

## Property Tax Update

Tax Rate Proposed in Budget = 43.28 Cents  
**Revised Proposed Tax Rate = 42.09 Cents**

- ☐ Revised rate reflects the rollback tax calculation and the following values:
  - \$80.2 billion taxable value – 4.9% increase
  - \$2.9 billion new value
- ☐ Generates \$644,000 of additional revenue
- ☐ Current tax rate is 40.12 cents

2

## Other Budget Updates

- ☐ Austin Energy Transfer
  - 59 days of temperatures in excess of 100 degrees (record of 69 days set in 1925)
  - higher than anticipated AE revenue results in \$1 million increase in General Fund transfer
  - 9.1% transfer rate maintained per Council policy
- ☐ Enterprise Rate Proposals
  - delay proposed 60 cent transmission rider 1 year
  - reduced increase to Solid Waste Service rates
  - will impact departments' respective fund balances and may require larger increases in future years

3

## Budget Recommendation

**Total FY 2010 Projected Revenue Increase:  
\$1.6 Million**

- ☐ Restore Service Incentive Pay
- ☐ No furlough for employees earning < \$40,000
- ☐ Reevaluate furlough after 6 months for employees earning > \$40,000
- ☐ Continue Hiring Review Process
- ☐ Set Tax Rate at 42.09
  - down from initial projection of 43.28

4

## Today's Agenda

- ❑ Department Budget Presentations
  - Austin Energy
  - Austin Water Utility
  - Solid Waste Services/Code Compliance
  - Aviation
  - Convention Center/ACVB
  - 
  - Public Works
  - Austin Transportation Department
  - Watershed Protection
  - Economic Growth and Redevelopment Services
- ❑ Council Comments and Questions

5

## Next Steps

### Budget Adoption Schedule

|             |                                       |
|-------------|---------------------------------------|
| August 20   | 2 <sup>nd</sup> Budget Public Hearing |
| August 26   | Budget Presentations: (If Needed)     |
| August 27   | 3 <sup>rd</sup> Budget Public Hearing |
| Sept. 14-16 | Budget Approval Readings              |

### Tax Rate Adoption Schedule

|           |   |
|-----------|---|
| August 27 | Set Maximum Tax Rate                    |
| Sept. 14  | 1 <sup>st</sup> Tax Rate Public Hearing |
| Sept. 24  | 2 <sup>nd</sup> Tax Rate Public Hearing |
| Oct. 1    | Adoption of Tax Rate                    |

6





# Austin Energy

**Deliver Clean, Affordable, Reliable Energy and  
Excellent Customer Service**

**FY 2010 Proposed Budget**

**Roger Duncan, General Manager**



## Budget Facts



(In Millions)

|              | FY 2009<br>Amended | FY 2010<br>Proposed | Difference |        |
|--------------|--------------------|---------------------|------------|--------|
| Revenue      | \$1,319.7          | \$1,249.5           | \$ (70.2)  | (5.3)% |
| Expenditures | \$1,413.9          | \$1,311.4           | \$ (102.5) | (7.3)% |
| FTEs         | 1,718.75           | 1,721.75            | 3.00       | 0.2 %  |

- 9<sup>th</sup> largest public power electric utility in U.S.
- Over \$3.6 billion assets
- Over \$1.0 billion annual revenue
- 437.06 square mile service territory
  - City of Austin and parts of Travis & Williamson Counties
- Electric provider for 400,000+ customers
- 1,721.75 full time employees



Austin Energy - 2



## FY 2009 Accomplishments



- #1 in green power sales in U.S. for 7<sup>th</sup> consecutive year
- 327,000 automated meters installed
- Named as one of top 6 U.S. utilities in Smart Grid development
- Storm Center on-line for outage tracking
- Austin Smart Energy - Public Participation
- Energized new Justin Lane Substation
- Solar rebates and U.S. tax credits stimulate solar adoption
- Workforce development
  - Austin Community College new certification programs - Renewable Energy & Utility Lineman



Austin Energy - 3



## FY 2010 Budget Highlights



### Proposed Budget \$1,311.4M

#### OPERATING

- \$1.2 billion revenue
  - Service area sales - 87%
  - No base electric rate increase, last increase in 1994
- \$100 million General Fund Transfer maintains 9.1% rate
  - Updated revenue estimate increases transfer \$1 million
- \$44 million to establish Revenue Bond Retirement Reserve

#### CAPITAL

- \$1.1 billion 5-year plan
- \$306M Spending Plan in FY 2010
- Projects for power supply, reliability and customer service
  - Sand Hill Energy Center peaking capacity (100 MW)
  - Power plant improvements
  - Transmission and distribution
  - Customer Information System
  - System Control Center



# Revenue



2010 Revenue **\$1,247.5 M**

Excludes Transfers In **\$2.0 M**

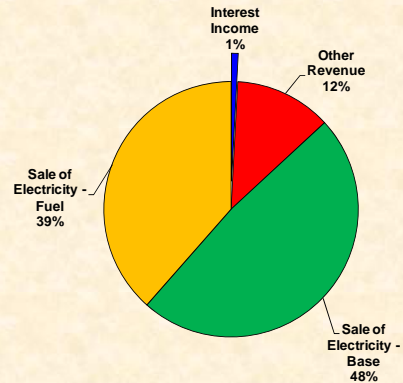
- Electric revenue (non-fuel)

