YOUR GATEWAY TO
the World
YOUR CONNECTION TO
Community

Austin-Bergstrom International Airport
At AUS, we’re celebrating our 20th anniversary of connecting Austin to the world and growing with a community recognized as an iconic cultural destination across the globe.

This past year — my first in taking the helm as CEO — has seen major milestones, from the opening of our new 9 gate expansion to announcements of new nonstop and transatlantic flights.

While 2019 was a banner year for AUS, as I write this, we find ourselves in the midst of a global pandemic. This unprecedented event has tested our strength and resolve as an organization, but has also shown me just how strong and resilient our AUS team is. Right now, they’re working around the clock to care for our passengers, reunite families, and get Austinites home safe and sound. In addition, AUS is continuing to receive vital cargo. Our team has shown up in a way that has impressed me beyond anything I’ve seen in my career. Our AUS employees truly are my heroes.

This moment also has me reflecting on how AUS reflects the community we serve. Since the airport opened in 1999, it has mirrored Austin itself through food, music, art, and more. Through the COVID-19 crisis, I’ve seen just how creative, caring and resourceful Austin, Texas is.

This current moment also shows that behind every new announcement, every step to ensure health and safety, every moment that provides comfort, respite and care for our passengers, are the people who come to work every day to serve the Austin public and welcome travelers from afar. And it’s my honor to serve with them.

Safe travels,

Jacqueline Yaft
Chief Executive Officer
a sense of place

It’s been a 20-year journey of growth, exploration, and connection.

Throughout all the changes, one thing has remained constant: the feeling that when you land at AUS that you’ve arrived at a destination like no other. We’re an extension of the diverse and talented city we call home. We celebrate diversity and the creative arts. We lead by example in our environmental and sustainability efforts. We bond over tacos, BBQ, and the work of local artists. We strive to be a good neighbor and partner to our surrounding community.

THE VIEW FROM 36,000 FEET

17.3 million passengers (2019)

9.6% growth over 2018

31st busiest airport in the nation (up three spots since 2017)

$7.8 billion economic impact to the Austin area

5 new carriers and 4 new destinations
2019 was our 20th anniversary and also our busiest year ever.

We saw a 9.6% increase in traffic over the previous year, and a 21% increase in international travel. In all, we welcomed over 17.3 million passengers travelling through our airport in 2019. Austin is known as a high-growth, creative community fueled by a booming tech sector. As AUS expanded its gates and added enhanced customer service features, airlines invested in the airport as well, with exciting new destinations and increased nonstop frequency, making AUS YOUR GATEWAY TO THE WORLD.

INTERNATIONAL
Expanding International Destinations
- Lufthansa began nonstop flights to Frankfurt Germany in 2019.
- Norwegian* announced seasonal direct flights to Paris for 2020.
- KLM*, a Delta partner, announced three flights a week to Amsterdam for 2020.
- WestJet, a Delta partner, began AUS-Calgary flights in 2019.

* Both Norwegian and KLM consequently postponed new service due to COVID-19.

DOMESTIC
Delta named Austin a “Focus City,” opening a new Sky Club with an outdoor deck, as part of the airport’s new 9 gate expansion. Delta renewed investments in core domestic hubs, with a special emphasis on high growth areas with strong tech centers, like Austin.

American announced three new nonstop flights to enhance service for their Oneworld customers, who enjoy a higher level of service and smooth connections to more than 1,000 destinations around the globe.

Runner-up for Best U.S. Airports
Wall Street Journal

Runner-up for Best Airport in the U.S.
Fodor’s Travel Awards 2019

Best Large Airports Nominee
Conde Nast Traveler

Top Ten Best U.S. Large Airports
J.D. Power’s 2019 North American Airport Satisfaction Study

Mousumi
I’m a frequent traveler and [AUS] is one of my favorite airports as it highlights the beauty of our city and community by keeping the restaurants and stores local.
APRIL 11, 2019
Our 9 Gate Expansion is Fully Operational

At 5:20 a.m., on February 19, 2019, a Delta flight from Austin to Atlanta was the first to depart from AUS’s new 9 gate expansion.

February 19 also happens to be Barbara Jordan’s birthday. The 9 gate expansion increased terminal capacity to 15 million. The Barbara Jordan Terminal welcomed over 17 million passengers in 2019.

The $378 million dollar expansion project allows passengers to shop, dine, and relax on their journeys. The end product is a tribute to the ingenuity and collaborative spirit of AUS employees and local stakeholders.

BY THE NUMBERS:

- 9 new gates, increasing total number of gates to 34.
- Nearly 175,000 square feet and includes:
  - 88,359 square feet of concourse space
  - 28,205 square feet of mezzanine and platform level space
  - 5,770 square feet of outdoor east terrace.
  - 52,282 square feet of apron level space for baggage makeup conveyors, additional inbound baggage systems, airline operations space, airport support space, and other related ancillary facilities
- If stood on end, the terminal would be taller than the Frost Tower in downtown Austin.

