

U.S. News & World Report

Best place to live in America

U.S. Census

#1 fastest growing metropolitan area in the U.S. for five years in a row with 16.6% population growth

J. D. Power

Ranked No. 2 in the USA for vacation destination

Associated General Contractors, Austin Chapter

2015 Outstanding Construction Award for CONRAC facility



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The uniquely fly Austin experience was had by

12.4 million passengers in 2016,

up 4.5% over 2015, continuing the trend of robust traffic at Austin-Bergstrom International Airport.

Growing along with passenger traffic and the city it serves, Austin's airport is expanding by nine gates, adding acres of airfield space to accommodate more and larger jets, and increasing facilities and services for passengers like parking and high end shopping options.

All the while, we are continuing that which makes the airport uniquely Austin's – live music, award winning art, and local flavor.

Four areas of sustainability comprise the foundation of the airport:

- Customer and Community Value
- Operational Excellence
- **■** Economic Sustainability
- **■** Environmental Stewardship



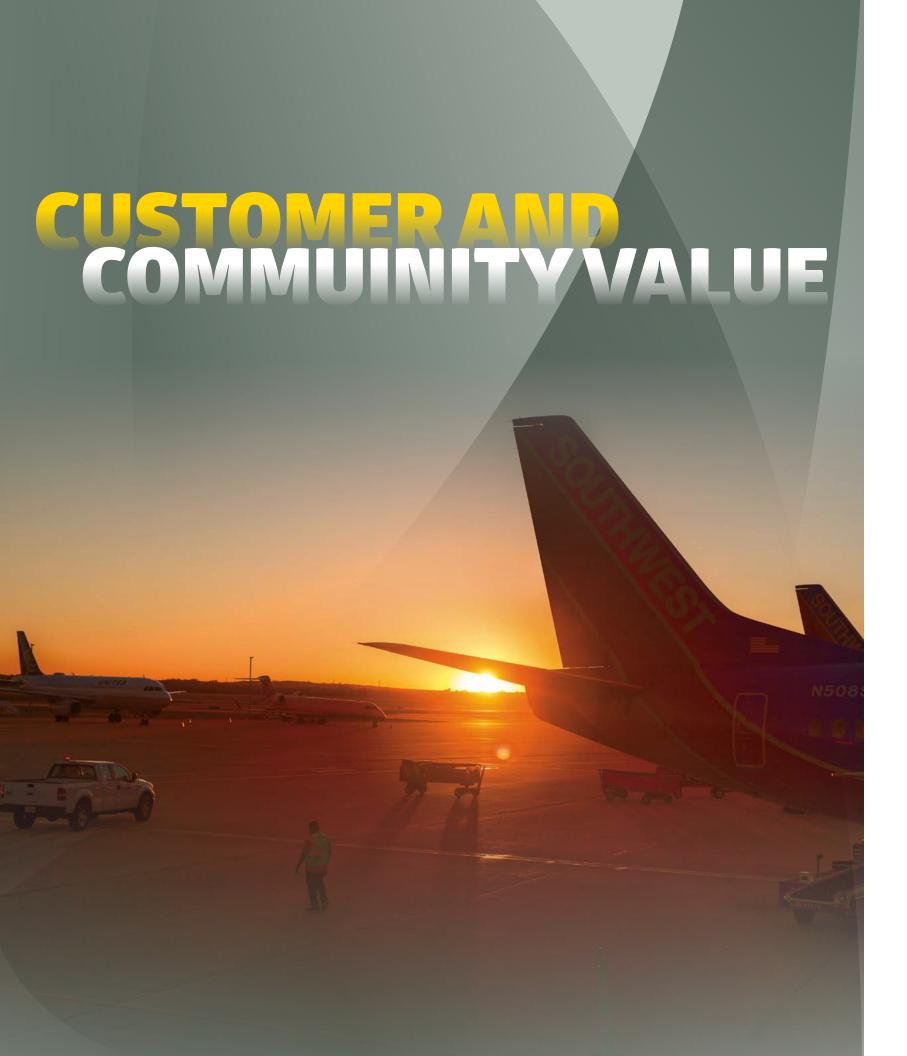
Austin-Bergstrom International Airport generates \$2.4+ billion into the economy and supports over 40,000 jobs, 3,000 at the airport itself.

