

# 2026

FISCAL YEAR



**ONTARIO**   
INTERNATIONAL AIRPORT

So Cal.  
So Easy.





# STRATEGIC GOALS AND OBJECTIVES

JULY 2025

# A MESSAGE FROM THE BOARD

As the Board of Commissioners of the Ontario International Airport Authority, we are honored to serve as stewards of one of Southern California's most essential gateways. Since returning to local control in 2016, Ontario International Airport has increased passenger traffic by 66%, a powerful reflection of our region's momentum and the confidence millions of travelers place in ONT each year.

That confidence is something we work to earn daily. In that spirit, our Board has recently challenged CEO Atif Elkadi and the ONT team to move faster and go further, accelerating critical projects to ensure our infrastructure, amenities and guest experience keep pace with our unprecedented growth.

Great airports are built with intention. They require bold vision, disciplined execution and a deep commitment to the communities they serve. With our partners, stakeholders and neighbors across the Inland Empire, we're building more than just a bigger airport – we're building a better one. One that reflects the needs of today's travelers and rises to meet the opportunities of tomorrow.

We are proud of how far we've come and even more energized by what lies ahead.



**ALAN D. WAPNER**  
*President*



**CURT HAGMAN**  
*Vice President*



**JIM W. BOWMAN**  
*Secretary*






**JULIA GOUW**  
*Commissioner*



**RONALD O. LOVERIDGE**  
*Treasurer*

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# INTRODUCTION

# A MESSAGE FROM THE CHIEF EXECUTIVE OFFICER



Since returning to local control, Ontario International Airport (ONT) has experienced remarkable growth, establishing itself as one of the fastest-growing airports in the nation. As we look ahead, we are energized by the opportunities before us and remain focused on building an airport that not only meets today's demands but also sets the standard for tomorrow.

Our Board of Commissioners plays a vital role in this journey. With diverse expertise and unwavering commitment, they provide the vision, leadership and accountability necessary to shape our long-term strategy. Their stewardship ensures ONT continues to serve as a dynamic economic engine for Southern California.

The 2026 Strategic Goals and Objectives lay the foundation for the next chapter in ONT's success. This plan is more than a document; it is a blueprint for sustainable growth, aligning our priorities and resources to deliver operational excellence and regional impact.

Our strategy is anchored in three core goals:

1. **Mastering the Basics** – Driving operational excellence, safety, reliability and customer satisfaction.
2. **Investing in ONT** – Strengthening infrastructure and partnerships to enhance the traveler experience.
3. **Planning for the Future** – Positioning ONT for long-term growth through forward-thinking initiatives and innovation.

For the first time, we are implementing a performance-driven framework with measurable Key Performance Indicators (KPIs) tied directly to each goal. These KPIs are designed to foster transparency, track progress and support informed, data-driven decision-making.

- **Level One KPIs** represent airport-wide metrics that will be regularly reported to our Board of Commissioners.
- **Level Two KPIs** will be developed by each division to drive alignment and execution across the organization.

Incorporating measurable KPIs into our strategy ensures that we remain focused on what matters most: delivering results, optimizing performance and enhancing accountability. These metrics will guide how we prioritize resources, evaluate initiatives and advance our mission.

**“ THE 2026 STRATEGIC GOALS AND OBJECTIVES LAY THE FOUNDATION FOR THE NEXT CHAPTER IN ONT’S SUCCESS. ”**

Our strategic goals are already taking shape through real-world action:

- Under **Mastering the Basics**, we’re enhancing reliability and service quality to improve the daily airport experience for our travelers and partners.
- Through **Investing in ONT**, we’re building strategic partnerships such as with SBCTA, Omnitrans and CBP to improve connectivity and passenger convenience, from new transit options to innovations like the Global Entry Enrollment Center and biometric arrivals.
- With **Planning for the Future**, we are preparing for ONT’s new designation as a Landing Rights Airport, a pivotal step in strengthening our already top ten cargo leadership and solidifying our role in the national supply chain.

This comprehensive framework ensures that every division, every initiative and every team member is aligned under a shared vision. One that is bold, measurable and future-focused.

Atif Elkadi  
Chief Executive Officer  
Ontario International Airport Authority

# STATISTICS



## Airlines serving ONT AS OF JULY 2025

### Terminal 2

Alaska Airlines  
Avianca  
China Airlines  
Delta Air Lines

Frontier Airlines  
JetBlue  
United Airlines  
Volaris

### Terminal 4

American Airlines  
Southwest Airlines  
STARLUX Airlines

ONT OFFERS UP TO 90 DAILY NONSTOP FLIGHTS TO NEARLY 30 DESTINATIONS AND COUNTING.

## ONT offers 11 INTERNATIONAL AND DOMESTIC CARRIERS



THERE IS  
**120,000 feet of airfield lighting cable**  
IN RUNWAY 26L-8R.  
THAT'S EQUAL TO 22.7 MILES!