MEETING LEED GOLD CERTIFICATION

LEED (Leadership in Energy and Environmental Design) is an initiative of the US Green Building Council. Meeting LEED building standards can result in massive cost savings for maintenance over time, while also providing significant environmental benefits. Among the terminal expansion’s sustainable features includes in-door water saving devices and strategic use of natural lighting to reduce energy usage.
2019 was a year of planning, investing in our leadership pipeline, and stepping up our role as a leader and connector in the Austin community.

A VISION FOR OUR FUTURE

Led by CEO Jacqueline Yaft, the AUS Executive Team came together in 2019 to chart a new vision, mission, and strategic priorities to guide the airport for the next 3 to 5 years. Facilitated by the airport’s new Strategic Planning Division, ideas from 180 employees for enhancing the AUS experience laid the foundation for our strategic plan. Four employee Focus Teams worked toward setting goals for investing in people, owning our AUS experience, growing the business, and investing in infrastructure. Those Focus Teams are now continuing their work and helping outline recovery efforts for COVID-19 that align with AUS strategic goals.

LEADERSHIP DEVELOPMENT

AUS is committed to leadership development and opportunities for advancement for all our team members. Thirty-one professionals from the Department of Aviation participated in the Mentoring on the Fly Program, guiding 77 participants in career development and networking.

YOUTH MENTORING

Years ago, Del Valle ISD schools primarily served the families of Bergstrom Air Force Base. While the community has changed, our connection has not. AUS team members actively volunteer as mentors, collect and donate school supplies, lead backpack drives, and participate in “Adopt-A-Family” programs during the winter holidays.

HONOR FLIGHTS

In 2019 AUS celebrated its 65th Honor Flight trip with World War II, Korean War and Vietnam War veterans going on a trip of a lifetime visiting the memorials honoring their service in Washington, D.C. This program is at no cost to the veterans and has been supported by the airport since 2012.

COMMUNITY ENGAGEMENT

From appreciating our employees and customers, to outreach to veterans, neighborhoods, and participating in Austin cultural events, the following are just some of the events we sponsored and participated in:

- National Customer Appreciation Day
- Halloween Employee Costume Contest
- Cookies with Santa
- City Olympics
- Veterans Day Parade
- Red, White & You Veterans Job Fair
- Keep Austin Fed
- Urban Music Festival
- Steiner Ranch Trunk or Treat
- Veterans Day Parade
- Veterans Day Parade
- Keep Austin Fed
100% Powered by Renewable Energy

AUS is continually striving to reduce our environmental impact by leading in the use of renewable energy, alternative fuel technologies, environmental design, innovation and public education.

Austin is one of the most livable cities in the country, known for its rivers, greenspaces, trails and its commitment to environmental protection.

REDUCING RELIANCE ON FOSSIL FUELS
AUS is proud to participate in the City of Austin’s GreenChoice Program. Administered by Austin Energy, GreenChoice utilizes alternative energy sources such as West Texas wind turbines, and in the course of a year removes the same amount of carbon from the air as 6 million trees.

REDUCING RELIANCE ON DIESEL
AUS continues to focus on carbon reduction. By adding 33 new alternative fuel vehicles to our fleet in 2019 we are moving closer to our goal of carbon neutrality.

REDUCING WASTE
We achieved a waste diversion rate of 38%, preventing thousands of tons of waste from ending up in our landfills. This was in part a result of our airplane waste sorting program collecting organic material from airport restaurants, and consumer outreach efforts, including the “pour it out” receptacles.

The Environmental Affairs Division leads the Aviation Department in the areas of water quality, resource conservation, carbon reduction goals, energy efficiency, climate resiliency, and sustainable design.

ADDITIONAL HIGHLIGHTS ON OUR GREEN EFFORTS:
• Negotiated a Community Solar project at AUS
• Negotiated a Renewable Natural Gas contract with Clean Energy to support AUS shuttle bus fleet.
• AUS is a founding member of The Good Traveler Program which provides an easy solution for passengers to offset the carbon emissions from travel.

Austin-Bergstrom International Airport AVIATION SUSTAINABILITY REPORT 15
Uniquely Austin: Celebrating Arts, Music, Food & Culture

“While walking through Austin-Bergstrom International Airport to my departure gate, I found myself in Moore’s Crossing Gallery.

As I pulled my suitcase and thought about which coffee kiosk I would stop at, I noticed I was surrounded by art. Beautiful art. I looked to my left and saw a stunning oil painting of the Earth and for the first time in a long time, I paused.”