(Source TXDOT Economic Impacts report)

WE'RE TUNING UP

Growing with an Austin style to better serve our bustling City and passenger base

- 9 gate terminal expansion
- Low-cost South Terminal opened
- 6,000 new parking spaces; garage construction
- Tasteful, local concessions renovations



Nine carriers start

20 new routes; keeping in tune with travelers and community

Austin's airport values its customers and places a priority on safety and efficiency. To make traveling more enjoyable, the airport distinguishes itself with a uniquely Austin experience. The airport also values its place in the community. Promoting local arts, assisting neighboring schools and students, honoring military personnel, and helping local businesses work with the airport are ways the airport shows it's more than a facility; it is part of the community.

KEEPING IT AUSTIN Live Music



The sounds of Austin to the tune of over 10,000 live music shows

SUCCESS WITH A VARIETY OF AIRLINE BUSINESS MODELS

Austin benefits from a healthy mix of carrier types including network carriers, ultra-low cost, low cost, regional, and hybrid models.

CUSTOMER SERVICE EXPANDS

Guest services opened a new, second visitors information center in the newly expanded area of baggage claim. Over 200,000 customers were served at the airport's visitors center in 2016.

WE'RE TUNING UP

Construction communications reaches an audience of over 8,000 through bi-monthly construction Web updates and e-mail blasts.

Follow us #TuningUp

ELEGANT, EARTHY FASHIONS

Gemstones gracefully infused in metal handcrafted by Austin designer Claire Sommers Buck and cultured pearls in earthy yet sophisticated settings from Austin's WTW Designs set the tone for the new upscale Fifth&Congress store.

Miles and miles of subs!



Austin orginal ThunderCloud served a total of 94,000 subs in 2016. Lined-up end to end that's 15 miles of subs; enough to line the concourse end-to-end 30 times.

WILLKOMMEN & BIENVENIDO

New transatlantic service to Frankfurt, Germany plus new service south of the border to Mexico City and Guadalajara were international highlights of 20 new routes added by nine carriers in Austin. Of those 13 were new destinations, the remainder increased service to existing destinations.

New International Routes and Carriers

Frankfurt, Germany - Condor Mexico City, Mexico - AeroMexico Guadalajara, Mexico – *Volaris*

Hit the Beach

Panama City, FL - Southwest Pensacola, FL - Southwest Destin, FL - Allegiant St. Petersburg, FL - Allegiant San Diego, CA - Frontier

Work and Play

Washington-Dulles - Frontier Seattle - Delta Indianapolis - Allegiant Kansas City - Southwest Raleigh-Durham - Delta

Cleveland - *Allegiant*

Pittsburgh - Allegiant

Albuquerque - Allegiant

Albuquerque - Southwest

Minneapolis-St. Paul - Sun Country

San Jose - *Alaska*

San Diego - Alaska

KEEPING IT AUSTIN Art Exhibits



Americans for the Arts 2016 Public Art Network Year in Review

National recognition as one of the "Best In Public Art Projects" was bestowed on Uplifted Ground, by artist Michael Singer, was presented by the Americans for the Arts 2016 Public Art Network Year in Review. Uplifted Ground was selected from 260 applications. Featuring suspended geometric-shaped sculptures, the work provides an aesthetic walkway between the Barbara Jordan Terminal and the Rental Car Facility.

Rare glimpses into art keep exhibits fresh for travelers. A 2016 favorite featured never before seen works of

Workforce Demographics: Diversity 33% FEMALE 67% 5% 1% 28% 28%

TOP NOTCH TEAM

The airport's workforce is over 3,000 strong including employees ranging from airlines to concessionaires, TSA to parking. The City of Austin Aviation Department owns and operates the airport and is powered by 400 employees.

OUT IN THE COMMUNITY

The airport's float stars in events including Veterans Day, Austin Children's Shelter, Chuy's Children Giving to Children Parade, and Juneteenth.

GOOD NEIGHBOR TO STUDENTS

Austin's airport partners with neighboring Del Valle Independent School District by providing mentors for students, furnishing school supplies including back-to-school backpacks for students, clothing drives, partnering for holiday festivities with adopt a family, and as a board member of Partners in Education.