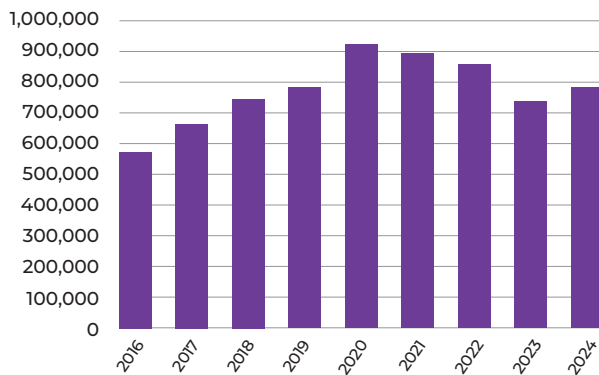
UNPARALLELED CUSTOMER EXPERIENCE THAT WE CALL

**“So Cal. So Easy.”**

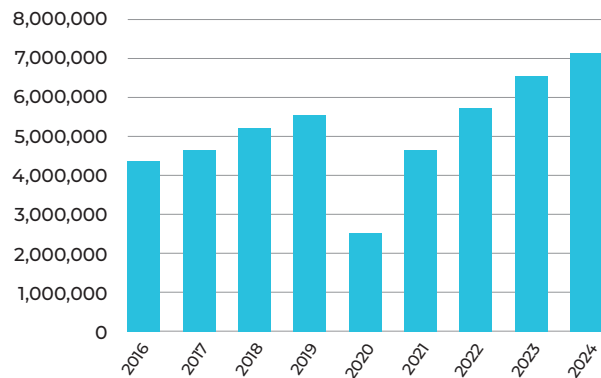


- Convenient access to the airport
- Enhanced food, beverage and retail offerings
- ONT+ digital visitor pass

**CARGO (TONS)**



**PASSENGERS**



**UPDATED SELECTION OF RESTAURANTS, STORES AND TRAVELER EXPERIENCES, INCLUDING:**

**Terminal 2:**

- 3Sixty Duty Free
- Aspire Lounge
- Brewery X
- Dunkin'
- Evolve by Hudson
- Hudson News
- Pizza Vino
- Tap & Pour
- Yo-Kai Express

**Terminal 4:**

- Aspire Lounge
- Chick-fil-A
- Dunkin'
- Einstein Bros. Bagels
- Evolve by Hudson
- Ink by Hudson News
- Lego Machine
- Liquid Provisions
- Mi Casa Cantina
- Ontario Provisions
- Subway
- Tech on the Go
- Urban Crave
- Yo-Kai Express



In 2024, Ontario International Airport (ONT) once again ranked among the top-performing medium-size airports in North America, earning the #4 spot in overall satisfaction and achieving the highest score in the “Level of Trust with Airport” category across its segment.

Moving forward, our concessions program will include a growing number of local and regional brands, offering a distinct sense of place while transforming ONT from a mere transit hub into a compelling destination.

**8 billion total pounds**  
OF LANDED WEIGHT (CARGO AND PASSENGER)

**104,923**

AIRCRAFT OPERATIONS IN 2024

**10<sup>th</sup> largest**

CARGO AIRPORT IN NORTH AMERICA





# BUILDING THE FOUNDATION



At Ontario International Airport (ONT), our strategic vision is anchored by three core goals: **Mastering the Basics**, **Investing in ONT** and **Planning for the Future**. These aren't just pillars of a plan; they are the foundation of our transformation. Each goal is backed by targeted objectives that define our path forward, fueling excellence in service, innovation in infrastructure and sustainable long-term growth.

To bring this vision to life, we rely on more than ambition; we rely on **Key Performance Indicators (KPIs)**. KPIs are the engine behind execution. They provide the clarity, focus and accountability needed to drive results across every division of ONT.

Every executive leader is responsible for developing and owning KPIs that align their division's efforts with our broader goals. This ensures that our entire organization moves in sync, is strategically aligned and driven by performance, as well as committed to success at every level.

## WHY KPIs AND STRATEGIC INITIATIVES MATTER

KPIs and initiatives are not just metrics; they are instruments of impact. They empower us to measure what matters and respond with agility and precision. At ONT, KPIs are categorized at two levels:

- **Level One KPIs** reflect high-level, airport-wide metrics that are reported to the Commission.
- **Level Two KPIs** are developed by each division, aligning daily operations with strategic goals and highlighting the unique contributions of each team.

1. **Tracking Performance:** Offering real-time visibility into what's working and where we need to adapt.
2. **Driving Alignment:** Ensuring every decision, action and initiative supports our long-term strategy.
3. **Fueling Smart Decisions:** Delivering the insights needed to enhance passenger satisfaction, optimize operations and strengthen financial stability.
4. **Promoting Accountability:** Providing transparency to our Board and stakeholders through regular, data-driven updates.
5. **Empowering Action:** Equipping every division with clear, purpose-driven metrics to lead with confidence and clarity.

KPIs are more than a management tool; they are part of our culture. A culture of performance, improvement and forward motion. With this framework in place, ONT is not just managing its future, we are boldly building it.