— Bridgitte Jackson-Buckley
Medium.com, April 21, 2019

“A Place To Call Home,” a new mural by Austin artist Rakhee Jain Desai, welcomes international passengers to Austin. Desai gathered collaborators from Austin immigrant communities to contribute to the mural, thus it depicts a cumulative vision of finding home, belonging and assimilation in Austin.

Joyce
Exhibiting art in the Zilker Gallery at [AUS] was a tremendous opportunity. The prestige of exhibiting at the airport has helped to validate my artwork in the eyes of my clientele, acquaintances, friends and family.

NOVEMBER 12, 2019
Austin is where the famed Armadillo World Headquarters once stood... where the longest running music series in television history, Austin City Limits, is produced... where SXSW draws music fans from around the world.

In February 2019, AUS launched a new partnership to showcase local sounds and musicians — from curbside to the concourse. The overhead music now playing throughout the Barbara Jordan Terminal is a live-streamed playlist of all Austin artists, hand-selected by local public radio station KUTX 98.9 FM.

AUS is proud to celebrate and support Austin musicians. As local public radio station KUTX reported, “even people who don’t like music, and who’ve never been here, equate the city with a vibrant scene.” We help keep that scene alive, so grab a taco, grab a beer, and enjoy the show.

WHAT’S SHAKIN’

1,327 live music performances last year
1,603,602 tacos
71,798 pounds (35.9 tons) of brisket
28,281 Lammes Candies
48,810 Austin and Texas themed stickers
12,107 guitar picks
1,200 pounds of cheese
2,000 bottles of Texas wines at Vino Volo
489 kegs of Real Ale Axis IPA
3,000 bottles of Tito’s Vodka

The airport also held its grand opening of the new Asleep at the Wheel main stage at the newly renovated Saxon Pub in the “Heart of Austin.” The stage was redesigned for improved acoustics and sound quality, with a larger footprint and a bandstand for passengers to sit and listen to local musicians rock out.
EXPERIENCE NEW AND UPDATED CONCESSIONS

AUS developed and administered an improved in-terminal concessions program. This included the implementation and construction of new concessions throughout the existing terminal and 9 gate expansion. In all, more than 30 concessions were either opened or remodeled during the year, allowing for a broader range of consumer choices and an enhanced passenger experience.

24 Diner
Amy’s Ice Creams
Briggo Coffee Haus #2
Café Medici
East Side Pies
Flyrite Chicken
Hat Creek Burger Co.
Haymaker
Hut’s Hamburgers
Jo’s Coffee
Jugo
Parkside
Salvation Pizza
Saxon Pub
Starbucks
Vino Volo Wine Lounge & Restaurant
Austin Chronicle
Brighton Collectibles
CNBC
CVS Pharmacy Kiosk
Earl Campbell’s Taco Truck
EJE Duty Free
Hammer Made
High Brew Coffee Kiosk
InMotion
James Avery Artisan Jewelry
The Scoreboard
Toy Joy & Yummi Joy
XpresSpa
Z Café

Z Café is represented by local independent restaurateur Iris Ren, whose new café located before Security Checkpoint 2 focuses on Asian and healthy foods for travelers on the go. Ren brought in local interior designer Kasey McCarty, whose work includes Violent Crown Cinema on Second Street.
We’re a $7.8 Billion Contributor to the Austin Economy

AUS experienced a 10th record-breaking year in a row, helping support more than 74,000 jobs.

WE ARE 100% SELF-SUSTAINING

The revenue we generate covers operating expenses and funds future improvements. But while 2019 hit new heights, 2020 has presented new challenges with the COVID-19 crisis. Like any economic enterprise, AUS is thoroughly reviewing expenses and operations to ensure long-term sustainability and success.

#1 Best Place to Live
US News & World Report, April 2019

#1 Best U.S. City for Starting a Business
Inc. (January 2020)

#2 Best Economy of 30 Largest Cities
Business Insider (August 2019)
Infrastructure Improvements and Building Maintenance

AUS oversaw over $132 million in construction for more than 117 new, expansion, and renovation projects in 2019.

SAFETY & COMMUNICATION:
- The Sign Shop identified and installed 132 confined space entry signs for all locations on airport property where entry needed to be restricted and safety protocols for confined spaces are enforced. The team focused their designs on materials that were easy to see, weather resistant, durable, and flexible for various kinds of entry.
- 82% completion rate of maintenance requests.
- Zero finding of any maintenance discrepancy during the 2019 annual FAA 139 Airfield Inspection Field Maintenance.

ADDITIONAL PARKING AND SHUTTLING:
- The South Terminal parking has added 1,000 additional parking spaces.
- Surface parking lots were all resurfaced in just a 5-month period.
- In December 2019, we successfully transferred to the new Skidata Parking Revenue Control System.
- Tram service transported 376,320 passengers to the ride share and taxi pick up location, reducing curbside congestion.

