



## **Sanford Airport Authority (SAA): FY25 Special District Goals and Performance Report**

### **Executive Summary**

#### **1. Regulatory Framework and Compliance**

This report is published in compliance with the Uniform Special District Accountability Act, adopted by the Florida Legislature during the 2024 Legislative Session and effective as of July 1, 2024.

#### **Compliance Verification:**

- **Establishment of Goals:** The Act requires Special Districts to establish goals and objectives for each program by October 1, 2024. The Sanford Airport Authority Board of Directors formally approved these Goals and Objectives on October 1, 2024.
- **Annual Reporting:** Beginning December 1, 2025, the Authority is required to publish an annual report describing the goals achieved, the performance measures used, and any objectives not met. This document serves as that required report.

**Statutory Reference:** As defined in Florida Statute Title XIII, Chapter 189, Section 0694:

“(1) Beginning October 1, 2024... each special district must establish goals and objectives for each program and activity undertaken by the district, as well as performance measures and standards to determine if the district’s goals and objectives are being achieved.

(2) By December 1 of each year thereafter (December 1st, 2025), each special district must publish an annual report on the district’s website describing: (a) The goals and objectives achieved by the district... (b) Any goals or objectives the district failed to achieve.”

#### **2. FY25 Performance Synopsis**

##### **Goal 1: Commercial Air Service & Facility Excellence**

The Authority delivered robust growth and facility modernization in FY2025, serving 3,058,638 travelers, a 4.77% year-over-year increase. This growth was supported by significant infrastructure upgrades, including the elimination of the segregated corridor at Gates 5-13 to optimize passenger flow, the rollout of a cloud-based ACUS common-use system, and a \$3.6 million modernization of retail storefronts. The passenger experience was further elevated through new dining options, such as Hollerbach’s and Nature’s Table, and the installation of a new playground in the East Terminal. Simultaneously, the Authority advanced critical airfield capabilities by rehabilitating 8,400 feet of Runway 9L, Taxiway

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Alpha, and the Terminal Apron. Strategic market expansion efforts were equally successful, securing Arajet as a new international partner.

### **Goal 2: General Aviation (GA) Operations & Community Support**

General Aviation remains the backbone of daily activity at SFB, accounting for over 94% of total airport operations (354,768 out of 376,581). To support the 298 GA aircraft based at the Airport, the Authority executed essential infrastructure improvements, including upgrades to the lighting vault and airfield signage. Beyond operations, SAA demonstrated a deep commitment to community engagement and workforce development. The Annual Airshow attracted over 30,000 visitors, while the Aerospace and Aviation Day engaged 5,473 attendees, providing 121 children with free introductory flights to inspire the next generation of aviation professionals.

### **Goal 3: Financial Stewardship & Efficiency**

The Authority maintained a fiscally responsible environment by adopting a balanced operating budget and securing over \$13.1 million in grant funding from FAA and FDOT partners. A proactive focus on cost management and operational restructuring yielded significant recurring savings, including \$497,800 annually achieved by bringing parking management in-house and over \$50,000 saved through strategic fleet buyouts. Revenue diversification was also prioritized through the implementation of a modernized parking revenue control system and a new advertising concession contract. These efforts were underpinned by a rigorous risk management framework, featuring monthly financial variance analyses and the maintenance of reserves consistent with policy to ensure long-term stability.

### **Goal 4: Safety, Security, and Resilience**

Upholding the highest standards of safety, the Authority implemented its Safety Management System (SMS), recording and analyzing over 865 events to identify trends and mitigate hazards. The Airport demonstrated comprehensive regulatory compliance, passing all annual FAA and TSA inspections, including a rigorous Cybersecurity audit and meeting TSA-2023-Joint EA-001 directives. Proactive threat mitigation was evidenced by a full-scale mass casualty exercise and targeted Safety Risk Assessments (SRAs) that addressed specific operational challenges, such as re-engineering blind spots near chiller units. SAA further strengthened its safety culture through active stakeholder engagement, sponsoring weekly standup meetings and sharing critical SMS trend data with partners including Allegiant, Acron, Arajet, Flexjet, and WFS.

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### **3. FY25 Goals, Objectives, Performance Measures and Performance Results**

**Goal 1: Develop and maintain state-of-the-art facilities and services that effectively meet the commercial air service needs of the Orlando Sanford International Airport's catchment area.**

**Objective 1.1:** Expand terminal facilities to augment capacity and optimize passenger flow, ensuring a comfortable and efficient travel experience.

**Performance Measure:** Percent increase in terminal capacity and/or execution of activities that facilitate capacity increases.

#### **FY25 Performance**

The objective to expand terminal facilities and optimize passenger flow has been successfully advanced through targeted infrastructure upgrades, technology implementation, and amenity improvements.

- Capacity & Flow Enhancement:
  - Passenger Corridor Project (Completed FY25) This project successfully delivered significant capacity expansions to key passenger areas:
    - Gates 11–16 Passenger Waiting Area: Expanded by 3,300 sf (a 23% increase over the existing 14,300 sf).
    - Passenger Screening & Gate 10 Area: Expanded by 6,000 sf (a 49% increase over the existing 12,180 sf).
  - The Authority eliminated the segregated corridor configuration between Gates 5-13, successfully recapturing square footage to alleviate congestion and unify passenger movement.
  - Passenger processing was modernized through the implementation of a new cloud-based common use system (ACUS). This upgrade replaced legacy hardware with improved connectivity, enhancing operational efficiency and flow at check-in and gate areas.
  - Vertical transportation capacity was addressed through the completion of Elevator 1 modernization.
- Travel Experience & Amenities:
  - The passenger environment was elevated through the modernization of retail storefronts (\$3.6M value) and the completion of new dining options, including Hollerbach's and Nature's Table concessions.
  - Family travel needs were supported by the installation of a new playground in the Terminal.

