

## AVIATION FUND

### Department Description and Mission

The mission of the Houston Airport System (HAS) is to connect the people, businesses, cultures, and economies of the world to Houston.

Our vision is to establish Houston as a five-star global air service gateway where the magic of flight is celebrated.

The core values of HAS are Relationships, Innovation, Service and Excellence (R.I.S.E.).

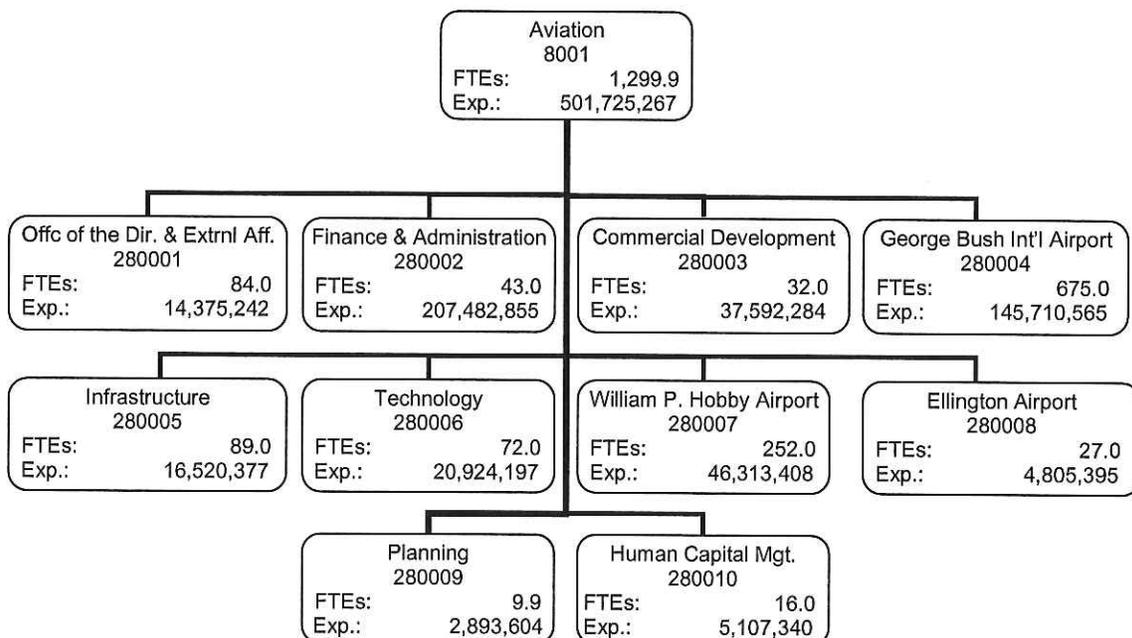
#### Short-Term Goals

- Open Terminal C-North concourse in Spring of 2017.
- Implement a mobile app to provide passengers on-demand information.
- Award and implement IAH Terminal Redevelopment Program (ITRP) front-end contracts.
- Secure tenants for the Houston Aerospace Support Center (HASC) in support of the Houston Spaceport at Ellington Airport (EFD).
- Maintain actual debt service coverage ratio of at least 1.5x. (This is the ratio of revenues available annually for debt service payments over the total debt service payment.)

#### Long-Term Goals

- Expand services to enhance the passenger experience.
- Provide additional gates and enhance passenger experience through the IAH Terminal Redevelopment Program (ITRP).
- Pursue phase I development of the Houston Spaceport.
- Maintain airline cost per enplaned passenger (CPE) within levels that will keep George Bush Intercontinental Airport (IAH) and William P. Hobby Airport (HOU) competitive with peer airports.
- Maintain debt service coverage ratio of at least 1.5x.