# MASTER THE BASICS

ONT will focus on the key requirements of operating an airport, ensuring efficiency, safety and compliance with industry standards and regulations. We will build on our strong foundation of knowledge and skills to effectively and confidently carry out tasks within the airport setting.

*Objectives and initiatives within this category focus on foundational elements essential for the airport's smooth operation and efficiency.*

## 1. Ensure a safe and secure environment

ONT will implement comprehensive measures and protocols to create an environment that prioritizes the safety, security and health for our Investors.

- Achieve zero FAA Part 139 uncorrectable deficiencies.
- Complete the implementation of the FAA Safety Management System (SMS) Plan.

## 2. Ensure competitive cost structure

ONT will strategically manage costs and pursue innovative non-aeronautical revenue opportunities to maintain a competitive cost position.

- Implement a quarterly financial performance dashboard to track cost and revenue performance.
- Increase non-aeronautical revenue by 2%.

## 3. Evolve and enhance relationships with Stakeholders and Investors

ONT will deepen its engagement with elected officials, agencies and key stakeholders through strategic outreach efforts that not only foster collaboration but also secure advocacy and regulatory support.

- Adopt and implement comprehensive strategy for state and federal advocacy efforts.

## 4. Maintain and efficiently operate Airport facilities at optimum levels

ONT will maintain and operate facilities at optimal levels, delivering a seamless and enjoyable experience to all our Investors, while ensuring the sustainability and growth of the Airport.

- Complete Facility Conditions Assessment.
- Fully replace and implement the Paging System.
- Develop an annual plan and budget to maintain airport facilities at optimal, sustainable performance levels.

## 5. Ensure sound business principles and best business practices in all areas

ONT will manage the airport as a business, implementing effective and ethical management policies and procedures to ensure financial sustainability, excellent customer experience and efficient operations.

- Implement the new Procurement Manual and training.
- Implement contract consistency initiative to standardize contract formats, language and workflows across divisions.
- Develop a new Financial Plan that leverages the flexibility and improved financial position provided by the new Use and Lease Agreement (ULA) to support implementation of the Capital Improvement Plan (CIP).



ONT will focus on investing resources in all areas of the airport to improve functionality, efficiency, safety and overall value. This will lead to increased usage, economic growth and a better experience for all our Investors.

*These objectives and initiatives are aimed at fostering growth, enhancing customer satisfaction and maximizing business performance.*

### **1. Grow the business (Air Service)**

ONT will manage and expand services and activities to meet the increasing needs of its Investors, contributing to economic growth in the Inland Empire and Southern California.

- Define project milestones to accelerate progress on the Cargo Freight Station (CFS).
- ONT share of total Available Seat Miles (ASMs) compared to the LA Basin - target to maintain or exceed 3.5% share of total regional ASM.

### **2. So Cal. So Easy. It's what we do**

ONT will create a conducive and attractive environment for all Investors and employees, emphasizing the ease and attractiveness of doing business at ONT as a seamless and appealing experience. ONT will implement innovative processes to improve the ease, comfort and speed of the customer experience from the beginning of the journey to the aircraft door.

- Maintain ACI ASQ annual average customer satisfaction score of 4.0 or above.
- Complete installation of signage and wayfinding project in both terminals.

### **3. Build a workforce that is diverse, inclusive and engaged**

ONT will create a positive, dynamic, innovative and equitable work environment reflective of the diversity of the region that optimizes employee performance, well-being and collaboration.

- Achieve employee engagement of 80%.

### **4. Maximize business performance**

ONT will develop and implement management strategies to optimize business performance, achieve financial growth, improve operational processes and create a positive impact on our Investors.

- Finalize and execute the Use and Lease Agreement.
- Deliver the FY26 CIP and ensure quarterly tracking of project progress and budget performance.



# PLAN FOR THE FUTURE

Planning for the future involves a strategic and comprehensive approach to ensure growth, sustainability and adaptation to changing technologies and Investor needs, which will contribute to the economic development and prosperity of Southern California.

*Objectives and initiatives within this category are forward-looking, geared toward strategic planning, development and innovation to ensure ONT's sustained success and relevance.*

## **1. Develop a responsible improvement plan that will ensure ONT can meet growth**

ONT will create a flexible development plan that balances adaptability with fiscal responsibility, meeting future demand, long-term sustainability and the needs of our Investors for a resilient and sustainable future.

- **Develop and define the terminal area concept to support future demand, operational flexibility and long-term sustainability.**

## **2. Build on our pivotal role as a Southern California gateway**

ONT will elevate its presence and influence as Southern California's premier airport by catalyzing strong regional economic growth and setting the standard for sustainable urban development and environmental stewardship.

- **Create an accessible partnership guide to help regional organizations collaborate with ONT in support of shared, sustainable growth.**

## **3. Be responsible stewards of the environment to shape a better future for Southern California**

ONT will pursue a leadership role in environmental sustainability covering its operation and development of the airport, paving the way for a greener, more resilient future for the region.