- No rate increase, last increase in 1994
- Weak economy drives usage down & slows growth
- Base revenue \$12M lower

- Other Revenue

- Transmission
- Wholesale energy sales
- District cooling
- Infrastructure rental

- Interest Income



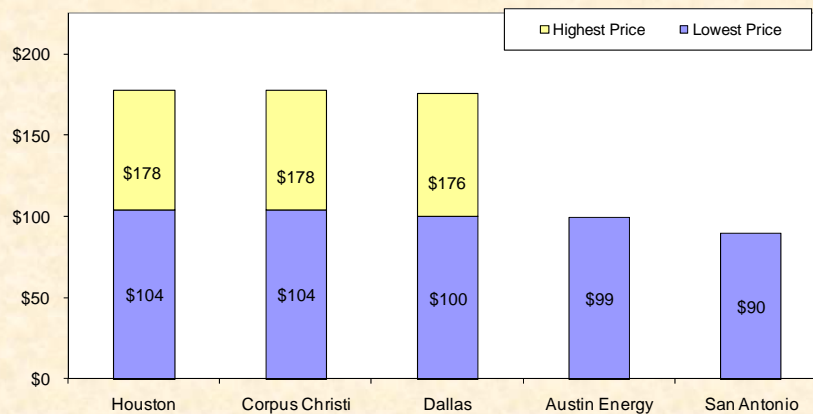
Austin Energy - 5



# Electric Bills in Major Texas Cities



Residential Electric Bills - June 2009 Using 1,000 kWh



Austin Energy - 6



## Transmission Rider



- Ongoing Texas transmission build-out cost
  - Includes Competitive Renewable Energy Zones (CREZ \$5+ billion)
  - Allocated per State law by Public Utility Commission of Texas (PUCT) to all utilities in Electric Reliability Council of Texas (ERCOT) region
  - Allocated based on utility's peak load as % of ERCOT's peak load
- AE's Transmission Rider
  - AE's transmission expense for use of Texas grid is \$64M in FY 2010, expected to double in 5 years
  - Proposed cost recovery method (no profit) to recover growth in AE's portion of Texas transmission cost
  - FY 2010 average monthly residential bill impact of 60 cents
  - Revising proposal due to extraordinary economic conditions
  - Recommendation - postpone to FY 2011

Austin Energy - 7



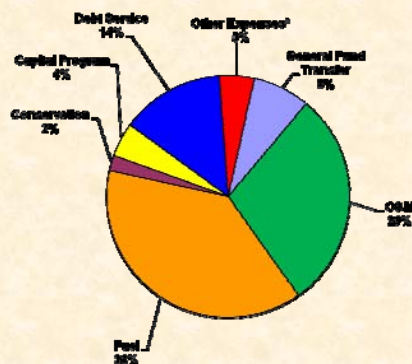
## Requirements



### 2010 Requirements

\$1,311.4 M

- Operating
  - Fuel
  - Non-fuel
- Capital improvements (CIP)
  - Debt service
  - CIP transfer
- General Fund Transfer
- Revenue Bond Retirement Reserve (one time)

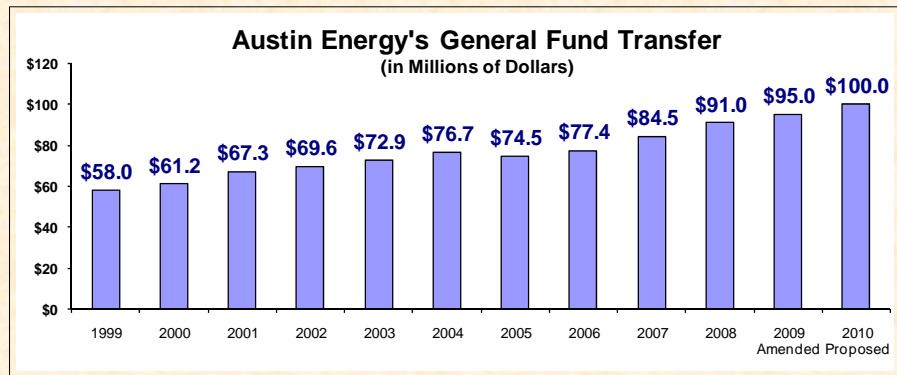


\* Other expenses: Workers compensation, Liability Reserve, Administrative Support, Trunk Radio, Accrued Payroll, Revenue Bond Retirement Reserve

Austin Energy - 8



# General Fund Transfer



- Transfer rate of 9.1% since 1999, except 8.9% in 2002
- Transfer % of Gross Revenue
  - 3 year average of 2 prior year's actual & current year estimate
  - Public power's most commonly used transfer method
- Updated revenue estimate increases transfer \$1 million