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- The international arrival experience was improved through a paint and flooring refresh of the Federal Inspection Services (FIS) facility.
- Facility Comfort & Standards:
  - Ensured a comfortable climate and environment through the completion of critical chiller upgrades (Units 1 and 2).
  - Enhanced facility hygiene and presentation by developing new custodial SOPs for high-traffic areas (exit lanes, jet bridges, CBP), implementing weekly audits, and utilizing QR code tracking for restroom cleanliness.

**Objective 1.2:** Improve and enhance airfield infrastructure to support commercial aviation operations, including upgrades to runways, taxiways, and navigational aids.

**Performance Measure:** Was airfield infrastructure improved and/or enhanced, or were activities to advance improvements and/or enhancements accomplished? Demonstrated by - Enumeration of airfield improvements and/or enhancements and/or execution of activities to advance improvements and/or enhancements.

### **FY25 Performance**

The objective to improve and enhance airfield infrastructure to support commercial aviation operations has been realized through the execution of critical pavement and design activities. Demonstrated by the enumeration of specific airfield enhancements, the Authority advanced the following improvements:

- Runway 9L Rehabilitation: Successfully completed the rehabilitation of 8,400 feet of runway pavement to ensure continued operational safety and serviceability.
- Taxiway Alpha: Advanced infrastructure enhancements through the rehabilitation of the existing taxiway.
- Terminal Apron: Executed the rehabilitation of the Terminal Apron to support aircraft parking and ground operations.

**Objective 1.3:** Implement advanced technology and client service training programs to enhance the passenger experience and address the operational needs of commercial airlines.

**Performance Measure:** Did the Authority use technology and train employees to enhance passenger experience and address the operational needs of commercial airlines? Demonstrated by - Enumeration of technology enhancements and training efforts and identification of passenger experience enhancements and confirmation that the operational needs of airlines have been addressed.

### **FY25 Performance**

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### Technology and Training to Enhance Passenger/Airline Experience

The Authority implemented and/or improved several advanced technology solutions and enhanced training programs, directly addressing operational needs and improving the overall passenger experience.

### Technology Enhancements & Sources Used

The Authority deployed new systems and improved existing systems to modernize operations, increase efficiency, and improve the passenger journey:

| Technology                                                     | Source                                    | Operational/Passenger Enhancement                                                                                                   |
|----------------------------------------------------------------|-------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------|
| Daily Call Management (DCM) System replacing handwritten logs. | DCM system user guides & screenshots.     | Improved responsiveness and data tracking. Allows for quicker action on issues, supporting responsive, better-trained staff.        |
| Parking Guidance & Lot Closure Alerts via website and texts.   | Parking Lot closure procedures.           | Reduced wait times at curbs & parking. Improves wayfinding and directly addresses passenger stress related to parking availability. |
| Integrated Security Sweep Reporting                            | Security sweep integration SOP.           | Streamlined security processes and compliance reporting. Enhances the efficiency of security teams, reducing potential delays.      |
| Radio/Messaging Platform Upgrade                               | Radio/messaging platform upgrade records. | Improved operational coordination and communication speed among staff, security, and airline managers.                              |

### Training and Outreach Efforts

Training focused on maximizing the value of the new technology and fostering better coordination:

| Training Effort                                                                | Operational/Airline Benefit                                                                                    | Passenger Experience Enhancement                                            |
|--------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------|
| Training on DCM use, security sweep integration, and TSA compliance reporting. | Improves staff competency and streamlines security and compliance processes.                                   | Leads to responsive, better-trained staff and more efficient security flow. |
| Cross training of front-end staff for combined duties.                         | Increases staff versatility and speed in high-traffic areas, directly supporting airline operational fluidity. | Results in reduced wait times and better-handled passenger issues.          |

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| Training Effort                                         | Operational/Airline Benefit                                                                                               | Passenger Experience Enhancement                                                                             |
|---------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------|
| Operational coordination meetings with airline managers | Addresses the operational needs of commercial airlines by providing a formal platform for alignment and issue resolution. | Ensures airport procedures (like security or parking) align with airline schedules, leading to fewer delays. |

### Passenger Experience & Airline Operational Gains

The culmination of technology and training is evident in the positive outcomes reported:

- Passenger Experience Enhancements:
  - Reduced wait times at curbs & parking due to new parking alerts and streamlined front-end operations.
  - Improved wayfinding & signage (implied benefit of modernization efforts).
  - Streamlined security processes from the integrated security sweep reporting.
  - Responsive, better-trained staff resulting from the DCM system and cross-training.
  - Customer service commendations, indicating satisfaction improvement.
- Confirmation of Airline Operational Needs Addressed:
  - Operational needs were explicitly addressed through Operational coordination meetings with airline managers.
  - The use of cross-trained staff and the upgraded radio platform directly support airline efficiency by improving ramp, gate, and curb management.
  - Training on TSA compliance reporting ensures the Airport is meeting regulatory needs critical to airlines' operations.

**Objective 1.4:** Provide sufficient landside infrastructure to accommodate current and future commercial air service at the Orlando Sanford International Airport.

**Performance Measure:** Is sufficient landside infrastructure to accommodate current and future commercial air service? Demonstrated by - Enumeration of landside infrastructure improvements and/or execution of activities that facilitate improvements and address assessments.

### FY25 Performance

The objective to provide sufficient landside infrastructure to accommodate current and future commercial air service has been advanced through a dual strategy of long-term strategic planning and immediate capacity expansion.

- Strategic Planning & Regional Connectivity:

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- Commissioned a Landside Facilities Study, now 80% complete, to holistically examine the terminal landside and Commerce Park area to improve circulation and facilities.
  - Collaborated with the Central Florida Expressway Authority and Seminole County to advocate for the approval of the SR 417 Connector project, a critical infrastructure development for improving terminal access.
- Parking & Access Infrastructure:
  - Addressed immediate capacity needs by initiating construction of a new Remote Parking Facility.
  - Modernized parking operations by installing PARC System infrastructure and successfully networking the new garage parking system. This technology upgrade enhances operational efficiency and lowers maintenance costs.