- **Partner with environmental agencies to identify new opportunities for the Airport to minimize our environmental footprint and promote sustainability.**



# CORE VALUES

## EXERCISE HUMILITY.

We are humble and approachable. We honor all viewpoints and perspectives.

## BE PASSIONATE.

ONT team members and partners are committed to furthering the aviation industry and serving others, and our excitement for our work is contagious. We believe this combination makes us unstoppable.

## PUT PEOPLE FIRST.

Our customers are at the heart of everything we do. We believe that an outstanding experience can change someone's day. Now doesn't that feel good?

## BE IMPACTFUL.

ONT values innovation in all forms, from sharing ideas and identifying opportunities, to advancing technology and efficiencies. Every team member can make a positive and important impact.

## HELP BUILD A LEGACY.

Collectively we are not only building up an airport but a community for future generations to connect to one another and the world. Every single team member plays a part.

## BE RESILIENT.

We can't be kept down. No matter what comes our way, ONT never waivers in our enthusiasm and commitment to our mission.

## BE INCLUSIVE.

ONT reflects the diverse community we serve from all over the world. We embrace each other's differences and value everybody's ideas and perspectives. We seek to understand and listen, and are committed to always continue learning so our airport represents the best of all of us.

## HAVE FUN.

Travel is fun and so is our work. We approach all situations with an eye toward making it better for one another and not taking ourselves too seriously.

## VISION

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**Travel. Transformation. Growth.**

*Ontario International Airport's reason for being. The broad, emotional goal we are always aspiring to.*

## MISSION

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**To boldly seize every opportunity to connect the Inland Empire to the world.**

*The mission is the clear, ambitious, achievable goal that drives our day-to-day operations. It's the benchmark for all decisions.*



A Century of OMT:  
March the Year with the Milestones

Grab a Post-it note  
and let us know your  
thoughts!  
I wish OMT had...  
ONTARIO

Y OMT

Y OMT



# ORGANIZATIONAL OVERVIEW

# EXECUTIVE OFFICE

## DIVISION OVERVIEW

The Executive Office is the strategic engine of Ontario International Airport, driving innovation, operational excellence and a unified organizational culture. Led by the Chief Executive Officer and supported by the Executive Vice President of Corporate Strategy and Performance, the division ensures ONT's long-term success by aligning departments with strategic goals, fostering key relationships and strengthening governance.

Charged with upholding ONT's Core Values, the Executive Office ensures every division contributes to the airport's role as a vital economic driver for the Inland Empire and Southern California.

## INSIDE THE DIVISION

- **Chief Executive Officer:** Sets the vision, mission and organizational priorities while providing overall strategic leadership.
- **Executive Vice President, Corporate Strategy and Performance:** Leads strategy development, KPI alignment and enterprise-wide performance initiatives.
- **Chief of Staff:** Drives cross-divisional alignment, oversees the Board Clerk's Office and ensures governance and transparency.
- **Government Relations:** Leads advocacy efforts at all levels of government to secure funding, regulatory support and strategic alignment.



- **Board Clerk's Office:** Supports the Board of Commissioners, ensures compliance with public meeting laws and maintains transparent records.
- **Office Management & Employee Activities:** Manages internal operations and employee engagement programs that reflect ONT's R.I.S.E. values: Respect, Innovation, Support and Excellence.

### **FY26 AREAS OF FOCUS**

- Ensure full alignment of divisional priorities with ONT's strategic vision, R.I.S.E. values and CEO Priority Projects.
- Oversee major initiatives under Accelerating ONT, including capital improvements, service enhancements and operational upgrades.
- Implement key governance advancements, including e-agenda systems and board meeting live streaming.
- Strengthen employee experience through leadership development, expanded training and engagement efforts.
- Support disruptive innovation and sustainable growth through new technologies and customer experience investments.
- Deepen relationships with stakeholders, investors and government partners.
- Define and track KPIs to drive accountability, performance and continuous improvement.
- Advance compliance, financial stewardship and operational excellence.
- Champion organizational culture to ensure ONT remains an employer of choice and a leader in aviation.

All divisions report directly to the CEO, fostering a cohesive leadership structure built on transparency, innovation and resilience. This alignment ensures ONT continues to grow as Southern California's gateway of choice.



# ADMINISTRATIVE

## DIVISION OVERVIEW

The Administrative Division drives the critical business functions that keep Ontario International Airport Authority (OIAA) running smoothly and strategically. From purchasing and contracting to warehousing and inclusive business development, this division ensures the Authority operates with efficiency, compliance and opportunity at the forefront.

Procurement and Contracts set the framework for how OIAA acquires goods and services, managing every step with transparency, speed and strategic intent. Warehousing oversees the intake, inventory and distribution of deliveries and mail across the organization. Meanwhile, the Office of Business Opportunities champions fairness in airport contracting, building pathways for small, local and disadvantaged businesses while meeting FAA compliance standards for DBE and ACDBE programs.