Austin Energy - 9



# FY 2010 Budget Reductions



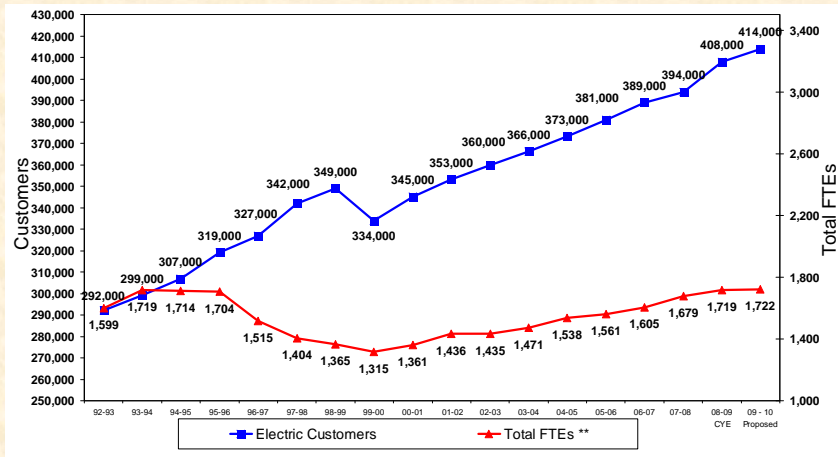
## Requirements \$102.5M below FY 2009 Amended

|   |           |
|---|-----------|
| <b>Personnel</b>                                      |           |
| - No new FTEs (3 transfers in from other city depts.) | \$ 3.0M   |
| - City-wide initiatives                               | \$ 870k   |
| - Personnel vacancy savings                           | \$ 300k   |
| - Overtime/Callback                                   |           |
| <b>Contractual</b>                                    |           |
| - Power plant fuel                                    | \$ 35.0M  |
| - Engineering and consulting services                 | \$ 2.2M   |
| - Temporary services contract for Customer Care       | \$ 1.7M   |
| - Meter reading services                              | \$ 1.6M   |
| - Vehicle fuel  | \$ 700k   |
| - Advertising expense                                 | \$ 450k   |
| <b>Transfers</b>                                      |           |
| - Transfer to Capital Improvements Program            | \$ 110.0M |
| - Transfer to Debt Service                            | \$ 15.0M  |
| - Transfer to Repair and Replacement                  | \$ 5.0M   |

Austin Energy - 10



## FTEs versus Customer Growth



\* 2000 restatement of customers during billing system conversion.

\*\* FTE count history adjusted for Utility Customer Service Office & Environmental/Conservation Services now consolidated with Austin Energy.

Austin Energy - 11



## Capital Spending Plan



### 5 Year Plan - \$1.1 Billion

- Distribution improvements \$339.2M
- Transmission improvements \$118.5M
- Fayette Power Project Scrubbers
  - \$54.8M in Plan - Total cost \$188.7M – Complete by 2011
- Sand Hill Energy Center
  - 100 MW peaking capacity \$20.7M in Plan - Total cost \$75.3M
  - Build-out Combined Cycle Gas Turbine \$200.0M (FY 2012-2014)
- Relocate System Control Center
  - \$60.8M in Plan - Total cost \$82.5M - Complete mid-year 2011
- Customer Information System replacement
  - \$28.1M in Plan - Total cost \$35.9M – Complete mid-year 2011
  - Multi-department project



Austin Energy - 12



## Challenges



- Economy – slower growth in load and revenue
- National energy legislation and impact on cost structure
- Austin Smart Energy - Generation Resource Plan
  - Fuel Switching – fossil to renewable
  - Water resources
  - Carbon
- Business Model with Distributed Generation (August 26 presentation)
- Electric (non-fuel) rate increase in 5 year forecast
- Smart Grid development including Pecan Street Project
- Texas Nodal market and ongoing transmission grid build-out cost
- Volatile fuel/energy prices
- Capital intensive industry
- Industry workforce issues (Retirements, retention, recruiting)

Austin Energy - 13



## Best Managed City



- Austin Energy will be a national leader
  - Energy Efficiency and Green Building
  - Renewable Energy
  - Climate Protection
  - Smart Grid Development including Pecan Street Project
  - Energy Services Delivery International Organization of Standards (ISO 9000) Certification
- Austin Smart Energy - Public Participation
- Replace Customer Information Billing System
- Strong safety focus
- Utility workforce development programs
- General Fund Transfer

Austin Energy - 14





# Austin Water Utility

## FY 2010 Proposed Budget

**Greg Meszaros, Director**



## Major Accomplishments - 2009

- Austin Clean Water Program Completion
- National Recognition for drinking water quality and wastewater effluent quality
- Sustainability Programs
  - Water Conservation
  - Climate Protection
  - Hornsby Bend Facility & Green Stimulus Funding



AWU - 2



## Budget Highlights

(\$ in Millions)

|                        | Amended<br>Budget<br><u>2008-09</u> | Proposed<br>Budget<br><u>2009-10</u> |
|------------------------|-------------------------------------|--------------------------------------|
| Revenues/Transfers-In  | \$405.4                             | \$422.8                              |
| Combined Rate Increase | 7.0%                                | 4.5%                                 |
| <br>Total Requirements | <br>\$412.3                         | <br>\$435.7                          |
| Full Time Positions    | 1,056.6                             | 1,070.1                              |