**Objective 1.5:** Provide additional parking facilities to accommodate increased passenger volumes and ensure a seamless ground transportation experience.

**Performance Measure:** Percent increase in parking capacity and/or execution of activities that facilitate capacity increases.

### **FY25 Performance**

The objective to provide additional parking facilities and ensure a seamless ground transportation experience has been actively pursued through significant capacity expansion and technology modernization.

- Capacity Expansion: To directly address growing passenger demand and meet capacity targets, the Authority has awarded the construction of a new 800-space parking facility. Available parking will increase by 26% when the remote lot is completed (anticipated July, 2026).
- Infrastructure & Technology: The parking experience was modernized through the installation of PARC System infrastructure and the successful networking of the new garage parking system. These upgrades have enhanced operational efficiency, lowered maintenance costs, and optimized the management of existing parking assets.
- Operational Support: To ensure these expanded facilities are managed effectively, the Authority hired and trained a dedicated Ground Transportation/Parking Manager.

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**Objective 1.6:** Optimize airport operations through improved scheduling, resource management, and process automation to maximize efficiency and reduce operational delays.

**Performance Measure:** Did the Authority maximize efficiency and reduce operational delays? Demonstrated by - Enumeration of accomplished activities related to improved scheduling, resource management, and process automation and the measure of the degree of reduction of operational delays.

### **FY25 Performance**

**Operational Efficiency and On-Time Performance:** The Authority successfully optimized airport operations by improving resource management and process efficiency, resulting in exceptional on-time performance for core air carrier services that meet and exceed performance standards.

**Maximizing Efficiency and Reducing Delays:** The Authority's successful operational management is demonstrated by the consistently high on-time performance metrics:

- **Fueling Contract Compliance (Allegiant Air):** The Authority significantly exceeded the contractual goal of 99% on-time fueling performance, achieving 99.82% over the last 10 months. This is a direct measure of highly efficient resource management and scheduling, which directly reduces airline delays.
- **On-Time Departure Performance (Arajet and Sun Country):** Both Arajet and Sun Country flights demonstrated on-time performance in areas controlled by the Authority, achieving 100% on-time departure when compared to SAA (Sanford Airport Authority) controlled factors. This confirms that the Authority's resource management and process controls are maximizing operational throughput and preventing delays caused by airport services.

**Objective 1.7:** Strengthen connections with regional transportation networks and local businesses to enhance the Airport's role as a key transportation hub in the catchment area.

**Performance Measure:** Is the Authority recognized as key transportation hub by relevant stakeholders? Demonstrated by - Enumeration of outreach and coordination efforts; identification of progress on key transportation issues; recognition by relevant stakeholders.

### **FY25 Performance**

- **Outreach and Coordination Efforts:** SFB has broadened its engagement with key regional entities to solidify its strategic role:
  - **Regional Government and Infrastructure:** SFB is actively collaborating with the Central Florida Expressway Authority, FDOT, local governments, and Seminole

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County to advance the SR417 Sanford Airport Connector Project and secure approval. the collaboration resulted in approval of the PD&E and advancement of the project in the CFX work program. Economic Development Partnerships: SFB secured the “Seminole County and Sanford Airport Authority Mutual Economic Incentive Agreement,” which provides up to \$1 million in county funding to proactively drive economic development. This agreement is direct recognition by a governmental stakeholder of SFB's role in the regional economy.

- Aviation Industry Engagement: The Airport increased its presence at Air Service Development conferences and met with twenty-one airlines to initiate new routes. This industry outreach directly resulted in securing the new international partner, Arajet.
- Local Business Outreach: SFB hosted the 2nd Annual Vendor Fair with approximately 350 local vendors attending, actively connecting local businesses with airport opportunities.
- Progress on Key Transportation Issues: SFB is making measurable progress on high-priority regional transportation challenges:
  - Improved Ground Access: Progressing the SR417 Sanford Airport Connector Project (approved PD&E Study) directly addresses the critical issue of vehicular access to the growing hub.
  - International Connectivity: Securing Arajet service, which began on October 26th, expands international flight offerings and boosts passenger traffic, establishing SFB as an international gateway for the region.
  - Cargo Capacity: A major project is underway to free up 20,000 square feet of dedicated cargo space by Q1 2026, which is crucial for supporting regional logistics and trade requirements.
- Recognition by Relevant Stakeholders: Stakeholder recognition is demonstrated through financial commitments and active co-promotion:
  - Financial and Economic Recognition: The Seminole County Economic Incentive Agreement (up to \$1 million in funding) is a clear governmental recognition of the Airport's economic value.
  - Industry Recognition (Airlines): Allegiant continues to strengthen its primary hub operations through joint efforts, including co-promoting Allegiant's 20th anniversary, launching new routes, and executing a joint marketing partnership to boost performance. In addition, Arajet selected the Aiport as the Orlando gateway.

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- Cooperative Marketing: SFB created a marketing Co-op with Seminole County, Arajet, and SFB, bringing \$90K in value for a \$30K investment. This shared commitment by two key governmental/tourism stakeholders, and a new airline partner is strong evidence of the Airport's recognized role as a regional traffic driver.
- Innovation Community: Joining the Altamonte Global Innovation Lab by invitation demonstrates recognition by the technology and innovation community.

**Objective 1.8:** Ensure alignment with market demand by analyzing travel trends, passenger preferences, and airline needs to adapt services and facilities accordingly.

**Performance Measure:** Is the Authority responding to market demands? Demonstrated by - Degree of alignment with identified trends; improvements undertaken in response to trends and market demand; increases in airline service.