## INSIDE THE DIVISION

- **Procurement:** This team upholds best-in-class procurement practices that prioritize speed, accountability and results.
- **Contracts:** This is the team that develops and processes all OIAA contracts. Working closely with Legal Counsel, they define clear contract terms and ensure consistency in execution.
- **Warehouse:** This function manages inventory and delivery logistics for all inbound items across OIAA, ensuring secure and efficient distribution. Oversight is provided by the Director of Procurement & Contracts.





- **Office of Business Opportunities:** Reporting to the SVP of Administration, this office designs and leads Business Enterprise (BE) programs that promote inclusion and local economic growth. From DBE and ACDBE compliance to emerging initiatives, the office helps level the playing field for business participation.

## **FY26 AREAS OF FOCUS**

- Finalize and roll out a new Procurement Manual and updated contract templates to streamline internal processes.
- Introduce performance benchmarks and KPIs to improve procurement speed, accuracy and customer service.
- Refresh and relaunch small business programs, including DBE, SBE and LBE, with a focus on innovation and community impact.

As the engine behind OIAA's operational integrity and economic inclusion, the Administrative Division is redefining how business gets done at the airport. Through bold policy updates, smarter procurement strategies and a renewed commitment to inclusive opportunity, this division isn't just supporting the airport's growth; it's helping shape the future of the region. By championing both efficiency and fairness, the team is ensuring that every dollar spent and every contract awarded drives value, transparency and lasting impact for the communities we serve.

# CAPITAL DEVELOPMENT

## DIVISION OVERVIEW

At Ontario International Airport, growth doesn't just happen, it's built. The Capital Development Division is the engine driving ONT's transformation, responsible for envisioning, planning and delivering the infrastructure that powers our present and prepares us for the future.

From modernizing terminals to expanding airfield capacity, Capital Development ensures ONT is ready to meet the demands of a rapidly growing passenger and cargo hub. Every project is an investment in operational excellence, passenger experience and long-term sustainability.

## INSIDE THE DIVISION

Capital Development is structured into two departments that work in lockstep from vision to execution:

- **Planning & Design:** This team shapes the future of ONT, prioritizing safety, efficiency and sustainability from the earliest concept stages. Through airport master planning, environmental review and asset renewal strategies, they lay the groundwork for projects that elevate capacity and modernize our infrastructure. Their integration of green design and sustainable practices reflects our commitment to building responsibly and resiliently.
- **Engineering & Construction:** This department turns vision into reality. Overseeing the final design, construction and delivery of capital projects, the team manages everything from airfield expansions and terminal enhancements to tenant developments and landside improvements. With a focus on safety, regulatory compliance and performance, they ensure every build meets the highest industry standards and is backed by precise documentation and oversight.





## **FY26 AREAS OF FOCUS**

- \$70M Capital Improvement Plan (CIP): Deliver critical infrastructure upgrades, including runways, taxiways and terminal improvements, as well as support ongoing operations and future growth. Projects will prioritize operational continuity, compliance and sustainability, aligning with FAA standards and industry best practices.
- Future Terminal Area Development: Lead the planning for ONT's next era of passenger facilities, including new terminal configurations, optimization of existing space and the integration of smart airport technologies to streamline flow and enhance accessibility.

We're not just building infrastructure; we are building ONT's legacy. Every project is a bold step toward the airport of tomorrow.

# FINANCE

## DIVISION OVERVIEW

In 2025, the Finance Division reimagined the approach to accounting, budgeting and long-term planning, not just adjusting processes but reshaping our entire financial foundation to better support the OIAA's strategic goals. By modernizing our systems and frameworks, we've laid the groundwork for more responsive, transparent and impactful financial management in FY26.

A top priority this year is transforming financial reporting into a decision-making powerhouse. Clear, timely and actionable data empowers every division to take greater control of their budgets and programs. Our goal is to move from reactive reporting to proactive planning that drives smarter, faster decisions.

A cornerstone of this evolution is the updated chart of accounts. With greater detail around funds, projects and grants, divisions will have sharper visibility into where money goes and how it performs. This new structure supports a culture of accountability and collaboration, giving every team the tools to lead with insight.





## FY26 AREAS OF FOCUS

- Enhanced financial reporting: Delivering reports that don't just inform but also influence smart decisions.
- New chart of accounts: Offering greater clarity into fund allocation, project performance and grant tracking.
- Empowered divisions: Supporting teams with data, tools and guidance to own and optimize their financial outcomes.
- Financial resilience: Finalizing a new Use and Lease Agreement (ULA) that strengthens our revenue base and sets the stage for sustainable growth.

The new ULA is a major milestone. It locks in predictable revenue streams and provides the financial stability needed to power future investments whether in infrastructure, innovation or customer experience. It's more than an agreement; it's a launchpad for ONT's next era.

We've made bold moves, laid a smarter foundation and aligned finance with strategy. Finance is no longer just a back-office function; it's a strategic force. At ONT, we're not just balancing the books. We're fueling progress, enabling transformation and building the financial strength to match our ambition. FY26 isn't about maintaining the status quo; it's truly about powering what's next.