WINGS FOR ALL, SO THAT ALL MAY FLY

Children with special needs and their families tour the airport and get familiar with the environment and processes before they fly. Fun activity booklets and the airport experience prepared 25 families, totaling 75 people, for upcoming flights.

RUNWAY TO OPPORTUNITIES: DOING BUSINESS WITH THE **AIRPORT**

To encourage more local business involvement, the airport partnered with the City of Austin Small & Minority Owned Business Resources Department to produce this outreach event. The event connected airport businesses with local vendors and provided information on airport processes.



SHOWING APPRECIATION FOR **MILITARY SERVICE**

Honor Flights - Flying veterans to their national monuments. Nine Honor Flights departed Austin's airport in 2016 making a total of 40 total since the program began in 2012. Trips are made possible at no cost to veterans by non-profit Honor Flight Austin. The airport's ThunderCloud Subs provide the complimentary lunch, and flights are sponsored by and operated on Southwest Airlines.

At **Thanksgiving** complimentary meals are served to military personnel.



Expanding our facilities, maintaining our style, growing with Austin.

A new pet hotel with a guitar-shaped swimming pool adds the Austin touch airport customers enjoy. As passenger numbers increase and Austin grows, the airport is expanding with nine more gates, parking, customer facilities with Austin style.

Things to Know about the Terminal Expansion

- The Barbara Jordan Terminal is designed to serve 11 million passengers annually. The airport currently serves over 12 million annual passengers.
- The terminal expansion project will increase airport terminal capacity to 15 million annual passengers.
- The large construction wall stretching across the concourse near Gate 3 is for terminal expansion to add nine additional gates.

- 88.359 square feet of new terminal, gate area and wider concourse space will be added.
- This expansion features an outdoor patio, a tower, new restaurants, shopping, more music and art, pet and family friendly spaces.
- Austin's airport has operated with 24 gates with jet bridges since opening in 1999.

- The nine gate terminal expansion will increase that total to 33 gates with jet bridges.
- The \$350 million total expansion project includes expanding airfield jet parking and movement area by 36 acres.
- The nine gate expansion is slated to be open in 2019.

South Terminal

THE SOUTH TERMINAL RENOVATION, COMPLETED IN SPRING 2017, PROVIDES THREE NEW GATES.

BARKING, PARKING, OVERNIGHTING & SHOPPING

MORE PARKING. FOR PETS TOO!

New covered parking opened with Park & 700m in November 2016 This public/private partnership provides an additional 2,000 customer parking spaces on the airport campus. New Bark & Zoom pet boarding and customer parking opening 2017.

NEW PARKING GARAGE with 6.000 spaces; construction beginning in 2017.

RETAIL DEVELOPMENT is underway and scheduled to open 2017. The development will include a restaurant, store, and gas station adjacent to Cell Phone Lot.

ALL SUITE! The new Hyatt Place is 77,000 square feet and all 139 lodgings are suites. Enjoy the Coffee to Cocktails Lounge 24/7 or take a dip in the resort style pool. In partnership with local nonprofit Celebrate Texas, the Hyatt Place is marked by a giant Texas flag on a 60 feet high flagpole secured by a granite base monument.



Ready for the irregular

Irregular Operations Plan proved its value in handling the largest number of diversions, a total of 49 over two days, December 26-27, 2016.



Temporary bridges

Four temporary jet bridge/elevated walkways constructed to mitigate the impact of construction at gates in the Barbara Jordan Terminal. The longest walkway is 720 feet.



Clean Team

To meet the demands of increasing passenger traffic for a clean terminal, Facility Services implemented a new 4th shift from 3:30 a.m. to noon. The 4th shift is focused on the cleanliness of the concourse's 17 restrooms, keeping them spic-and-span for customers during the busy morning hours.