### Department Organization



**FISCAL YEAR 2017 BUDGET**

**Fund Summary**

**Fund Name** : HAS-Revenue Fund  
**Business Area** : Houston Airport System  
**Fund No./Bus. Area No.** : 8001 / 2800

	<u>FY2016 Current Budget</u>	<u>FY2016 Estimate</u>	<u>FY2017 Budget</u>
Beginning Fund Balance	0	0	0
Current Revenues	495,283,621	495,283,621	501,725,267
Total Available Resources	<u>495,283,621</u>	<u>495,283,621</u>	<u>501,725,267</u>
Maintenance and Operations	288,813,964	288,813,964	309,687,924
Debt Services	107,607,207	107,607,207	145,556,300
Renewal / Replacement Cap. Exps.	2,705,000	2,705,000	0
System Improvements	96,050,950	96,050,950	46,374,543
Other Interest	106,500	106,500	106,500
Total Expenditures	<u>495,283,621</u>	<u>495,283,621</u>	<u>501,725,267</u>
Planned Ending Fund Balance	<u>0</u>	<u>0</u>	<u>0</u>
Total Budget	<u><u>495,283,621</u></u>	<u><u>495,283,621</u></u>	<u><u>501,725,267</u></u>

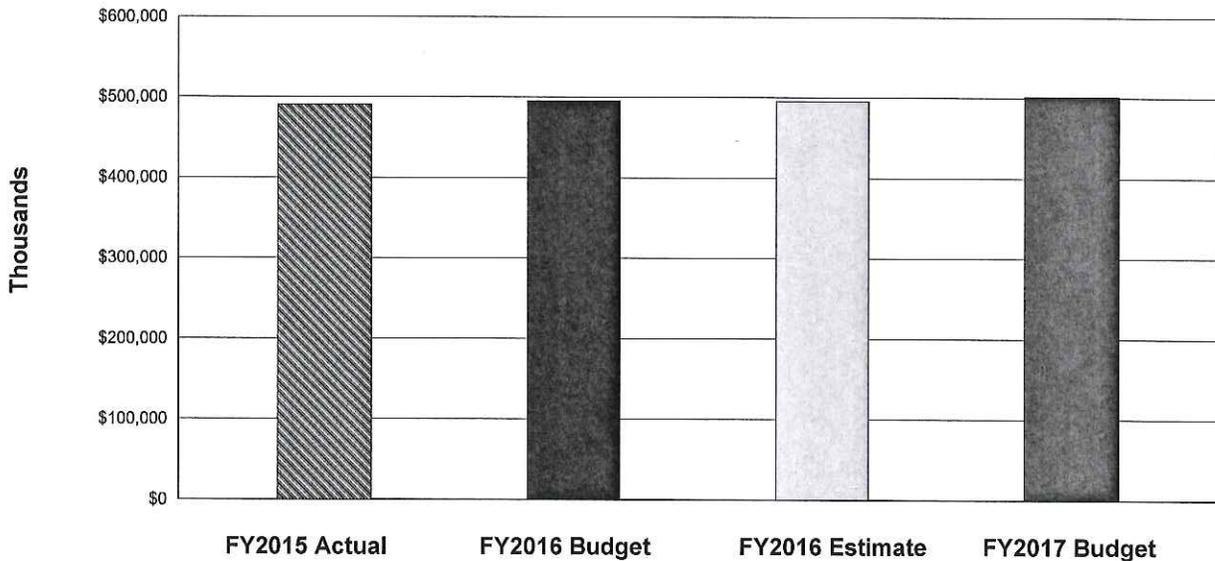


**FISCAL YEAR 2017 BUDGET**

**Business Area Budget Summary**

<b>Fund Name</b> :		<b>HAS-Revenue Fund</b>			
<b>Business Area</b> :		<b>Houston Airport System</b>			
<b>Fund No. /Bus. Area No.</b> :		<b>8001 / 2800</b>			
		<b>FY2015 Actual</b>	<b>FY2016 Current Budget</b>	<b>FY2016 Estimate</b>	<b>FY2017 Budget</b>
Expenditures	Personnel Services	114,946,785	102,553,876	102,553,876	<b>114,613,888</b>
	Supplies	7,933,584	8,809,270	8,809,270	<b>9,562,512</b>
	Other Services and Charges	159,218,429	175,865,231	175,865,231	<b>183,349,234</b>
	Non-Capital Equipment	1,352,183	1,585,587	1,585,587	<b>2,162,290</b>
	Total M & O Expenditures	<u>283,450,981</u>	<u>288,813,964</u>	<u>288,813,964</u>	<u><b>309,687,924</b></u>
	Debt Service & Other Uses	207,159,135	206,469,657	206,469,657	<b>192,037,343</b>
	Total Expenditure	<u>490,610,116</u>	<u>495,283,621</u>	<u>495,283,621</u>	<u><b>501,725,267</b></u>
Revenues		490,648,294	495,283,621	495,283,621	<b>501,725,267</b>
Staffing	Full-Time Equivalents - Civilian	1,221.0	1,227.5	1,227.5	<b>1,299.9</b>
	Full-Time Equivalents - Classified	0.0	0.0	0.0	<b>0.0</b>
	Full-Time Equivalents - Cadets	0.0	0.0	0.0	<b>0.0</b>
	Total	<u>1,221.0</u>	<u>1,227.5</u>	<u>1,227.5</u>	<u><b>1,299.9</b></u>
	Full-Time Equivalents - Overtime	71.8	54.6	54.6	<b>33.8</b>
Significant Budget Changes and Highlights	<ul style="list-style-type: none"> <li>o The FY2017 Budget provides funding for health benefits, pension contribution and municipal employees contractual pay increases.</li> <li>o Increased operating expenses related to the full year impact of operating the international concourse at William P. Hobby Airport (HOU).</li> <li>o Increased operating expenses related to the opening of Ecopark 2 at IAH (which will add over 2,000 covered parking spaces) and the new garage at HOU (which will net an increase of nearly 1,000 new parking spaces along with a location system for individual parking spots).</li> </ul>				

**HAS-Revenue Fund  
Houston Airport System  
Expenditure Summary**



**FISCAL YEAR 2017 BUDGET**

<b>Business Area Performance Measures</b>				
<b>Fund Name : HAS-Revenue Fund</b> <b>Business Area : Houston Airport System</b> <b>Fund No. /Bus. Area No. : 8001 / 2800</b>				
<b>Performance Measures</b>	<b>FY2015 Actual</b>	<b>FY2016 Budget</b>	<b>FY2016 Estimate</b>	<b>FY2017 Budget</b>
