastructure Finance and Innovation Act
<b>TNC</b>	Transportation Network Company
<b>TRACON</b>	Terminal Area Radar Control
<b>TSA</b>	Transportation Security Administration
<b>ULCC</b>	Ultra-Low-Cost Carrier