### **FY25 Performance**

- Alignment with Identified Trends and Market Needs: SFB uses research and direct feedback to drive strategic changes:
  - New Marketing Strategic Plan: The Board approved a formal marketing strategic plan to strengthen existing domestic route performance, make new carrier Arajet a success, earn more repeat passengers, increase revenue per passenger, and win new airlines.
  - Targeted New Service: SFB conducted formal market research on travel trends and the local Dominican population to successfully secure Arajet as a new international airline partner. This directly aligns service with a high-demand ethnic and travel market, leading to new service starting in October.
  - Addressing Passenger Feedback: The Airport adopted a proactive strategy specifically responding to online passenger feedback noting a limited selection of airlines and destinations. This led to increased participation in Air Service Development conferences and meetings with twenty-one airlines to initiate new routes.
  - Airline Needs: SFB updated its Air Carrier Incentive Program (ACIP) and Airline Agreements for both Signatory and Non-Signatory Carriers, making the business proposition more attractive and responsive to airline needs for efficient, low-cost operations.
- Improvements Undertaken in Response to Trends and Market Demand: Facility and Service Enhancements:

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- Dining Refresh: In response to passenger preferences for better amenities, SFB managed the completion of new concessions, Hollerbach's and Nature's Table, and initiated a refresh of all retail concession outlets (\$3.6M value).
- Family Amenities: SFB responded to the family travel market by installing a new playground in the Terminal.
- Security & Operations: The implementation of a new Common Use System (ACUS) modernizes operations, enhancing efficiency and connectivity, which improves the passenger experience by reducing wait times and increasing reliability.
- Increases in Airline Service: The market-responsive efforts have directly resulted in tangible growth in airline service:
  - New International Service: The securing of Arjet service directly expands flight offerings to international destinations (Punta Cana, Buenos Aires, Cordoba, Lima, Mexico City, Santiago, and Sao Paulo), boosting passenger traffic and diversifying the Airport's profile.
  - Route Sustainment and Growth: SFB strengthened its partnership with Allegiant's marketing team, collaborating on co-promoting Allegiant's 20th anniversary and the launch of new routes, including Columbia, South Carolina and Atlantic City, New Jersey. Crucially, they created a joint marketing partnership to boost performance on struggling routes, ensuring long-term sustainability and reliability of existing service.
  - FY25 Passenger Growth: Fiscal Year 2025 marked a significant operational milestone for the Orlando Sanford International Airport, with total passenger traffic surpassing three million. The Airport served 3,058,638 travelers during the fiscal period, representing a net increase of 139,384 passengers compared to the 2,919,254 recorded in FY 2024. This robust performance yields a year-over-year growth rate of 4.77%, underscoring a steady upward trend in passenger demand.

**Objective 1.9:** Monitor and improve satisfaction levels for both passengers and airlines by gathering feedback, addressing concerns, and implementing responsive improvements.

**Performance Measure:** Is the Authority responsive to passenger feedback and meeting or exceeding expectations? Demonstrated by - Survey of passengers, enumeration of responsive improvements.

### **FY25 Performance**

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Improving Amenities Based on Social Media/Online Feedback: SFB directly responded to passenger feedback on social media and online travel sites about limited selection and slow service at food venues by executing a \$3.6 million terminal initiative focused on the passenger experience:

- **New Dining Options:** Introduced two new main terminal restaurants, diversifying offerings and improving service speed:
  - **Hollerbach's German Restaurant:** A beloved local favorite that brings a strong regional brand and unique dining experience, catering to demand for unique sit-down options.
  - **Nature's Table:** A health-conscious option, catering to demand for lighter, faster, and healthier food choices.
- **Facility Modernization:** The project also included the modernization of all commercial spaces and the addition of a new playground area for families, improving the general terminal environment and catering to a key demographic.
- **A formal passenger survey** has been created and will be conducted in FY26.

Enhancing Security and Reducing Traveler Stress: SFB addressed a frequent pain point in the airport journey—the TSA checkpoint—by deploying innovative technology to improve flow and reduce stress:

- **Flippit Implementation:** In March 2025, SFB made the Flippit self-service kiosk available. This improvement directly reduces traveler stress by allowing them to ship valuable, prohibited items home instead of surrendering them.
- **Enhanced Security Flow:** By providing an efficient, streamlined process for prohibited items, Flippit contributes to shorter security wait times by quickly clearing the checkpoint queue, thus enhancing the overall security and travel experience.

**Goal 2: Ensure the comprehensive support and enhancement of general aviation operations by providing high-quality facilities, services, and resources tailored to the requirements of general aviation users.**

**Objective 2.1:** Enhance airfield infrastructure dedicated to general aviation operations, such as taxiways and hangars, to accommodate growth and attract new users.

**Performance Measure:** Was airfield infrastructure improved and/or enhanced, or were activities to advance improvements and/or enhancements accomplished? Demonstrated by - Enumeration of airfield improvements and/or enhancements and/or execution of activities to advance improvements and/or enhancements.

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### **FY25 Performance**

Infrastructure & Systems Upgrades: The Authority added a new regulator to the lighting vault and upgraded airfield lights and signage. These enhancements ensure safe and efficient airfield navigation for general aviation pilots.

**Objective 2.2:** Facilitate the provision of adequate services to support general aviation activities, including maintenance, fueling, and hangar space.

**Performance Measure:** Are airport services adequate to support general aviation activities? Demonstrated by - Enumeration of services available to general aviation users and level of general aviation activity at the Airport.

### **FY25 Performance**

Enumeration of Available General Aviation Services: The Airport provides a comprehensive ecosystem of services catering to the needs of the general aviation community:

- Fixed Base Operator (FBO): Facilitates core services such as fueling, parking, and ground support.
- Maintenance, Repair, and Overhaul (MRO): Includes two dedicated MRO operations along with several maintenance shops and avionics shops.
- Essential Services: Provision of fueling services and a variety of hangars for storage.
- Training: Supports several flight schools for training and education.