Airline Costs per Enplaned Passenger (CPE) for HOU	\$6.44	\$6.64	\$6.54	\$7.02
Airline Costs per Enplaned Passenger (CPE) for IAH	\$10.60	\$10.75	\$10.45	\$10.65
Passengers Clearing Customs and Border Protection within 30 Minutes (HOU)	N/A	80%	95%	90%
Passengers Clearing Customs and Border Protection within 30 Minutes (IAH)	N/A	80%	80%	80%
Passengers Clearing TSA within 12 Minutes (HOU)	N/A	95%	99%	95%
Passengers Clearing TSA within 12 Minutes (IAH)	N/A	95%	95%	95%
Expenditures Adopted Budget vs Actual Utilization	102%	98%	99%	98%
Revenues Adopted Budget vs Actual Utilization	102%	100%	99%	100%

**FISCAL YEAR 2017 BUDGET**

<b>Division Summary</b>							
<b>Fund Name : HAS-Revenue Fund</b>							
<b>Business Area : Houston Airport System</b>							
<b>Fund No. /Bus Area No. : 8001 / 2800</b>							
<b>Division Description</b>	<b>FY2015 Actual</b>		<b>FY2016 Estimate</b>		<b>FY2017 Budget</b>		
	<b>FTEs</b>	<b>Costs \$</b>	<b>FTEs</b>	<b>Costs \$</b>	<b>FTEs</b>	<b>Costs \$</b>	
<b>Office of the Director &amp; External Affairs 280001</b> The Office of the Director consists of the Director's Office, Safety & Emergency Management, Internal Audit, Activation Team, IAH Terminal Redevelopment Program (ITRP), Municipal & Community Affairs, Supply Chain Management, External Affairs, and the Office of Business Opportunity.	85.8	13,862,359	78.0	13,648,485	<b>84.0</b>	<b>14,375,242</b>	
<b>Finance &amp; Administration 280002</b> The Finance and Administration Division consists of Finance & Accounting, Corporate Services and Corporate Strategy. Finance and Administration exists to ensure that Houston Airport System (HAS) generates the financial resources necessary to provide the facilities and services that passengers want.	60.6	236,543,757	34.0	222,271,724	<b>43.0</b>	<b>207,482,855</b>	
<b>Commercial Development 280003</b> The Commercial Development Division plans and directs parking facilities and products, concession programs, real estate, air service development, and marketing to maximize customers choices, experiences, and grow non-airline revenue.	27.0	28,494,958	26.0	30,732,147	<b>32.0</b>	<b>37,592,284</b>	
<b>George Bush Intercontinental Airport 280004</b> The George Bush Intercontinental Airport (IAH) Division ensures the highest level of customer service for all passengers, visitors, tenants, and team members through a safe, secure and efficient operating environment by maintaining strict compliance with federal, state and local government regulations.	632.1	131,395,324	634.0	137,566,040	<b>675.0</b>	<b>145,710,565</b>	
<b>Infrastructure 280005</b> The Infrastructure Division is responsible for planning, designing, constructing, and maintaining all Houston Airport System (HAS) physical infrastructure and corresponding policies, while consistently providing a world-class airside airport. This division constantly monitors all landside facilities, which continue to be developed and maintained to optimize sustainability and life-cycle costs.	76.2	17,441,364	92.0	20,004,110	<b>89.0</b>	<b>16,520,377</b>	
<b>Technology 280006</b> The Technology Division exists to provide technology systems and information desired by travelers and business partners.	60.3	15,464,389	81.0	15,902,555	<b>72.0</b>	<b>20,924,197</b>	