# HUMAN RESOURCES

## DIVISION OVERVIEW

At ONT, we don't just invest in infrastructure...we invest in people. The Human Resources Division is the beating heart of our organization, driving a high-performance culture grounded in purpose, resilience and belonging. From recruitment to recognition, risk to wellness, our role is to shape an environment where employees thrive and where talent becomes transformation.

We believe culture is strategy. Every initiative we lead, every program we launch and every partnership we forge is rooted in the understanding that our greatest competitive advantage is our people. That's why we take a holistic, human-centered approach to employee experience and building systems that not only support day-to-day operations but unlock long-term growth, trust and organizational pride.

As ONT continues to scale, Human Resources is not simply keeping pace; we are helping define the future of work in aviation.

## INSIDE THE DIVISION

- **Human Resources:** Leads the full employee life cycle, from recruitment, classification and compensation to benefits, performance, succession planning and workforce strategy. In FY25, the team launched a new compensation philosophy, tiered career pathways, the Legacy Leadership Academy and expanded talent pipelines through the OIAA Ascend Internship Program, laying the foundation for sustainable growth and leadership continuity.
- **Risk Management:** Protects the people and the organization through thoughtful risk identification, mitigation and compliance. Manages workers' compensation, liability and property claims, insurance and contractual risk, all while building a culture of proactive safety through inspections, reporting enhancements and employee-focused training.
- **Health & Wellness:** Elevates employee well-being across physical, mental and financial dimensions. Through ONT Strong, the Sky Garden, Calm and other wellness platforms, the team creates accessible, engaging programs that foster resilience, reduce stress and build a stronger, more connected workforce.

## FY26 AREAS OF FOCUS

- **Training & Development:** Launch structured learning pathways that align with evolving operational needs. From role-specific skills to organization-wide growth tracks, HR will deepen organizational capability and measure success through performance-based KPIs.



- Leadership Development: Build on the momentum of the Legacy Leadership Program with advanced leadership training focused on strategic thinking, emotional intelligence, people management and collaboration. Strengthen ONT's leadership pipeline to sustain long-term excellence.
- Wellness Expansion: Broaden the ONT Strong initiative to further integrate wellness into the everyday employee experience. New campaigns, resources and support systems will empower employees to prioritize well-being while increasing engagement and retention.

At ONT, human resources isn't just a department; it's a catalyst for culture, innovation and excellence. We're not here to check boxes; we're here to build a workplace where people feel seen, supported and unstoppable. In FY26, we're doubling down on what matters most: growing talent, elevating leaders and caring for our team at every level. Because when our people rise, everything else does too.

# INFORMATION TECHNOLOGY AND PUBLIC SAFETY

## DIVISION OVERVIEW

At ONT, technology and safety are not just support functions; they are the core of our confidence. The Information Technology and Public Safety Division leads the charge in building a smarter, faster and more secure airport by fusing cutting-edge innovation with relentless protection. This division doesn't just keep ONT running, it future-proofs it.

Led by the Chief Information Officer, this powerhouse unites two mission-critical domains under a single strategic vision: to deliver seamless operations, uncompromising security and digital systems that adapt as fast as the world around us. Whether we are deploying airport-wide wireless infrastructure, enhancing passenger processing with biometrics or coordinating emergency response with federal partners, this division ensures ONT operates with both precision and resilience.

Technology is our backbone. Safety is our promise. Together, they define the infrastructure of trust at Ontario International.

## INSIDE THE DIVISION

- **IT Operations:** Maintains every layer of the airport's tech ecosystem from hardware to help desk, ensuring 24/7 uptime, performance and support across all systems.
- **Applications:** Designs and integrates the software that powers airport operations, from flight displays and baggage systems to gate and resource scheduling and bringing digital cohesion to complex logistics.
- **Network & Cybersecurity:** Shields ONT's digital assets from threats with advanced cybersecurity protocols, network defense strategies and compliance enforcement that protects passengers, partners and data.
- **Analytics:** Turns raw data into real-time insights through visualization, modeling and intelligence, fueling smarter decisions and predictive capabilities across all divisions.
- **Project Management Office (PMO):** Drives major capital and IT initiatives across departments, ensuring strategic alignment, budget discipline and on-time delivery for high-impact airport projects.
- **Public Safety & Security Operations:** Coordinates physical security with local and federal law enforcement and ensures every operational threat is met with a plan, not panic.
- **Security & Badging:** Manages airport access control, credentialing and biometric systems in full alignment with TSA regulations. Ensures only the right people, in the right places, at the right time.



## FY26 AREAS OF FOCUS

- Unified Response Readiness: Deepen integration between digital systems and public safety to enable faster, smarter incident response.
- Strategic Hiring: Fully staff IT and public safety departments with top-tier talent to support expanding operations and infrastructure.
- IT & Security Master Plan: Launch Phase 1 of ONT's long-term road map for technology and safety modernization.
- Infrastructure Hygiene: Eliminate legacy gaps and bring outdated systems up to today's standards of reliability and resilience.
- Smart Tech Deployment: Accelerate rollout of CBRS, GIS, VMS, cloud platforms and biometric self-service to improve passenger experience and backend efficiency.
- Policy & Compliance Modernization: Strengthen governance with updated protocols, staff training and risk mitigation strategies to maintain regulatory excellence.