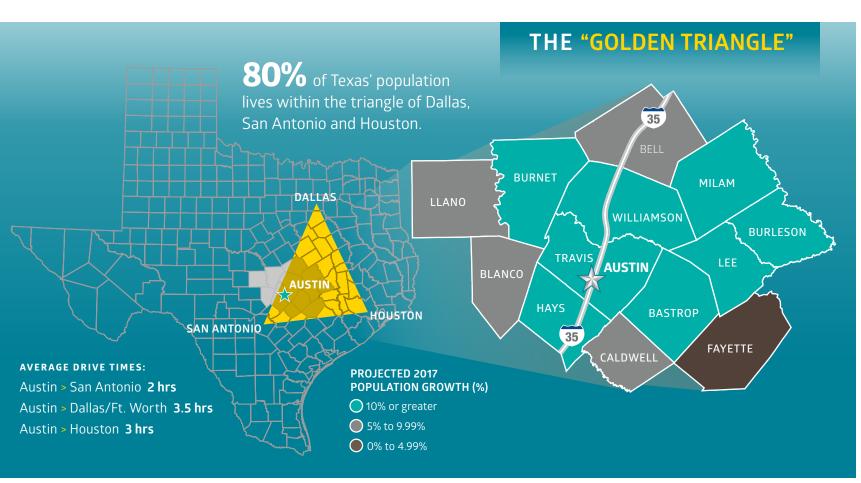
Austin-Bergstrom has a proven solid financial performance exceeding goals.

The solid financial performance of Austin-Bergstrom International Airport is proven by our Standard & Poor rating of "A" and Moody's rating of A1.

HOW WE'RE KEEPING **COSTS LOW**

- Austin's airport generates its own revenue to cover operating costs and future improvements.
- By keeping expenses down and exceeding revenue goals, Austin's airport builds capital for the future. In 2016, operating revenue totaled over \$135M, 3% above projections, while requirements totaled \$103M, 10% below the budgeted \$114M for requirements. This yielded a savings of \$31M, up \$2M from the previous year.