AWU - 3



## 2010 Budget Process

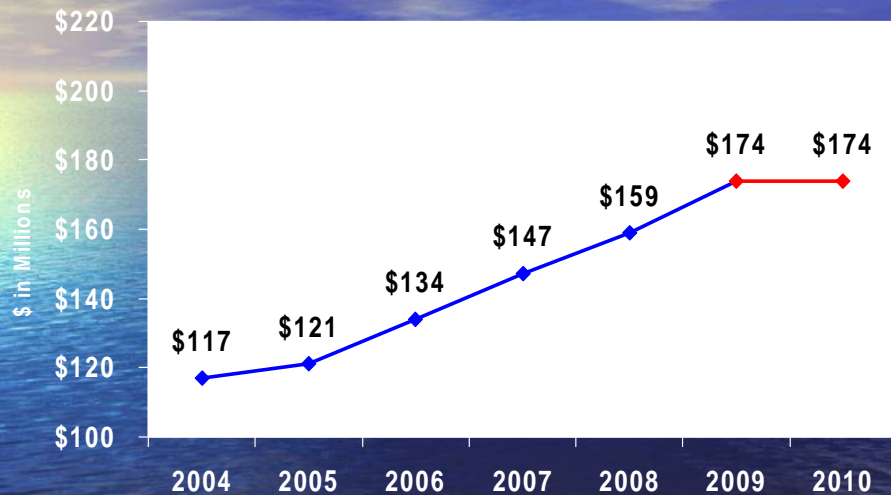
- O&M target development
  - Set FY 2010 non-personnel cost budget targets at FY 2008 actual spending levels
  - Emphasis on facilitating employee based process improvement and cost reduction initiatives
    - Adoption of Toyota Corporation based "Lean" program
    - Employee driven energy reduction initiatives
    - City Manager's Dollar & Sense Program
- Results
  - FY 2010 O&M budget submittal only \$0.1 million more than FY 2009 O&M budget



AWU - 4



## Historical Operating Requirements



AWU - 5



## LEAN - Webberville Inventory Reduction



### Results

- Inventory reduction savings - \$284,526
- Reduction of number of weeks of supply on top 91 part numbers from 20 to 8.6 weeks

### Additional Benefits

- Sales from excess galvanized and copper fittings \$1,760
- Freed up 24 stock locations

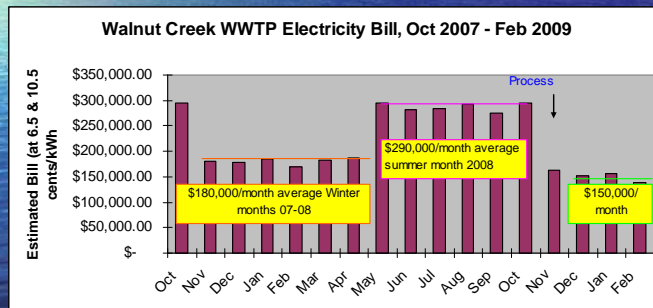


AWU - 6



# Energy Improvements to Walnut Creek Wastewater Treatment Plant

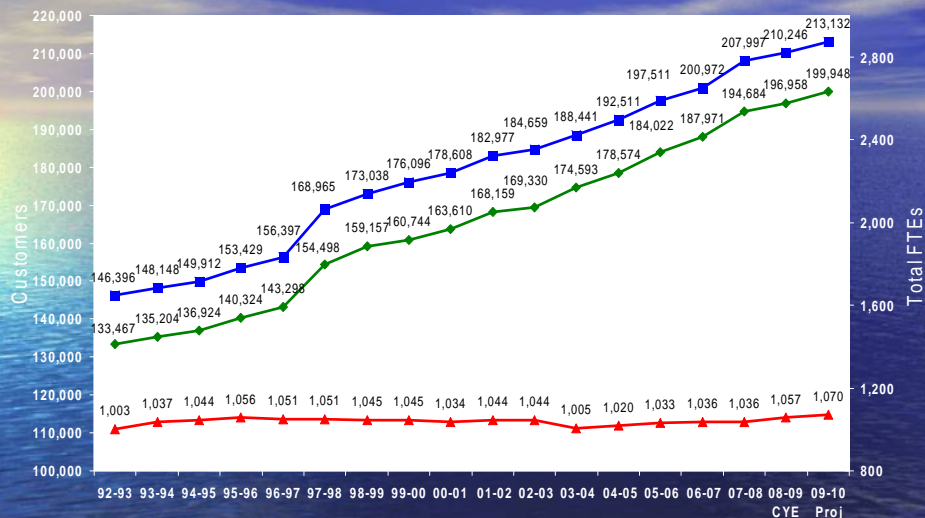
- Modified Treatment Process
  - Created partial anoxic zone
  - Allowed for one blower to be minimized
  - Monthly electrical savings of \$30,000 per month