WE LOVE DOGS
The Pet Relief Area is a new addition to AUS new terminal expansion. Members of our Facilities team did extensive research to ensure the safety of all pets when using the proper chemicals to keep the area clean, safe and healthy.
Guest Services and Security

AUS has maintained an incredibly secure airport with a 100% RESPONSE RATE for all security calls while maintaining a minimal wait time for its travelers.

We end where we began, with the comfort and safety of the people we serve front and center. From answering customer questions, to minimizing wait times, to ensuring seamless travel from gates, through TSA or CBP (Customs and Border Protection), AUS employees work across departments as a team to ensure a safe, enjoyable and stress-free experience for all.

SECURITY:
• 100% Security On-Time Response Rate
• Zero TSA-imposed fines against AUS
• 5-7 minute average wait times at security checkpoints (5-7 minutes is the lowest default setting on the monitoring software)
• 6,000+ badged airport employees, voluntary enrollment in continuous background checks of badged employees
• 8,337 made their way to lost and found in 2019.

 SECURITY:

• Established strong, collaborative relationship between Guest Services and Customs and Border Protection, allowing us to increase the number of customer interactions in the international arrival area.
• Added three new customer engagement initiatives to the Guest Service Program.
• Improved our Community Outreach and Education efforts by increasing AUS presence at six new Austin area events.

GUEST SERVICES:

• Established strong, collaborative relationship between Guest Services and Customs and Border Protection, allowing us to increase the number of customer interactions in the international arrival area.
• Added three new customer engagement initiatives to the Guest Service Program.
• Improved our Community Outreach and Education efforts by increasing AUS presence at six new Austin area events.

Hank
We really enjoy the airport. I also wanted to let you know, that the overall cleanliness of the airport, and the employees positive attitude when we have questions or need help have been on point. Thank you so much to everyone for always making our experience top notch!

OCTOBER 19, 2019
### PERFORMANCE MEASURES: CUSTOMER AND COMMUNITY VALUE

<table>
<thead>
<tr>
<th>EXTERNAL CUSTOMERS</th>
<th>UNIT COMMENT</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall Customer Satisfaction with the Airport</td>
<td>Ratings</td>
<td>4.37/49%</td>
<td>4.36/49%</td>
<td>4.36/48%</td>
<td>4.34/47%</td>
<td>4.30/45%</td>
</tr>
<tr>
<td>Cleanliness of the terminal</td>
<td>Ratings</td>
<td>4.43/55%</td>
<td>4.43/55%</td>
<td>4.40/53%</td>
<td>4.33/50%</td>
<td>4.32/49%</td>
</tr>
<tr>
<td>Cleanliness of the restrooms</td>
<td>Ratings</td>
<td>4.25/47%</td>
<td>4.18/45%</td>
<td>4.25/47%</td>
<td>4.14/46%</td>
<td>4.11/40%</td>
</tr>
<tr>
<td>Helpfulness of the staff</td>
<td>Ratings</td>
<td>4.41/54%</td>
<td>4.43/55%</td>
<td>4.45/59%</td>
<td>4.41/57%</td>
<td>4.44/58%</td>
</tr>
<tr>
<td>Courtesy of Security Staff</td>
<td>Ratings</td>
<td>4.22/49%</td>
<td>4.25/52%</td>
<td>4.31/55%</td>
<td>4.27/53%</td>
<td>4.34/57%</td>
</tr>
<tr>
<td>MBE/WBE purchases</td>
<td>Under $5000</td>
<td>12.90%</td>
<td>10.87%</td>
<td>6.32%</td>
<td>10.78%</td>
<td>3.92%</td>
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<tr>
<td>Total purchases</td>
<td>Dollars</td>
<td>$200,129.00</td>
<td>$155,214.00</td>
<td>$136,230.00</td>
<td>$108,266.00</td>
<td>$84,659.00</td>
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<tr>
<td>Passenger Flights</td>
<td>Number</td>
<td>1,131,109</td>
<td>1,116,412</td>
<td>1,132,427</td>
<td>1,137,077</td>
<td>1,138,819</td>
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<tr>
<td>Direct Flights</td>
<td>Number</td>
<td>154,438</td>
<td>144,413</td>
<td>153,750</td>
<td>164,807</td>
<td>n/a</td>
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<tr>
<td>Non-stop Domestic Destinations</td>
<td>Number</td>
<td>192,010</td>
<td>186,749</td>
<td>190,081</td>
<td>183,919</td>
<td>175,392</td>
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<tr>
<td>Average Seats per Flight</td>
<td>Number</td>
<td>129</td>
<td>134</td>
<td>148</td>
<td>161</td>
<td>150</td>
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<tr>
<td>Total Annual Seats</td>
<td>Number</td>
<td>14,199,134</td>
<td>14,910,326</td>
<td>16,764,668</td>
<td>19,304,149</td>
<td>20,793,637</td>
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<tr>
<td>Total Passengers</td>
<td>Number</td>
<td>11,897,959</td>
<td>12,436,849</td>
<td>13,889,305</td>
<td>15,819,912</td>
<td>17,343,729</td>
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### INTERNAL CUSTOMERS