### **Level of General Aviation Activity**

General aviation represents the overwhelming majority of aircraft based at and operating from the Airport:

- Based Aircraft: Of the 312 total based aircraft at the Airport, 298 are classified as General Aviation (GA), indicating strong demand for long-term facilities and services.
- Annual Operations: For the twelve months ending September 30, 2025, a total of 376,581 annual operations occurred. Of these, 354,768 were attributed to General Aviation, meaning GA accounts for over 94% of total airport operations. This is a 20% increase over the previous twelve months, ending in September 30, 2024.

**Objective 2.3: Promote and educate the local community on the diverse opportunities available in the field of aviation, with a focus on career development and skill-building.**

**Performance Measure:** Does the Authority actively promote the aviation industry? Demonstrated by - Enumeration of outreach efforts and number of stakeholders reached.

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### **FY25 Performance**

The Authority is highly successful in actively promoting the aviation industry. By reaching over 5,400 people through its dedicated educational day, providing direct financial aid through scholarships, and hosting mass-attendance events like the airshow, the Authority demonstrates a deep commitment to inspiring future generations and supporting career development within the aviation field.

The Authority utilizes several high-impact programs and events to engage the community and promote aviation career development:

- **Aerospace and Aviation Day:** This annual event is specifically designed to educate youth on available career fields. The 2025 event drew a large audience, with 5,473 total attendees, including 2,982 children. A total of 121 children were able to take a free flight in a plane, providing many with their first-ever personal experience in aviation.
- **Annual Airshow:** The Authority hosts an annual airshow that significantly raises the profile of the aviation industry, bringing in 30,000+ visitors to the Airport. This event exposes a mass audience to both the military and civilian aspects of the aviation world.
- **Educational Support and Tours:** The Airport provides two \$2,500 scholarships each year to students pursuing a degree or vocation in aviation, providing tangible financial support for skill-building. The Authority provides numerous tours throughout the year for youth and adults, educating them on the Airport in general as well as aviation as a career field.

**Goal 3: Achieve and maintain a fiscal environment that enables the Authority to consistently meet or exceed the needs of both commercial and general aviation air services.**

**Objective 3.1:** Maintain a balance between operating revenues and expenditures to ensure long-term financial stability and the opportunity to reinvest in airport infrastructure and services.

**Performance Measure:** Adoption and execution of a balanced operating budget.

### **FY25 Performance**

**Adoption and Execution:** The FY26 Budget, which included a balanced operating budget, was formally presented to and approved by both the SAA Board of Directors (BOD) and the City of Sanford Commission.

This result confirms that the Authority has the necessary financial governance and planning in place to ensure long-term financial stability and the ability to reinvest in airport infrastructure and services.

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**Objective 3.2:** Conduct periodic financial statement variance analyses, at least quarterly, to identify trends, mitigate risks, and implement corrective measures as needed.

**Performance Measure:** Is the Authority adequately monitoring its financial circumstances in a holistic context? Demonstrated by - Frequency of analysis, resulting findings, and execution of any needed corrective measures.

### **FY25 Performance**

Monitoring Frequency and Corrective Measures:

- **Frequency of Analysis:** The Authority performs continuous monitoring, presenting monthly financial results—including variances—to the SAA Board of Directors. This practice significantly exceeds the minimum quarterly standard.
- **Resulting Findings and Correction:** Any discrepancies identified are formally discussed with the Executive Team every two weeks. This high-frequency discussion ensures that any emerging negative trends or risks identified through the variance analysis led to rapid decision-making and the execution of necessary corrective measures.

This process demonstrates that the Authority is adequately monitoring its financial circumstances by integrating variance analysis into its core governance and executive decision-making rhythm.

**Objective 3.3:** Maximize grant opportunities from various funding sources to support airport development projects and initiatives.

**Performance Measure:** Maximize grant opportunities from various funding sources to support airport development projects and initiatives.

### **FY25 Performance**

**Grant Funding Secured:** The Authority secured diverse funding from Federal and State partners, totaling over \$13.1 million:

- **Federal Aviation Administration (FAA):** Secured four (4) FAA grants.
- **Florida Department of Transportation (FDOT):** Secured four (4) FDOT aviation grants.
- **State Appropriations:** Secured one State appropriation grant specifically for a Fire Truck.

This successful acquisition of multiple Federal and State grants demonstrates a strong commitment to leveraging external resources to minimize local financial burden and ensure continuous airport development and infrastructure enhancement.

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**Objective 3.4:** Identify and enhance alternative revenue streams, including non-aeronautical revenue sources (e.g., advertising retail, real estate, parking) to reduce reliance on traditional aviation-related income.

**Performance Measure:** Relative percentages of revenue from differing sources, evidenced by key initiatives captured in the project narrative.

### **FY25 Performance**

The Authority successfully executed several key initiatives to enhance non-aeronautical revenue streams and reduce reliance on traditional aviation income. A critical focus was placed on optimizing existing assets and introducing new commercial partnerships.

Key achievements during this period include:

- **Parking System Optimization:** The legacy parking revenue control system was upgraded to a modern solution. This project directly increased revenue by reducing "leaks" (revenue loss due to system inefficiencies or fraud) and simultaneously decreased operational costs associated with the previous hardware and software.
- **Rate Modernization:** Comprehensive updates to the existing rates and charges structure were implemented.
- **New Concession Contract:** A new concession contract was successfully secured with a dedicated advertising firm, opening a new, reliable revenue source expected to diversify the overall revenue portfolio.

**Objective 3.5:** Enhance cost management and efficiency by regularly reviewing operational expenses and identifying opportunities for cost reduction without compromising service quality.