AWU - 7



# FTEs Versus Customer Growth



AWU - 8



## Proposed Fees and Charges

- 4.5% Combined Utility rate increase
  - 5.7% Water rate increase
  - 3.3% Wastewater rate increase
  - \$3.78 monthly bill increase from \$63.57 to \$67.35
  - Reflects residential customer that uses 8,500 gallons of water and 5,000 gallons of wastewater.
- Monthly charge waiver for low-income customers
- 2.5% Inflationary adjustment to most fees and charges
- Implementing 2008 Cost of Service Rate Study



AWU - 9



## Comparison of Monthly Residential Bills

(Water 8,500 Gallons & Wastewater 5,000 Gallons)



AWU - 10



## CIP Spending Plan: Major Projects

- \$1.4 Billion Capital Spending Plan over 5 Years
- Water Projects
  - \$423M WTP4 and associated Transmission Mains
  - \$90M South I-35 Program
  - \$80M Priority Water System Rehabilitation
  - \$59M Davis Water Treatment Plant Upgrades
  - \$29M Water Reclamation Projects
- Wastewater Projects
  - \$134M Wastewater Treatment Plant Upgrades
  - \$71M Downtown Tunnel
  - \$45M South I-35 Program



AWU - 11



## Cost of Service Rate Study

- Purpose:
  - Transparent process to improve methods of determining fair and defensible rates
- Process followed:
  - Hired consultant & residential customer advocate
  - Established Public Involvement Committee
  - Documented Study with extensive website:
    - <http://www.ci.austin.tx.us/water/costofservice.htm>
  - Final report to be issued



AWU - 12



## Significant Cost of Service Changes

| Rate Design and Customer Class Issues | Previous Method | Revised Method        |
|---------------------------------------|-----------------|-----------------------|
| Block rates for residential water     | 4 Blocks        | 5 Blocks              |
| Subsidies for low-income customers    | No subsidies    | Waive customer charge |
| Residential subsidies                 | Subsidized      | Transition to COS     |
| Industrial (large-volume) class       | Aggregated      | Disaggregated         |



AWU - 13



## Major Challenges

- Significant CIP spending
  - WTP4 construction
  - Aging infrastructure rehabilitation
  - Growth in system
- Debt Management
  - Additional debt issuances to fund capital spending
  - Credit market volatility
- Rate increases in future
  - Additional moderate rate increases over next 5 years
  - Revenue volatility with enhanced conservation rate structure
  - Water Sales Revenue impact due to increased reclaimed water usage



AWU - 14



## Best Managed City Initiatives

- Drinking Water Quality & Wastewater Effluent Quality
  - Partnership for Safe Water Leadership
  - Award winning performance for wastewater quality
- Sustainability Programs
  - Water Conservation
  - Climate Protection & Energy Conservation
  - Hornsby Bend Biosolids Facility
- Asset Management Practices
  - Example: ACWP & national leader in sanitary sewer overflow control programs
- Continuous Improvement Programs



AWU - 15



## Austin Water Utility Proposed FY 2010 Budget

Questions?



AWU - 16





# Fiscal Year 2009-10 Proposed Budget

## Solid Waste Services/ Code Compliance

Robert Goode, P E  
Assistant City Manager

August 19, 2009

Proposed Budget FY 2009 - 10



# Solid Waste Services



August 19, 2009

Proposed Budget FY 2009 - 10

SWS-2



## FY09 Major Accomplishments

- ▶ Council approval of Austin's Zero Waste Strategic Plan
- ▶ Exceeded the FY 2009 Single Stream recycling tonnage
- ▶ Restructured Brush, Bulk and Street Cleaning routes to absorb over 6,500 new customers
- ▶ Modified Solid Waste routes to improve efficiency and reduce the carbon footprint

August 19, 2009

Proposed Budget FY 2009 - 10

SWS-3



## Operational Challenges

- ▶ Zero Waste Implementation - *90 percent reduction in per capita solid waste disposal sent to landfills by 2040*
  - ▶ City Departments - waste stream analysis
  - ▶ Commercial/Multi-family Recycling Ordinance Revision
- ▶ Integrated Waste Management Master Plan
  - ▶ Provide specific guidelines and funding mechanisms to achieve Zero Waste
  - ▶ Seeking public input to develop the scope framework
- ▶ Single Stream Recycling Contract
- ▶ Materials Recovery Facility
- ▶ Reorganization

August 19, 2009

Proposed Budget FY 2009 - 10

SWS-4



## Budget Highlights

### Operating Highlights

- ▶ No new FTEs included in FY 2010 proposed budget
- ▶ FM 812 Landfill closure and post-closure care
- ▶ Code Enforcement Program restructured as a separate Code Compliance Department with a transfer of funds from SWS

August 19, 2009

Proposed Budget FY 2009 - 10

SWS-5



## Budget Highlights

### Capital Highlights

- ▶ \$5.8 M for the purchase of capital equipment
- ▶ \$7.7 M for the consulting/design phase of a single stream recycling facility
  - ▶ Ownership/partnership method still to be determined

August 19, 2009

Proposed Budget FY 2009 - 10

SWS-6



## Budget Reductions

### Reductions

- ▶ FY 2009 operating expenses projected to decrease by 4% due to cost saving efforts:
  - ▶ Freezing Vacancies
  - ▶ Delaying computer upgrade purchases
- ▶ FY10 total requirements projected to decrease by not filling 10 vacant FTE positions, a cost savings of \$533,000