This division is building more than networks and security systems; it's building trust. At ONT, we don't separate innovation from safety; we integrate them and lead with both. In an era defined by disruption and uncertainty, the Information Technology and Public Safety Division keeps us grounded, connected and prepared for anything. FY26 is about scaling smarter, responding faster and protecting what matters most without ever losing momentum. Because at ONT, resilience is not optional. It's engineered.

# COMMUNICATIONS AND MARKETING

## DIVISION OVERVIEW

The Communications and Marketing (MarComm) Division is the unapologetic voice of ONT, a challenger brand built to disrupt the status quo. In a region dominated by gridlock and legacy thinking, we tell ONT's story with swagger, clarity and purpose. We don't just market an airport; we market freedom, convenience and a better way to fly.

Our mission is to elevate ONT as the Inland Empire's airport of choice, using bold, data-driven storytelling and breakthrough strategies that make people stop, think and choose differently. We're not here to play it safe. We're here to connect with our communities, build loyalty with travelers and amplify ONT's impact as a cultural force, economic engine and global gateway.

Working with internal teams and external partners, we power everything from airline route launches to terminal experiences, from social storytelling to civic partnerships. Every campaign, every message, every event is designed to echo the values, grit and spirit of the region we proudly serve.

## INSIDE THE DIVISION

- **MarComm Core:** Leads all brand development, creative strategy, paid media, digital content, internal/external comms and PR.
- **Community Engagement:** Builds lasting relationships with business and civic leaders, DMOs, community groups and event partners. Leads special event execution and stakeholder collaboration to reinforce ONT as a vital community partner.



## FY26 AREAS OF FOCUS

- Data-Driven Marketing: Use advanced analytics and behavioral insights to precisely target audiences, personalize campaigns and drive both aero and non-aero revenue.
- Global Events Readiness: Capitalize on the global spotlight of the 2028 Olympics and FIFA World Cup with aggressive brand expansion and traveler capture strategies.
- Corporate Social Responsibility (CSR): Launch a long-term platform focused on health, education, workforce growth and environmental equity in high-impact communities.
- Inland Empire-Centered Brand Voice: Build an unmistakable brand identity rooted in the region's culture, creativity and hustle using local voices and stories to define ONT's narrative.
- ONT Legacy & Future Visioning: Create a storytelling arc that honors our roots while projecting a bold future tying our military past to our modern role as a gateway to the world.
- Friends of ONT Foundation Growth: Expand impact through scholarships, volunteerism and hyperlocal partnerships aligned with CSR goals.
- Terminal Art Expansion: Turn terminals into canvases that celebrate the Inland Empire identity, spotlight local artists and create immersive moments that make travel unforgettable.
- Innovative Ads & Sponsorships: Pursue edgy brand partnerships, immersive ad formats and sponsorships that turn revenue into relevance.
- Next-Gen Content Strategy: Scale high-impact storytelling across social, email and emerging tech, delivering real-time engagement with travel inspiration and brand trust.
- Radical Accessibility: Build campaigns that reflect the full spectrum of Southern California: multilingual, intergenerational, inclusive and culturally fluent.
- Always Disrupting: Stay on the leading edge by tracking global trends, embracing AI and tech integration, and borrowing brilliance from outside aviation.



We're not just telling the world who we are; we are showing them what's possible. At ONT, marketing isn't an afterthought. It's a weapon. A strategy. A movement. We don't chase trends, we set them. We don't blend in, we break through. And as we look to the future, we're not just building campaigns. We're building belief in this airport, in this region and in the unstoppable force that is the Inland Empire. The world's about to take notice. We'll make damn sure of it.

# OPERATIONS AND MAINTENANCE

## DIVISION OVERVIEW

At ONT, operations and maintenance aren't background functions; they are the front line of reliability, resilience and readiness. The Operations and Maintenance Division is the force behind the scenes that makes 24/7 airport functionality feel effortless. Whether it's managing aircraft movements, maintaining airfield safety or keeping every bolt, beam and barrier in working order, this division ensures the airport performs every hour, every day, without fail.

This team oversees everything from airside and terminal operations to emergency response, facility upkeep, fleet maintenance and the Airport Control Center (ACC). When a challenge arises, they don't wait they move. With precision, urgency and coordination, they protect the flow of people, planes and progress across the airport's complex systems.