**Performance Measure:** Percentage increase in operating costs in context of the overall economy and industry.

### **FY25 Performance**

SAA staff has successfully implemented a proactive cost management strategy focused on operational efficiency. By regularly benchmarking operating costs against industry financial statistics, leadership ensures spending aligns with the current economic environment. This objective is supported by a dual-layer oversight process: Directors and finance staff monitor daily operational expense charges for budget compliance, while executive staff perform annual reviews of rates and charges to determine necessary adjustments.

**Objective 3.6:** Invest in energy-efficient technologies and sustainable practices to reduce long-term operating costs.

**Performance Measure:** Enumeration of acquired technologies and established practices; demonstration of operational savings.

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### FY25 Performance

The objective to invest in energy-efficient technologies and sustainable practices to reduce long-term operating costs has been met through a combination of critical infrastructure upgrades and strategic operational restructuring.

- **Energy-Efficient Infrastructure:**
  - **HVAC Modernization:** Completed the upgrades of Terminal Chillers 1 and 2, replacing aging infrastructure with more efficient technology to optimize climate control and energy consumption.
  - **Lighting:** Upgraded lighting in the Federal Inspection Services (FIS) area to improve visibility and reduce energy draw.
- **Operational Savings & Sustainable Practices:**
  - **Parking Management:** Transitioned the financial management of the parking system in-house. This change in practice resulted in direct savings of \$497,800 in administrative fees previously paid to vendors.
  - **Fleet Management:** Coordinated the strategic buyout of eleven lease vehicles, resulting in savings of over \$50,000.
  - **Technology Efficiency:** Implemented a new cloud-based Common Use System (ACUS). By replacing server-based legacy hardware (75 computers, 150 printers), the Authority achieved lower maintenance costs and improved system performance.
  - **Vendor Consolidation:** Consolidated ground maintenance vendor work for the terminal and entrance areas to realize greater operational efficiencies.
  - **Resource Optimization:** Upgraded patrol rifles for the police department at no cost, a move that reduced annual ammunition expenses by standardizing interoperability with county partners.

**Objective 3.7:** Develop and maintain a long-term capital improvement plan (CIP) that prioritizes critical infrastructure needs and supports future growth in both commercial and general aviation sectors.

**Performance Measure:** Adoption of a financially feasible CIP that is supportive of other adopted objectives.

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### **FY25 Performance**

Originally approved by the Board in 2022 and monitored annually, the long-term Capital Improvement Plan (CIP) is being successfully executed to address critical needs and drive expansion. To date, we have completed seven infrastructure projects, with all remaining active projects on schedule. This momentum underscores the plan's success in supporting SFB's long-term growth.

**Objective 3.8:** Establish a risk management framework to anticipate, mitigate, and respond to financial risks, including economic downturns, fluctuations in aviation demand, and unforeseen events.

**Performance Measure:** Adoption of a formalized framework; evaluation of the efficacy of the elements of the framework.

### **FY25 Performance**

Formalized Framework Adoption and Efficacy: The Authority demonstrates the core function of the framework—anticipating, mitigating, and responding to financial risks—through ongoing, formalized outreach:

- **Consultation and Best Practices:** The Finance department consults regularly with financial and banking professionals regarding the present and future economic environment. This continuous dialogue serves to evaluate the efficacy of the elements of the framework by ensuring that the Authority is monitoring current and forecasted risks (like economic downturns and fluctuations in demand).
- **Risk Mitigation Strategy:** These regular discussions determine best practices to mitigate unexpected issues. This proactive consultation forms the operational basis of the risk mitigation component of the framework, ensuring decisions are informed by expert external analysis.

**Objective 3.9:** Maintain a financial reserve to ensure the Airport can continue operations during periods of reduced revenue or unexpected expenses.

**Performance Measure:** Maintenance of reserves at a level consistent with Authority policy and any regulatory requirements.

### **FY25 Performance**

Financial Reserve Maintenance and Optimization: The Authority is demonstrating an active and disciplined approach to meeting the objective of maintaining a financial reserve by integrating reserve management directly into its monthly financial processes. The Airport maintains a reserve sufficient to support 7 months of operations.

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Compliance and Policy Adherence: The Authority ensures the maintenance of reserves at a level consistent with authority policy and any regulatory requirements through continuous monitoring:

- **Active Monitoring:** Current cash trends are reviewed monthly. This regular assessment allows Finance to proactively determine the appropriate level of reserves required for continuous operations during periods of reduced revenue or unexpected expenses.
- **Reserve Growth and Optimization:** The monthly review explicitly identifies cash on hand that can be transferred to reserves. This process not only aims to ensure an economically healthy reserve fund, but also seeks to maximize interest earned, demonstrating a proactive management strategy to strengthen the reserve's value and efficacy.

This practice confirms that the Authority is executing an ongoing, formalized process to meet its reserve maintenance policy.

**Objective 3.10:** Engage with government agencies and industry groups to stay informed of regulatory changes, funding opportunities, and best practices in airport management.

**Performance Measure:** Is the Authority proactive in understanding best practices and ensuring regulatory compliance? Demonstrated by - Enumeration of outreach activities and implementation of a formal review process; implementation of changes and improvements based on that outreach.

### **FY25 Performance**

Outreach Activities and Formal Review Processes: SFB actively engages government agencies, industry groups, and financial institutions to remain informed of standards and opportunities:

- **Industry Conferences & Development:** SFB increased its presence at Air Service Development conferences and met with twenty-one airlines. This extensive outreach is a formal process for gathering competitive intelligence and securing new service partners (e.g., Arджет).
- **Regulatory & Financial Coordination:** The Airport initiated coordination with financial institutions (Truist, Hilltop Securities, BMO) and legal counsel (Shutts & Bowen) to secure a \$13 million revenue note. This process ensures funding compliance and secures capital for future regulatory needs.
- **Inter-Agency Advocacy:** SFB engaged in advocacy alongside the Central Florida Expressway Authority and Seminole County to advance the SR 417 Connector

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project, demonstrating necessary coordination with local and state transportation agencies (FDOT) on key infrastructure issues.