August 19, 2009

Proposed Budget FY 2009 - 10

SWS-7



## Budget Facts

(Millions)

|              | FY 2009<br>Amended | FY 2010<br>Proposed | Difference |         |
|--------------|--------------------|---------------------|------------|---------|
| Revenue      | \$66.0             | \$66.5              | \$0.5      | 0.8%    |
| Transfers In | \$0.8              | \$0.0               | (\$0.8)    | (100%)  |
| Expenditures | \$66.6             | \$66.1              | (\$0.5)    | (0.8%)  |
| # of FTEs    | 463                | 398                 | (65)       | (14.0%) |

▶ Projected Reserves: \$5.9 million....30-day Reserve Requirement for FY 2010: \$4.8 million

August 19, 2009

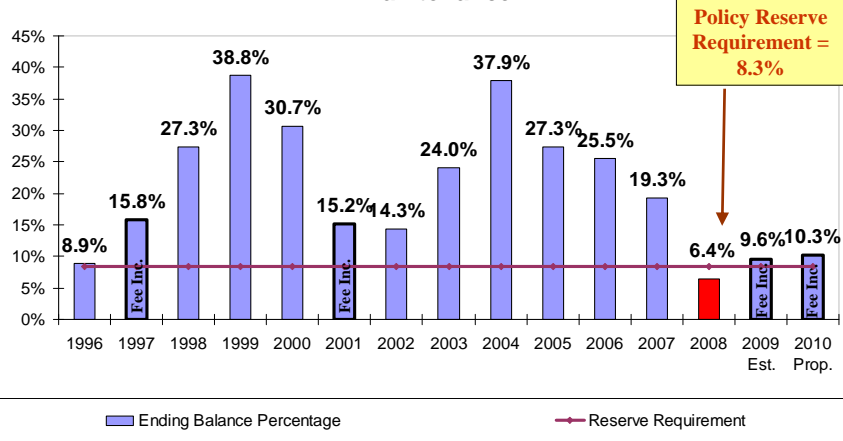
Proposed Budget FY 2009 - 10

SWS-8



## Historical Ending Balances

Ending Balance as a Percent of Operations and Maintenance



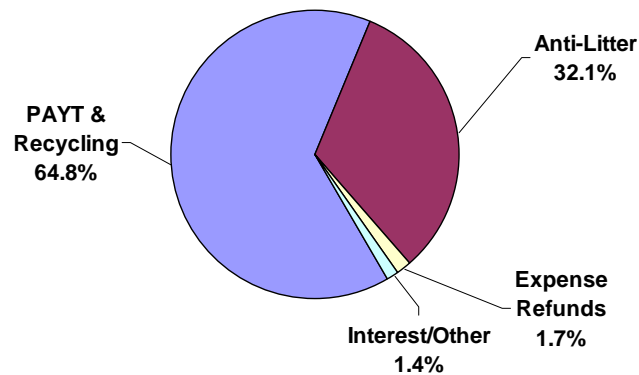
August 19, 2009

Proposed Budget FY 2009 - 10

SWS-9



## Sources of Funds



August 19, 2009

Proposed Budget FY 2009 - 10

SWS-10



# Code Compliance



August 19, 2009

Proposed Budget FY 2009 - 10

SWS-11



## Accomplishments and Challenges

### ► Major Accomplishments

- National award for Neighborhood Assistance Program
- Utilized as an example of best practices at national conferences

### ► Challenges

- International Property Maintenance Code Adoption
- Residential Rental Registration Program

August 19, 2009

Proposed Budget FY 2009 - 10

SWS-12



## Code Compliance – Budget Facts

(Millions)

|                   | FY 2009<br>Amended* | FY 2010<br>Proposed |
|-------------------|---------------------|---------------------|
| Beginning Balance | \$0.0               | \$0.0               |
| Revenue           | \$0.9               | \$0.7               |
| Transfers In      | \$6.3               | \$6.8               |
| Expenditures      | \$7.2               | \$7.5               |
| Ending Balance    | \$0.0               | \$0.0               |
| # of FTEs         | 63                  | 63                  |

\*Presented for comparison purposes only.  
Figures are within SWS FY09 Amended Budget

August 19, 2009

Proposed Budget FY 2009 - 10

SWS-13



## Best Managed City Initiatives

### Solid Waste

- ▶ Integrated Waste Management Master Plan
- ▶ Create an IT/Communications Management
- ▶ Neighborhood Assistance Program

### Code Compliance

- ▶ Proactive Community Education and Outreach
- ▶ Volunteers In Code Enforcement