## INSIDE THE DIVISION

- **Airside Operations:** Manages aircraft movement, monitors airfield conditions, coordinates with the FAA and ATC and ensures full regulatory compliance, prioritizing safety while minimizing disruption.
- **Terminal Operations:** Keeps terminals running smoothly, manages passenger flow, signage, cleanliness and vendor coordination to deliver an exceptional customer experience.
- **Maintenance:** Oversees preventive and corrective maintenance for roadways, buildings, utilities and mobile equipment, maximizing asset life and reducing costly downtime.
- **Airport Control Center (ACC):** Functions as the nerve center of airport operations, dispatching resources, monitoring real-time activity and facilitating rapid response.
- **Fleet & Asset Management:** Maintains all mobile equipment, ensuring vehicles and machinery operate efficiently to support the full range of airside and landside operations.
- **Emergency & Incident Response:** Leads coordination for all operational incidents, ensuring fast, clear and safe mitigation in partnership with ARFF, airlines and agencies.
- **Safety Management System (SMS):** As mandated by the FAA, this department proactively identifies, assesses and mitigates risks across all operational areas. By embedding safety into every process, SMS ensures a culture of accountability, continuous improvement and regulatory excellence.





- **Environmental:** Leads the airport’s environmental stewardship efforts by monitoring compliance, minimizing environmental impacts and driving initiatives that promote sustainability, resilience and long-term ecological responsibility.

### **FY26 AREAS OF FOCUS**

- **Operational Growth Readiness:** Scale operations and resources to meet rising passenger volume and increased air traffic.
- **Tech-Driven Maintenance:** Integrate digital tools for asset tracking, work order automation and condition monitoring to optimize performance and response time.
- **Customer-First Operations:** Tighten coordination with customer experience teams to ensure that what passengers feel reflects the operational excellence behind the scenes.
- **Resilience & Emergency Response:** Expand training, refine emergency protocols and enhance continuity of operations plans (COOP).
- **Sustainability Integration:** Implement energy-efficient systems, reduce operational waste and explore sustainable materials and technologies in maintenance practices.
- **Workforce Empowerment:** Strengthen recruitment, invest in training and build a culture of cross-functional leadership, safety and technical mastery.

At ONT, we don’t just keep the lights on we keep the entire machine in motion. The Operations and Maintenance Division is where precision meets grit, where planning meets action and where ONT’s promise to passengers becomes reality. We don’t ask for recognition; we earn it every time a plane lands safely, every time a terminal flows without friction and every time we solve a problem before it becomes one. In FY26, we’ll keep pushing forward, faster, smarter and stronger. Because when we operate at our best, everything else takes off.

# REVENUE MANAGEMENT

## DIVISION OVERVIEW

At ONT, revenue isn't just tracked it's engineered. The Revenue Management Division is where bold ideas become real dollars, and traditional thinking gets left at the gate. From concessions and parking to partnerships and airline deals, this team creates and captures value in ways that have disrupted the airport industry and redefined what's possible for an airport.

This division does not wait for opportunity they create it. With six powerhouse units (Concessions, Ground Transportation, Airline Affairs & Properties, Advertising & Partnerships, Customer Experience, and Air Service Development), Revenue Management drives growth across every inch of the airport. The team is relentless about enhancing the traveler experience while maximizing return. The result: a smarter, more profitable ONT that's aligned with the region's evolution and the future of global aviation.



## INSIDE THE DIVISION

- **Concessions:** Curates and manages food, beverage, retail and services across the terminals, turning dwell time into spending time. The team delivers experiences that reflect the community and boost both revenue and loyalty.
- **Ground Transportation:** Oversees ONT's largest non-aeronautical revenue sources: parking, rental cars, TNCs and shuttles. This team uses dynamic pricing, technology-focused solutions and customer-focused planning to turn convenience into conversion, making ONT as profitable on the ground as it is in the air.
- **Airline Affairs & Properties:** Builds and manages lease agreements, fosters strategic airline relationships and leads campus-wide commercial development from terminals and support facilities to land leases and cargo growth. Their work ensures ONT's space is productive, scalable and positioned for long-term yield.
- **Advertising & Partnerships:** Activates digital real estate and brand collaborations that unlock new streams of revenue. From immersive campaigns to co-branded sponsorships and on-site experiential activations, this team turns passenger attention into lasting brand relationships, proving that at ONT, it's not just about monetization, it's about creating meaningful moments that connect, engage and drive long-term value.

- **Customer Experience (CX):** Delivers the programs and amenities that make passengers feel at home and more likely to return. From sensory-friendly zones to live music and moments of surprise and delight, this team shapes the emotional side of ONT. The result? Higher satisfaction, stronger spending and a brand people talk about.
- **Air Service Development:** Secures new routes and strengthens existing ones through data, engagement and strategy. Their work fuels the entire airport ecosystem, bringing more passengers, more spending and more global connectivity. It's not just about landing flights it's about landing growth.

The Revenue Management Division operates like a start-up inside an airport, testing ideas, breaking molds and creating partnerships that other airports haven't dared to try. Their mindset is entrepreneurial, their strategies are data-fueled, and their impact is visible across every revenue stream.

This team doesn't just support ONT's success they scale it. The dollars they generate go straight back into infrastructure, innovation and service delivery, funding the future ONT is building today.

The Revenue Management Division is proof that an airport can think differently, act boldly and turn disruption into dollars. Every partnership inked, every route secured, every sale adds up to something bigger: a stronger, smarter, self-powered ONT. And we're just getting started.









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