<table>
<thead>
<tr>
<th>UNIT COMMENT</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Dept. of Aviation FTE's</td>
<td>Number</td>
<td>379</td>
<td>415</td>
<td>456</td>
<td>469</td>
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<tr>
<td>Injuries</td>
<td>0.29</td>
<td>0.34</td>
<td>1.52</td>
<td>1.68</td>
<td>4.02</td>
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<tr>
<td>Lost Time Injury Rate</td>
<td>Number</td>
<td>67</td>
<td>70</td>
<td>70</td>
<td>77</td>
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<tr>
<td>Injuries reportable</td>
<td>Number</td>
<td>27</td>
<td>30</td>
<td>27</td>
<td>19</td>
</tr>
<tr>
<td>Injuries with medical</td>
<td>Number</td>
<td>19</td>
<td>25</td>
<td>30</td>
<td>38</td>
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<tr>
<td>Injuries with no medical</td>
<td>Number</td>
<td>38</td>
<td>43</td>
<td>48</td>
<td>59</td>
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<tr>
<td>Sick Hours Utilized</td>
<td>Number</td>
<td>28.54</td>
<td>29.73</td>
<td>28.40</td>
<td>25.87</td>
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<tr>
<td>Training hours per FTE</td>
<td>Number</td>
<td>16</td>
<td>16</td>
<td>16</td>
<td>16</td>
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<tr>
<td>Diversity</td>
<td>Dept. of Aviation employees only</td>
<td>67% to 33%</td>
<td>67% to 33%</td>
<td>67% to 33%</td>
<td>68% to 32%</td>
</tr>
<tr>
<td>Male to Female</td>
<td>Percent</td>
<td>42.00</td>
<td>42.00</td>
<td>39.00</td>
<td>37.00</td>
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<tr>
<td>Hispanic</td>
<td>Percent</td>
<td>28.00</td>
<td>28.00</td>
<td>27.00</td>
<td>30.00</td>
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<tr>
<td>Black</td>
<td>Percent</td>
<td>25.00</td>
<td>24.00</td>
<td>24.00</td>
<td>25.00</td>
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<tr>
<td>Asian</td>
<td>Percent</td>
<td>4.00</td>
<td>5.00</td>
<td>4.00</td>
<td>5.00</td>
</tr>
<tr>
<td>Other</td>
<td>Percent</td>
<td>1.00</td>
<td>1.00</td>
<td>6.00</td>
<td>3.00</td>
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<tr>
<td>Employee Turnover Rate</td>
<td>Percent</td>
<td>5.63%</td>
<td>8.20%</td>
<td>2.60%</td>
<td>3.17%</td>
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### PERFORMANCE MEASURES: OPERATIONAL EXCELLENCE