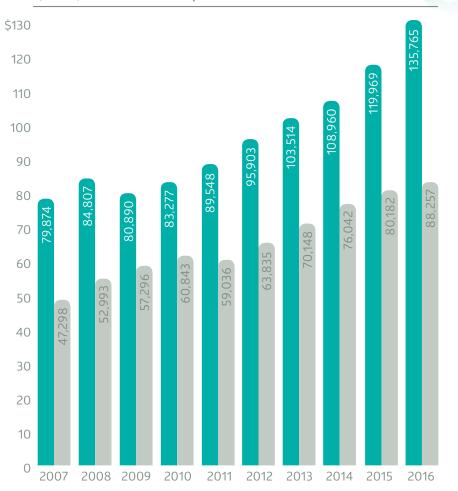


10 Year Financial Performance

(\$000) Revenues and Expenses

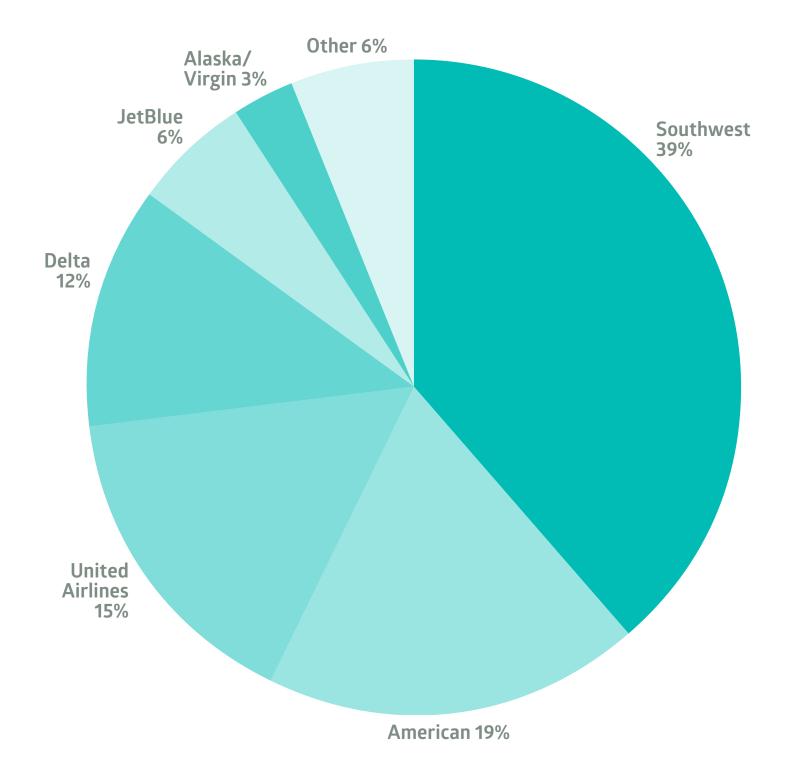
Revenues

M&0



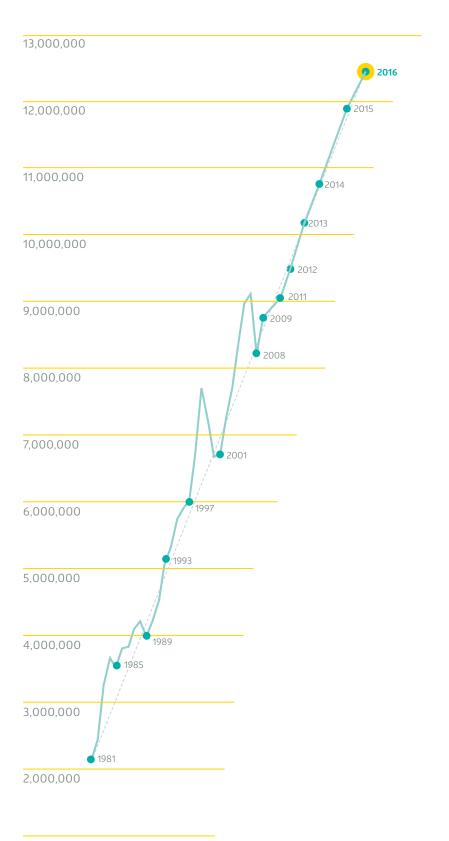
GLOBAL SUPPORTED LOCALLY

■ The Greater Austin Chamber of Commerce and the Austin Convention and Visitors Bureau spearhead the support by area organizations and the business community to increase nonstop air service to Austin.