August 19, 2009

Proposed Budget FY 2009 - 10

SWS-14



# Solid Waste Services

## Proposed Rates

August 19, 2009

Proposed Budget FY 2009 - 10

SWS-15



## Original Budget Submittal

| Residential                 | FY 09<br>Approved Rate | FY 10<br>Proposed Rate | Monthly<br>Increase |
|-----------------------------|------------------------|------------------------|---------------------|
| <b>Base Charge</b>          | <b>\$8.75</b>          | <b>\$9.10</b>          | <b>\$0.35 (4%)</b>  |
| <b>30 Gallon Cart (16%)</b> | <b>\$4.75</b>          | <b>\$4.75</b>          | <b>\$0.00</b>       |
| <b>60 Gallon Cart (64%)</b> | <b>\$10.00</b>         | <b>\$10.00</b>         | <b>\$0.00</b>       |
| <b>90 Gallon Cart (20%)</b> | <b>\$16.50</b>         | <b>\$18.20</b>         | <b>\$1.70 (10%)</b> |
| <b>Anti-Litter Fee</b>      | <b>\$5.00</b>          | <b>\$5.20</b>          | <b>\$0.20 (4%)</b>  |

August 19, 2009

Proposed Budget FY 2009 - 10

SWS-16



## Recommended Rates

| Residential                 | FY 09<br>Approved Rate | FY 10<br>Proposed Rate | Monthly<br>Increase |
|-----------------------------|------------------------|------------------------|---------------------|
| <b>Base Charge</b>          | <b>\$8.75</b>          | <b>\$8.75</b>          | <b>\$0.00</b>       |
| <b>30 Gallon Cart (16%)</b> | <b>\$4.75</b>          | <b>\$4.75</b>          | <b>\$0.00</b>       |
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| <b>Anti-Litter Fee</b>      | <b>\$5.00</b>          | <b>\$5.00</b>          | <b>\$0.00</b>       |

August 19, 2009

Proposed Budget FY 2009 - 10

SWS-17



## Department of Aviation



### FY 2010 Proposed Operating Budget

*Austin-Bergstrom International Airport*

## AIRPORT FUND SUMMARY

(in millions)

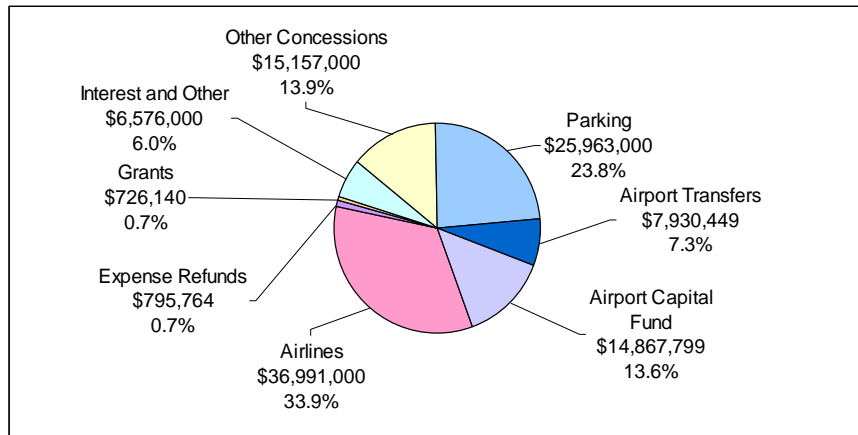
|                              | FY 2009<br>Budget | FY 2010<br>Proposed | Variance   | %           |
|------------------------------|-------------------|---------------------|------------|-------------|
| Revenue                      | \$ 83.9           | \$ 84.7             | \$0.8      | 1.0%        |
| Requirements                 | <u>76.8</u>       | <u>79.7</u>         | <u>2.9</u> | <u>3.7%</u> |
| Net Transfer to Capital Fund | \$ 7.1            | \$ 5.0              | \$ (2.1)   | (29.5)%     |

*Austin-Bergstrom International Airport*



## Sources of Funds

Includes operating revenue, grant reimbursements and expense refunds

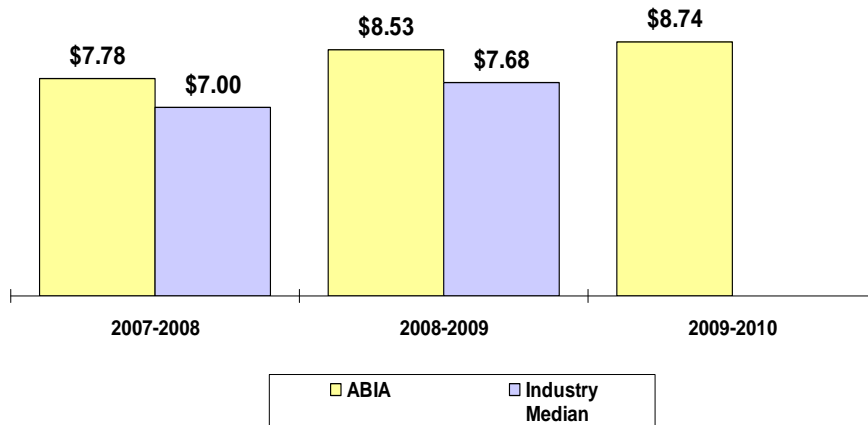


## Enplanements (000s)

|                      |       |
|----------------------|-------|
| ◆ FY 2006            | 4,142 |
| ◆ FY 2007            | 4,473 |
| ◆ FY 2008            | 4,672 |
| ◆ FY 2009 Estimate   | 4,111 |
| ◆ FY 2010 Projection | 4,234 |