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<thead>
<tr>
<th>OPERATIONS</th>
<th>UNIT COMMENT</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
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</thead>
<tbody>
<tr>
<td>Annual Aircraft Operations</td>
<td>Number</td>
<td>190,081</td>
<td>192,010</td>
<td>197,962</td>
<td>210,080</td>
<td>209,726</td>
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<tr>
<td>FOD - Pounds removed from Apron</td>
<td>Pounds</td>
<td>1,088</td>
<td>1,076</td>
<td>5,119</td>
<td>4,609</td>
<td>7,410</td>
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<tr>
<td>Wildlife/Bird Strikes</td>
<td>Number</td>
<td>89</td>
<td>116</td>
<td>85</td>
<td>153</td>
<td>175</td>
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<tr>
<td>Deficiencies noted during daily 139 inspections</td>
<td>Number</td>
<td>692</td>
<td>799</td>
<td>1126</td>
<td>1277</td>
<td>1295</td>
</tr>
<tr>
<td>Deficiencies noted during annual 139 inspections</td>
<td>Number</td>
<td>3</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>AOA Warnings issued</td>
<td>Number</td>
<td>3</td>
<td>4</td>
<td>1</td>
<td>5</td>
<td>1</td>
</tr>
<tr>
<td>Security Responses with Established time</td>
<td>Percent</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>Security Violations Issued</td>
<td>Number</td>
<td>71</td>
<td>58</td>
<td>43</td>
<td>65</td>
<td>60</td>
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<tr>
<td>Average wait times at security checkpoints</td>
<td>Minutes</td>
<td>16</td>
<td>16</td>
<td>8</td>
<td>7</td>
<td>7</td>
</tr>
<tr>
<td>Average week day, excluding holidays and special events</td>
<td>Minutes</td>
<td>16</td>
<td>16</td>
<td>8</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td>Number of ARFF Responses</td>
<td>Number</td>
<td>948</td>
<td>937</td>
<td>1,073</td>
<td>1,433</td>
<td>1,599</td>
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<tr>
<td>Average time of repairs - from call to completion</td>
<td>Number</td>
<td>40</td>
<td>37</td>
<td>35</td>
<td>71</td>
<td>26</td>
</tr>
<tr>
<td>EPAX per gate utilized</td>
<td>Number</td>
<td>231,695</td>
<td>247,219</td>
<td>269,164</td>
<td>309,592</td>
<td>264,519</td>
</tr>
<tr>
<td>Enplanements - Change over Prior Period</td>
<td>Percent</td>
<td>7.00%</td>
<td>8.88%</td>
<td>15.02%</td>
<td>9.36%</td>
<td>9.36%</td>
</tr>
<tr>
<td>Tuns per gate - Gate Utilization</td>
<td>Number</td>
<td>3.64</td>
<td>3.64</td>
<td>6.75</td>
<td>7.46</td>
<td>6.10</td>
</tr>
<tr>
<td>Average week day, excluding holidays and special events</td>
<td>Minutes</td>
<td>12</td>
<td>16</td>
<td>8</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td>Passenger Boarding Bridge</td>
<td>Dollars</td>
<td>$327,286</td>
<td>$358,750</td>
<td>$434,153</td>
<td>$608,059</td>
<td>$659,711</td>
</tr>
<tr>
<td>Airfield Lighting</td>
<td>Number Replaced</td>
<td>663</td>
<td>541</td>
<td>846</td>
<td>744</td>
<td>784</td>
</tr>
<tr>
<td>People moving systems</td>
<td>Percent</td>
<td>99.51%</td>
<td>99.99%</td>
<td>99.96%</td>
<td>98.48%</td>
<td>92.38%</td>
</tr>
<tr>
<td>BHS Conveying system</td>
<td>Percent</td>
<td>98.02%</td>
<td>97.88%</td>
<td>97.89%</td>
<td>99.96%</td>
<td>99.96%</td>
</tr>
<tr>
<td>PM Costs compared to Total Maint. Costs</td>
<td>Percent</td>
<td>68.42%</td>
<td>68.24%</td>
<td>68.00%</td>
<td>63.00%</td>
<td>63.00%</td>
</tr>
<tr>
<td>Ratio of Productive hours to Labor Hours</td>
<td>Percent</td>
<td>96.00%</td>
<td>97.00%</td>
<td>97.00%</td>
<td>97.00%</td>
<td>97.00%</td>
</tr>
<tr>
<td>PM's performed on fleet vehicles</td>
<td>Number</td>
<td>304</td>
<td>675</td>
<td>862</td>
<td>1,153</td>
<td>1,111</td>
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<tr>
<td>Cost per parking space</td>
<td>Dollars</td>
<td>$608.75</td>
<td>$553.28</td>
<td>$608.75</td>
<td>$563.68</td>
<td>$641.00</td>
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<tr>
<td>Cost per covered space</td>
<td>Dollars</td>
<td>$546.06</td>
<td>$557.73</td>
<td>$546.06</td>
<td>$563.25</td>
<td>$678.00</td>
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<tr>
<td>Cost per space with busing or cover</td>
<td>Dollars</td>
<td>$737.46</td>
<td>$400.11</td>
<td>$386.33</td>
<td>$0.00</td>
<td>$0.00</td>
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### PERFORMANCE MEASURES: ECONOMIC SUSTAINABILITY