- **Innovation Access:** SFB joined the Altamonte Global Innovation Lab to access innovation resources, indicating a formal process for identifying and adopting innovative practices in airport management.

Implementation of Changes and Improvements Based on Outreach: Outreach and monitoring directly led to substantive changes and compliance improvements:

### **Regulatory Compliance & Safety System Implementation**

- **FAA Mandates:** SFB finalized the Airport's Safety Management System Manual as newly required by the FAA, demonstrating full compliance with new regulations.
- **Cybersecurity Compliance:** The Airport successfully met all requirements for the TSA-2023- Joint EA-001 directive, significantly enhancing its cybersecurity posture against aviation threats.
- **Federal Law Enforcement:** Securing ICE 287(g) Program approval and training and strengthening security posture through TSA Joint Vulnerability Assessment participation reflects active incorporation of federal agency best practices.

### **Adoption of Industry Best Practices**

- **Air Service Competitiveness:** SFB updated the Air Carrier Incentive Program (ACIP) and updated Airline Agreements for all carriers. These changes reflect a move toward best practices in modern airport management by creating financially attractive terms to attract and support airlines.
- **Operational Reporting:** The implementation of Simplify i3 for Part 139 reporting and SMS integration are concrete examples of adopting leading industry best practices for operational safety, incident tracking, and mandated regulatory frameworks.
- **Asset Funding:** The \$13 million revenue note secured through financial engagement is specifically earmarked to fund key infrastructure projects, directly addressing long-standing operational issues and enhancing assets to meet regulatory standards.
- **Leasing Compliance:** The complex process of updating Airline Agreements and managing numerous new leases (11 processed) ensures adherence to regulatory changes and industry standards for ground leases and financial reporting.

**Goal 4: Uphold the highest standards of safety and security at the Airport, ensuring a secure and resilient environment for passengers, staff, and infrastructure.**

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**Objective 4.1:** Institute and implement comprehensive safety protocols and procedures to address potential hazards and emergencies effectively.

**Performance Measure:** Adoption and implementation of an SMS system; evaluation of its effectiveness.

**FY25 Performance:** In January of 2025 the Authority began rolling out its SMS. The system is currently being used to report hazards, record incidents, and analyze the data for trends. This is being done in the Airside and Landside environments. As of November 2025, over 865 events have been recorded and analyzed for trends and improvements.

**Objective 4.2:** Deploy state-of-the-art security technologies and systems to monitor, detect, and respond to security threats in real-time.

**Performance Measure:** Compliance with regulatory requirements related to airport security; degree of incorporation of best practices beyond mere regulatory requirements; response to actual security threats.

### **FY25 Performance**

The Authority's actions highlight a high degree of regulatory compliance and proactive measures to enhance security posture well beyond minimum requirements:

#### **Regulatory Compliance & Security Enhancements**

- **FAA & TSA Mandates:** The Authority finalized the Airport's Safety Management System Manual as newly required by the FAA. Crucially, the Airport successfully met all requirements for the TSA-2023- Joint EA-001 directive, which significantly enhanced the Airport's cybersecurity posture against threats to the aviation industry.
- **Best Practice Integration:** The Airport's commitment to best practices is evident in its transition to a new Security Partnership Program (SPP) Contractor and Aviation Worker Screening contract. Furthermore, SFB completed a TSA-approved Cybersecurity Plan and automated Badge Office reporting to streamline compliance and operations.
- **Law Enforcement & Federal Alignment:** The Airport strengthened its security structure by securing ICE 287(g) Program approval and training (pending final credentialing) and advanced leadership development with continued FBI training for department supervision.

#### **Response to Threats and Security Posture**

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- **Proactive Threat Planning:** The Authority demonstrated preparedness by planning and executing the Airport's full-scale mass casualty exercise. This ensures staff are trained and ready to respond to major actual security threats or emergencies.
- **Operational Security:** The Airport enhanced its intelligence and operational security by strengthening its posture through CFIX liaison training and TSA Joint Vulnerability Assessment participation. The police department also executed four joint selective enforcement operations with state, federal, and local partners, yielding positive results.
- **Real-World Support:** The Authority assisted the Fixed Base Operator (FBO) during U.S. Department of State cargo operations, facilitating the secure and efficient movement of sensitive materials—a direct response to, and mitigation of, high-level security risks associated with sensitive cargo.
- **Modernizing Capabilities:** The Authority modernized evidence management, reviewing over 1,000 property items and aligning procedures with Florida statutes. They also upgraded patrol rifles at no cost, which standardized interoperability with county partners for more effective response coordination.

**Objective 4.3:** Provide ongoing training and certification for all staff members on safety and security procedures to ensure preparedness and compliance.

**Performance Measure:** Percent of staff members complete training on safety and security procedures.

### **FY25 Performance**

**Staff Safety and Security Training Compliance:** The Authority is meeting its objective to provide ongoing training and certification for all staff members (100%) on safety and security procedures, aiming for 100% preparedness and compliance. Based on the results provided, the Authority has established a rigorous, mandatory training schedule:

**Training Requirement:** All employees receive initial training prior to beginning their duties, as well as recurrent training annually. This mandated schedule is a formal mechanism to achieve and maintain the compliance target.

### **Systems Used for Tracking and Delivery**

The Authority utilizes industry-standard Learning Management Systems (LMS) and specialized aviation programs to track and verify staff training completion:

- **Vector Solutions:** A platform commonly used for compliance, safety, and operational training tracking.

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- KnowBe4: Primarily used for cybersecurity training, ensuring staff are prepared to mitigate digital security threats.
- AAAE IET & Digicast: Specialized aviation programs from the American Association of Airport Executives (AAAE) for delivering and reporting on critical airport security and operational knowledge.

The successful implementation of this mandatory initial and annual recurrent training, tracked through specialized systems, indicates the Authority has the necessary processes in place to ensure 100% compliance with safety and security training procedures.