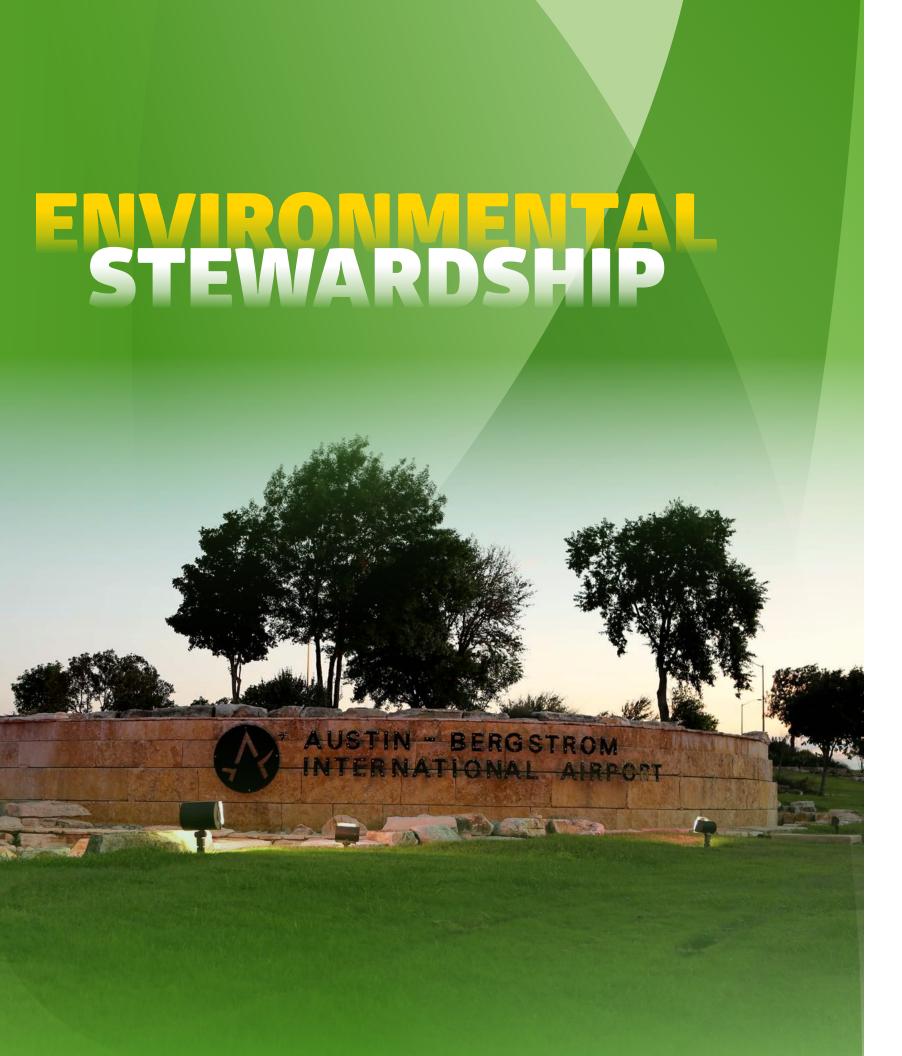


Total Austin Passenger Growth

(4.5% Average Growth since 1981)



1,000,000



Donation of unsold foods like sandwiches and salads reduce impact on the environment.

Sandwiches and salads are now part of waste reduction at Austin's airport. How? Unsold food products from concessions are collected and donated to Keep Austin Fed. Helping to feed the hungry in Austin while eliminating food going to the landfill is among the innovative ways we reduce our impact on the environment.

ENVIRONMENTAL PROGRAMS

DOUBLING WASTE DIVERSION reduces what is sent to the landfill. In the first year of partnership with Texas Disposal Systems, FY 2015-16, waste diversion rates doubled while the amount of materials sent to the landfill was reduced by 13 percent.

TERMINAL RECYCLING program collects an average of 52 tons of recyclable material monthly. That's about 588 cubic yards of landfill space that won't be used every year. This is equivalent to stacking waste five feet high and the length of a football field.

GOOD TRAVELERS PERSONAL GREEN gives passengers the opportunity to personally help make air travel more sustainable with the Good Traveler Carbon Offset program. Austin's airport joined the program in November 2016. For just \$2, travelers can purchase carbon offsets for 1,000 miles of flying.

WIND POWER FOR TERMINAL & BEYOND

GreenChoice electricity, generated by wind power, has been the sole source of power for the Barbara Jordan Terminal for since 2011. From the terminal, GreenChoice also powers aircraft air conditioning systems and electric support vehicles at the gate, making these carbon neutral operations. So far, 30 aircraft support vehicles are powered by GreenChoice electricity.

LOTS OF LEEDS May 2016 Rental Car Facility received LEED Silver Certification. That brings the Austin's airport to a total of three buildings with Leadership in Energy and Environmental Design (LEED) certification.



100% RENEWABLE ENERGY

used for electrical power to all airport buildings through Austin Energy's GreenChoice® generated by wind turbines.



WATER CONSERVATION

Over 19 million gallons of drinking water saved in 2016 by using reclaimed water.



THERMAL ENERGY STORAGE

Chilled water is stored during offpeak times for cooling the airport during peak afternoon hours, reducing electricity usage by 50%.



SOLAR PANELS

at the airport produce 192,500 kilowatt hours per year.



ALTERNATIVE FUEL STATIONS

Austin-Bergstrom International Airport has used alternative fuel in its airport parking shuttles since it opened in 1999. The airport offers propane and natural gas (CNG) to the general public as well as its airport vehicles.



RAIN GARDENS

Collect and treat precipitation run-off from Spirit of Austin roadway by allowing it to soak into the ground, supporting native vegetation in the rain gardens.



ELECTRIC CHARGING STATIONS

20 fast electric charging points power aircraft support vehicles, reducing annual diesel/gasoline usage by an estimated 40,000 gallons.



RECYCLING

In 2016. 8.827.900 lbs of materials were kept out of the landfill through airport recycling efforts.



BRUSH COMPOSTING

We composted 684,760 lbs of airport brush and landscape materials in 2016. This was transported to the local Dillo Dirt™ processing facility.



GREEN HILTON

The Hilton Austin Airport Hotel is one of only three Green Seal certified hotels in Texas, having been awarded the Silver Level Achievement for Environmental Operational Commitment.



LEED CERTIFICATION

Taxi staging area and driver facility received "Gold" (GTSA LEED). East Infill is a Leed "silver" facility.