**FISCAL YEAR 2017 BUDGET**

<b>Division Summary</b>							
<b>Fund Name : HAS-Revenue Fund</b> <b>Business Area : Houston Airport System</b> <b>Fund No. /Bus Area No. : 8001 / 2800</b>							
<b>Division Description</b>	<b>FY2015 Actual</b>		<b>FY2016 Estimate</b>		<b>FY2017 Budget</b>		
	<b>FTEs</b>	<b>Costs \$</b>	<b>FTEs</b>	<b>Costs \$</b>	<b>FTEs</b>	<b>Costs \$</b>	
<b>William P. Hobby Airport 280007</b> The William P. Hobby Airport (HOU) Division provides a safe, secure and efficient airport that focuses attention on the needs of its customers, the talent of its employees and the vision of the Aviation Department. HOU's objective is to establish the most efficient and cost effective organization possible within the current economic environment.	232.0	37,766,275	231.5	44,045,951	252.0	46,313,408	
<b>Ellington Airport 280008</b> The Ellington Airport (EFD) Division provides a safe, secure and efficient airport focusing attention on the needs of its customers, the talent of its employees and the vision of the Aviation Department. EFD's objective is to establish the most efficient and cost effective organization possible within the current economic environment. Additionally, EFD is responsible for the development of the Houston Spaceport.	26.4	3,970,423	27.0	4,291,082	27.0	4,805,395	
<b>Planning 280009</b> The Planning Division monitors current and then projects future capital assets needed by the Houston Airport System (HAS) to meet the demands associated with increased passenger and air carrier operational levels.	8.2	1,390,903	10.0	3,023,860	9.9	2,893,604	
<b>Human Capital Management 280010</b> The Human Capital Management Division serves the customer by focusing on HAS most valuable asset - its team members.	12.4	4,280,364	14.0	3,797,667	16.0	5,107,340	
<b>Total</b>	<b>1,221.0</b>	<b>490,610,116</b>	<b>1,227.5</b>	<b>495,283,621</b>	<b>1,299.9</b>	<b>501,725,267</b>	

**FISCAL YEAR 2017 BUDGET**

**Business Area Revenues Summary**

**Fund Name** : HAS-Revenue Fund  
**Business Area** : Houston Airport System  
**Fund No./Bus. Area No.** : 8001 / 2800

<b>Category</b>	<b>FY2015 Actual</b>	<b>FY2016 Current Budget</b>	<b>FY2016 Estimate</b>	<b>FY2017 Budget</b>
Intergovernmental	3,998	0	0	0
Charges for Services	475,495,994	485,724,815	485,724,815	<b>494,977,871</b>
Other Fines and Forfeits	96	48	48	0
Interest	6,014,494	6,950,000	6,950,000	<b>6,450,000</b>
Miscellaneous/Other	8,308,808	1,763,102	1,763,102	<b>297,396</b>
Other Resources	824,904	845,656	845,656	0
<b>Grand Total Revenues</b>	<b><u>490,648,294</u></b>	<b><u>495,283,621</u></b>	<b><u>495,283,621</u></b>	<b><u>501,725,267</u></b>