<table>
<thead>
<tr>
<th>FINANCIAL</th>
<th>UNIT COMMENT</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
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<tbody>
<tr>
<td>Passenger Airline Cost per Enplanement</td>
<td>Dollar</td>
<td>$8.12</td>
<td>$8.38</td>
<td>$8.85</td>
<td>$9.03</td>
<td>$8.88</td>
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<tr>
<td>Expenses (cost) per enplaned passenger</td>
<td>Dollar</td>
<td>$13.84</td>
<td>$14.28</td>
<td>$15.29</td>
<td>$15.26</td>
<td>$15.57</td>
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<td>Credit Rating</td>
<td>Grade</td>
<td>A</td>
<td>A</td>
<td>A</td>
<td>A</td>
<td>A</td>
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<tr>
<td>Revenue per Enplanement</td>
<td>Dollar</td>
<td>$20.71</td>
<td>$21.97</td>
<td>$22.19</td>
<td>$21.61</td>
<td>$21.30</td>
</tr>
<tr>
<td>Total Non-airline revenue</td>
<td>Dollar</td>
<td>$67,464,904.00</td>
<td>$77,910,370.00</td>
<td>$83,397,943.66</td>
<td>$89,505,253.00</td>
<td>$95,494,545.00</td>
</tr>
<tr>
<td>Non-airline revenue per passenger</td>
<td>Dollar</td>
<td>$5.83</td>
<td>$6.31</td>
<td>$6.22</td>
<td>$5.79</td>
<td>$5.65</td>
</tr>
<tr>
<td>Non-airline revenue to airline ratio</td>
<td>Percent</td>
<td>56%</td>
<td>57%</td>
<td>56%</td>
<td>54%</td>
<td>53%</td>
</tr>
<tr>
<td>Parking revenue per enplaned passenger</td>
<td>Dollar</td>
<td>$6.32</td>
<td>$6.37</td>
<td>$6.02</td>
<td>$5.12</td>
<td>$4.79</td>
</tr>
<tr>
<td>Concession Revenue to Airport</td>
<td>Dollar</td>
<td>$11,251,382.00</td>
<td>$12,535,831.00</td>
<td>$14,030,464.00</td>
<td>$18,912,147.00</td>
<td>$21,130,021.00</td>
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<tr>
<td>Concession Gross Sales per Square Foot</td>
<td>Dollar</td>
<td>$1,642.90</td>
<td>$1,870.90</td>
<td>$2,051.34</td>
<td>$2,197.35</td>
<td>$2,168.61</td>
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<tr>
<td>Security Cost</td>
<td>Dollar</td>
<td>$10,289,764.00</td>
<td>$11,022,085.00</td>
<td>$12,415,126.00</td>
<td>$14,446,673.00</td>
<td>$12,267,401.00</td>
</tr>
<tr>
<td>Security cost (percent of Total costs)</td>
<td>Percent</td>
<td>12.83%</td>
<td>12.49%</td>
<td>12.07%</td>
<td>9.69%</td>
<td>9.31%</td>
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<tr>
<td>ARFF Cost</td>
<td>Dollar</td>
<td>$5,170,512.00</td>
<td>$5,449,061.00</td>
<td>$6,088,573.00</td>
<td>$6,369,897.00</td>
<td>$6,565,042.00</td>
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<tr>
<td>ARFF cost (percent of Total)</td>
<td>Percent</td>
<td>6.45%</td>
<td>6.17%</td>
<td>5.92%</td>
<td>5.39%</td>
<td>4.98%</td>
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<tr>
<td>ARFF Cost per Operation</td>
<td>Dollar</td>
<td>$27.20</td>
<td>$26.38</td>
<td>$30.76</td>
<td>$30.62</td>
<td>$32.30</td>
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<tr>
<td>ARFF Salary and Benefits Cost</td>
<td>Dollar</td>
<td>$4,660,446.98</td>
<td>$4,967,849.43</td>
<td>$5,445,044.46</td>
<td>$5,502,508.68</td>
<td>$5,618,845.41</td>
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<tr>
<td>Personal Expenses</td>
<td>Dollar</td>
<td>$3,622,967.12</td>
<td>$3,821,579.00</td>
<td>$3,934,482.00</td>
<td>$4,252,318.00</td>
<td>$4,832,557.00</td>
</tr>
<tr>
<td>Repair and Maintenance Cost</td>
<td>Dollar</td>
<td>$2,508,049.00</td>
<td>$2,745,255.00</td>
<td>$3,471,043.00</td>
<td>$3,760,797.00</td>
<td>$4,535,096.00</td>
</tr>
<tr>
<td>Total operating revenue</td>
<td>Dollar</td>
<td>$119,968,617.00</td>
<td>$135,764,968.00</td>
<td>$149,332,691.00</td>
<td>$167,283,587.00</td>
<td>$180,289,514.00</td>
</tr>
<tr>
<td>Total Parking and Ground Trans. Revenue</td>
<td>Dollar</td>
<td>$37,429,108.00</td>
<td>$40,322,190.00</td>
<td>$42,406,020.00</td>
<td>$45,528,724.98</td>
<td>$47,648,157.10</td>
</tr>
<tr>
<td>Off airport</td>
<td>Dollar</td>
<td>$1,739,436.00</td>
<td>$1,777,881.30</td>
<td>$2,113,974.23</td>
<td>$2,459,389.19</td>
<td>$2,689,572.72</td>
</tr>
<tr>
<td>On airport</td>
<td>Dollar</td>
<td>$35,689,645.00</td>
<td>$38,544,309.06</td>
<td>$40,292,045.33</td>
<td>$43,069,335.79</td>
<td>$44,958,584.38</td>
</tr>
<tr>
<td>Total Landed Weight</td>
<td>Pounds</td>
<td>7,090,637</td>
<td>7,421,376</td>
<td>8,116,254</td>
<td>9,285,170</td>
<td>9,898,844</td>
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### PERFORMANCE MEASURES: ENVIRONMENTAL STEWARDSHIP