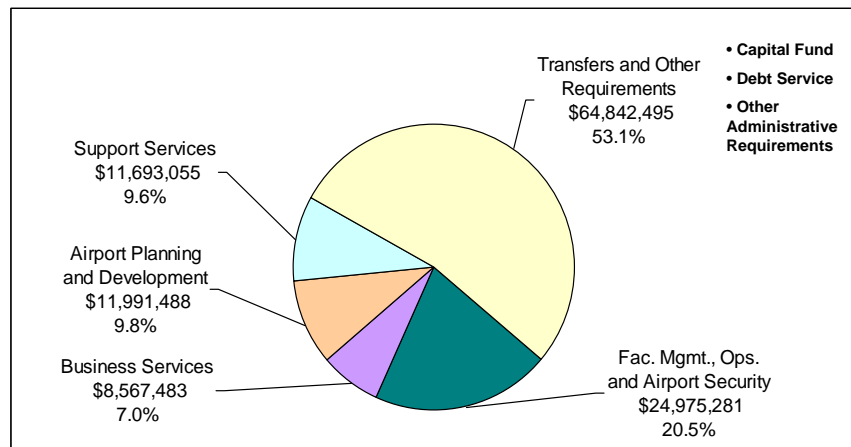


## Airline Cost per Enplaned Passenger



## Uses of Funds

Includes operating requirements, debt service, other requirements and the transfer to the capital fund





## FY2010 Budget Reductions

|                                    |                |
|------------------------------------|----------------|
| Corporate Reductions               | \$ 489,588     |
| Elimination of 6 vacant positions  | 403,307        |
| Transfer of one position to Police | 39,547         |
| Warehouse facilities rent          | 200,000        |
| Capital items                      | 202,220        |
| Parking costs                      | 242,000        |
| Fuel costs                         | <u>205,283</u> |
| Total Reductions                   | \$ 1,781,945   |



## Positions Eliminated

|                                     | <u>FTEs</u> | <u>Total</u>  |
|-------------------------------------|-------------|---------------|
| Building and Grounds Assistant      | 1           | \$ 35,866     |
| Heavy Equipment Operator Lead       | 1           | 55,519        |
| Heavy Equipment Operator II         | 2           | 94,030        |
| Project Manager                     | 1           | 108,946       |
| Airport Business Enterprise         | 1           | 108,946       |
| Administrative Assistant – transfer | 1           | <u>39,547</u> |
| Total savings                       |             | \$ 442,854    |



## ***FY 2010 Capital Projects***

- ◆ ABIA Capital Improvements \$ 27.0 mil
  - Includes \$7 mil anticipated Federal Grant funding
- ◆ Landside Improvements
- ◆ Terminal upgrades
- ◆ Noise Mitigation
- ◆ Airside Improvements
- ◆ Stormwater/Environmental



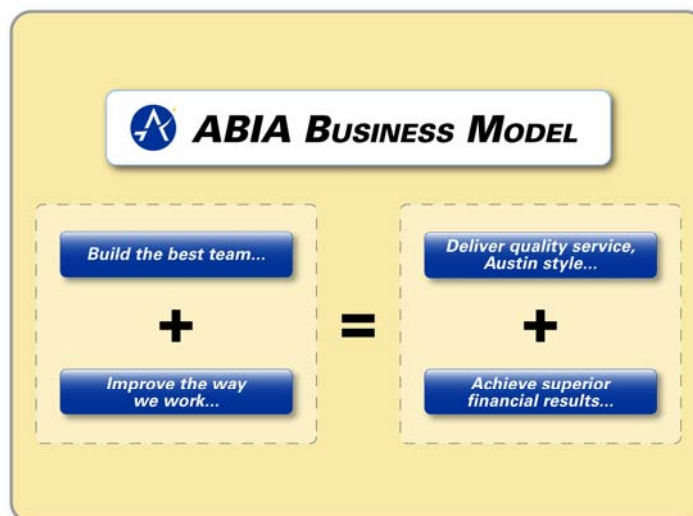
## **Major Challenges**

- ◆ Demand for air travel
  - Fewer passengers
- ◆ Supply of airline capacity
  - Airlines eliminating flights
- ◆ Debt service



## Best Managed City Initiatives

- ◆ ABIA Business Model
- ◆ Airport Service Quality Survey
- ◆ Airport Service Quality Certification



**ASQ Survey** is the world's leading airport customer satisfaction benchmark program with over 130 airports in more than 45 countries surveying their passengers monthly.



- Optimize investments and initiatives
- Monitor business partners performance
- Exchange best practice with other airports
- Assess performance of our management
- Marketing our airport

- Management Summary
- Core Report
- ASQ Data Center
- Prioritization Analysis
- Key Driver Report



**ASQ Assured** is an airport service quality certification model that helps airports manage service quality by recognizing the initiatives and processes in place. Participating airports go through a custom-designed audit process to assess their commitment to service quality.



- ASQ Assured defines best practice
- ASQ Assured provides an industry benchmark
- ASQ Assured facilitates year-on-year improvement
- ASQ Assured provides an independent industry 'seal of approval'
- ASQ Assured is a user-friendly, performance-focused certification process