**Objective 4.4:** Identify vulnerabilities and implement mitigation strategies to manage and reduce potential risks.

**Performance Measure:** Completion of a vulnerability assessment and development and funding of a mitigation plan.

### **FY25 Performance**

Vulnerability Identification and Risk Mitigation: The Authority maintains a highly proactive and formal process for identifying operational vulnerabilities and implementing mitigation strategies to manage and reduce potential risks, demonstrating a commitment to safety beyond routine monitoring.

#### Vulnerability Assessment and Mitigation Planning

The Authority addresses the need for continuous vulnerability assessment and the development/funding of a mitigation plan through a multi-layered approach:

- Continuous Assessment Process (Daily Self-Inspections): Vulnerabilities and compliance issues are monitored continuously through daily self-inspections occurring multiple times per day. This process is formalized using Self-inspections checklists and daily logs, which serve as the official, documented record of ongoing risk identification and immediate corrective action. This constitutes the foundational, high-frequency vulnerability assessment.
- Formal Safety Risk Assessment (SRA): All Hazards and Incidents are recorded electronically through the SMS system. More complex events that require thorough evaluation are escalated to a formal Safety Risk Assessment (SRA) process. This SRA acts as the documented, in-depth mitigation plan development.

#### Implementation of Mitigation Strategies (SRA Examples)

The SRA process results in tangible, engineered, or procedural changes to mitigate identified risks, demonstrating the implementation of a mitigation plan:

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- **Eliminating Blind Spots (Procedural/Engineering Mitigation):** An SRA identified an area of limited visibility where vehicles entered a drive lane from behind a chiller unit. The mitigation involved changing the driving direction to a one-way lane and moving the exit to eliminate the blind spot.
- **Improving Vehicle Guidance (Infrastructure Mitigation):** To address hazard identification in the bag belt area, drive lane markings were painted on the pavement to help guide drivers pulling luggage carts, reducing the risk of ground accidents.
- **Addressing New Aircraft/Equipment Risk (Operational/Engineering Mitigation):** The introduction of the Boeing 737 Max by Allegiant, with its different wing configuration, created an unsafe fueling condition at gates 14/15. The solution was the creation of an auxiliary lead-in line to allow more space between aircraft at these gates, resolving the unsafe condition and adapting infrastructure to new technology.

**Objective 4.5:** Maintain and monitor a comprehensive emergency response plan, including coordination with local emergency services and regular emergency drills.

**Performance Measure:** Adoption of an Emergency Response Plan; evaluation of its effectiveness.

### **FY25 Performance**

The Authority has a written AEP that is contained in the Airport Certification Manual. This plan provides an overview of the Airport's emergency response activity and defines the roles and responsibilities of various departments (Operations, Police, AARF etc.) In April of 2025 Authority staff collaborated with Seminole County Emergency management to complete a Tabletop Exercise simulating their response to a commercial aircraft crash on the airfield. An After-Action review was conducted to provide feedback for corrective actions. Currently the Authority is planning for the Functional Exercise that will take place in February 2026. This will help provide a more in-depth test of the Airport's AEP activities.

**Objective 4.6:** Ensure full compliance with safety and security regulations and standards and proactively address any regulatory changes.

**Performance Measure:** Satisfactory evaluation by relevant regulatory agencies.

### **FY25 Performance**

**Demonstrated Compliance:** The Authority maintains rigorous oversight and documentation to prove compliance with key federal regulatory agencies:

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- **Documented Annual Inspections:** The Authority has successfully undergone and documented annual inspections by the FAA (Federal Aviation Administration) and the TSA (Transportation Security Administration).
- **Completion of Schedule:** All scheduled inspections for 2025 have been completed as scheduled, signifying the Airport is current on its mandatory regulatory review cycle.

**Proactive Regulatory Response:** The Authority is proactive in addressing regulatory changes and maintaining a high security posture:

- **Addressing Discrepancies:** A commitment is in place to ensure "all discrepancies will be addressed in a timely manner," indicating a formal, responsive process for correcting findings identified during audits and inspections.
- **Comprehensive Cybersecurity Focus:** The Authority is proactively addressing the growing focus on digital threats by undergoing a TSA Cybersecurity comprehensive inspection. This shows the Authority is not only complying with current standards but is actively responding to the most critical, emerging regulatory and industry focus areas.

**Objective 4.7:** Implement a robust system for reporting, analyzing, and addressing safety and security incidents to improve overall protocols and practices.

**Performance Measure:** Establishment of a formal reporting system for incorporation into the SMS program.

### **FY25 Performance**

The SMS has a formal reporting system that captures information in the six areas listed in the table below.

| Type               | # of Incidents (FY25) |
|--------------------|-----------------------|
| Aircraft Incidents | 118                   |
| Spill Incidents    | 60                    |
| Damage Reports     | 58                    |
| Safety Incidents   | 77                    |
| Medical Incidents  | 341                   |
| Security Incidents | 209                   |

**Objective 4.8:** Engage with stakeholders, including passengers, airlines, and regulatory bodies, to gather feedback and ensure that safety and security measures meet their needs and expectations.

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**Performance Measure:** Is the Authority regularly engaging stakeholders in the safety and security process? Demonstrated by – Regular and formalized outreach efforts.

### **FY25 Performance**

The Authority actively collaborates with key stakeholders operating at SFB, including Allegiant Airlines, Acron Aviation Academy, Arajjet, Flexjet, and World Flight Services (WFS). This engagement involves sharing Safety Management System (SMS) data to identify unsafe activities and recurring trends, such as the high frequency of flat tires reported on Acron aircraft in the first quarter. Additionally, the Authority fosters ongoing communication by sponsoring weekly standup meetings to review recent incidents and participating in formal Safety Assessments conducted by Allegiant, Arajjet, and WFS.