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<thead>
<tr>
<th>ENVIRONMENTAL</th>
<th>UNIT COMMENT</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
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</thead>
<tbody>
<tr>
<td>Terminal Utilities</td>
<td>Dollar</td>
<td>23,092,303</td>
<td>22,863,651</td>
<td>24,435,718</td>
<td>24,867,301</td>
<td>27,896,423</td>
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<tr>
<td>Natural Gas</td>
<td>CFU</td>
<td>150,246</td>
<td>133,789</td>
<td>123,364</td>
<td>166,699</td>
<td>185,589</td>
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<tr>
<td>Water</td>
<td>Gallons</td>
<td>37,007,300</td>
<td>32,503,900</td>
<td>36,143,700</td>
<td>36,618,000</td>
<td>40,072,300</td>
</tr>
<tr>
<td>Waste Water</td>
<td>Gallons</td>
<td>31,706,400</td>
<td>32,503,900</td>
<td>36,143,700</td>
<td>36,618,000</td>
<td>40,476,600</td>
</tr>
<tr>
<td>Campus Utilities</td>
<td>Dollar</td>
<td>48,934,682</td>
<td>51,106,434</td>
<td>55,553,100</td>
<td>56,741,600</td>
<td>66,191,150</td>
</tr>
<tr>
<td>Natural Gas</td>
<td>CFU</td>
<td>29,925,601</td>
<td>29,577,706</td>
<td>30,642,073</td>
<td>30,014,574</td>
<td>37,108,632</td>
</tr>
<tr>
<td>Water</td>
<td>Gallons</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
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<tr>
<td>Irrigation and Central Plant Only</td>
<td>Dollar</td>
<td>18,064,200</td>
<td>19,880,600</td>
<td>21,806,300</td>
<td>23,820,000</td>
<td>26,268,000</td>
</tr>
<tr>
<td>Irrigation and Central Plant Only</td>
<td>Dollar</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>Irrigation and Central Plant Only</td>
<td>Dollar</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>Irrigation and Central Plant Only</td>
<td>Dollar</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>Irrigation and Central Plant Only</td>
<td>Dollar</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>Irrigation and Central Plant Only</td>
<td>Dollar</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>Irrigation and Central Plant Only</td>
<td>Dollar</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>Irrigation and Central Plant Only</td>
<td>Dollar</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>Irrigation and Central Plant Only</td>
<td>Dollar</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>Irrigation and Central Plant Only</td>
<td>Dollar</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
</tbody>
</table>
ACKNOWLEDGEMENTS

AUSTIN CITY COUNCIL
Steve Adler, Mayor
Natasha Harper-Madison, District 1
Delia Garza, District 2
Sabino “Pro” Renteria, District 3
Gregorio “Greg” Casar, District 4
Ann Kitchen, District 5
Jimmy Flannigan, District 6
Leslie Pool, District 7
Paige Ellis, District 8
Kathie Tovo, District 9
Alison Alter, District 10

CITY MANAGEMENT
Spencer Cronk, City Manager
Gina Fiandaca, Assistant City Manager for Mobility

AIRPORT ADVISORY COMMISSION
Mike Rodriguez, Chair
Eugene Sepulveda, Vice Chair
Michael Watry, Secretary
Jeremy Hendricks
Scott Madole
Frank Maldonado
Billy Owens
Ernest Saulmon
Vicky Sepulveda
Wendy Price Todd

DESIGN AND PRODUCTION
Cory Anne Hurless, Arts, Music and Graphics Program Manager
Mandy McClendon, Public Information & Marketing Manager
Bryce Dubee, Public Information Specialist Sr.
Christina Mendoza, Public Information Specialist
Austin Pro Photo, Photography
Kelly Phillips, Photography
Dror Baldinger, Photography
Dan Herron, Photography
Sandy L. Stevens, Photography
Charles Meyer, PGAL, Blue Garage Photo
James Aldrete, Copywriter
i2i Group, Graphic Design and Photography

CITY OF AUSTIN AVIATION DEPARTMENT
Jacqueline Yaft, Chief Executive Officer
Patti Edwards, Airport Chief Operating Officer (retired)
Dave Arthur, Chief Financial Officer (retired)
Ghizlane Badawi, Deputy Chief Strategy
Susana Carbajal, Deputy Chief Revenue
Denise Hatch, Deputy Chief Operations, Operations & Security
Shane Harbinson, Deputy Chief Planning & Development
Donnell January, Deputy Chief Operations, Maintenance & Facilities
Jamy Kazanoff, Air Service Development
Brian Long, Deputy Chief Planning & Development