CUSTOMER AND COMMUNITY VALUE:

EXTERNAL CUSTOMERS COMMENT 2016 UNIT 2013 2014 2015 Overall customer satisfaction with the airport Ratings ASQ survey score / percent rating excellent (5's) 4.28/43% 4.34/46% 4.37/49% 4.36/49% 4.37/52% 4.43/54% 4.43/55% Cleanliness of the terminal ASQ survey score / percent rating excellent (5's) 4.43/55% Ratings 4.17/43% 4.18/45% Cleanliness of the restrooms Ratings ASQ survey score / percent rating excellent (5's) 4.21/43% 4.25/47% Helpfulness of the staff Ratings ASQ survey score / percent rating excellent (5's) 4.30/49% 4.35/52% 4.41/54% 4.43/55% Ratings 4.06/40% 4.16/45% 4.22/49% 4.25/52% Courtesy of security staff ASQ survey score / percent rating excellent (5's) MBE/WBE purchases New measures Under \$5000 Percent 6.66% 7.48% 1.29% 0.1087 Total purchases Dollars \$159,722 \$157,811 \$200,129 \$155,214 101.593 104.103 112,398 111.614 Passenger flights Number Total number of flights Direct flights Number Includes both domestic and international 121 78 Non-stop domestic destinations Number 41 41 46 48 Average seats per flight Number 121 125 128 133 Total annual seats Number 12,319,953 13,072,485 14,207,172 14,732,530 12,436,849 Number Total passengers 10,017,958 10,718,854 11,897,959 **INTERNAL CUSTOMERS** COMMENT UNIT 2013 2014 2015 2016 362 Total Dept. of Aviation FTE's 358 379 415 Injuries 0.29 0.59 Lost time injury rate Number Per the equivalent of 100 employees 0.95 0.31 Number 53 52 67 70 Injuries reportable Injuries with medical Number 19 18 27 30 Injuries with no medical Number 34 30 39 38 Sick hours utilized Per 1000 hours 25.24 26.27 28.54 Number 29.73 Training hours per FTE Number Departmental Average 51 40 16 16 Rating 37 N/A Employee satisfaction Score from employee survey (changed survey type in 2011) 32 N/A Dept. of Aviation employees only Diversity Percent 65% to 32% 67% to 33% 67% to 33% Male to Female 66% to 34% White Percent 42% 40% 42% 42% Hispanic Percent 29% 28% 28% 28% Percent 24% 25% 24% Black 25% Percent 3% 4% 4% 5% Asian Percent 1% 1% 1% 1% Other Employee turnover rate 8.95% 9.44% Percent 5.63% 8.20%

PERFORMANCE MEASURES **OPERATIONAL EXCELLENCE:**

OPERATIONS	UNIT	COMMENT	2013	2014	2015	2016
Annual aircraft operations	Number	Total takeoffs and landings	174,245	179,224	190,081	192,010
FOD - Pounds removed from Apron	Number	Pounds of FOD removed by staff (new measure)	2,724.6	4,080	4,080	5,576
Wildlife/Bird strikes	Number		108	126	89	116
Deficiencies noted during daily 139 inspections			614	654	692	799
Deficiencies noted during 139 inspections	Number		0	2	3	0
AOA warnings issued	Number		0	0	3	4
Security responses with established time	Percent		100%	100%	100%	100%
Security violations issued	Number		48	44	71	58
Average wait times at security checkpoints	Minutes					
Morning	Minutes	Average week day, excluding holidays and special events	18	12.36	16	16
Afternoon	Minutes	Average week day, excluding holidays and special events	14	9.84	12	16
Number of ARFF responses	Number		782	866	948	937
Average time of repairs (from call to completion)	Number	New measure	38	16	40	37
EPAX per gate utilized	Number	Annual enplanements divided by number of gates used	197,159	211,019	231,695	247,219
Enplanements – Change over Prior Period	Percent	Growth or decline	6%	7%	1%	7%
Turns per gate – gate utilization	Number	Avg. number of departures per gate per day	5.7	5.92	6.34	6.46
Passenger boarding bridge	Annual Cost	Reduce maintenance cost 5%	\$391,390	\$335,699	\$327,286	\$358,750
Airfield lighting	Number	5% fixture failures on signage (number replaced)	547	285	663	541
People moving systems	Percent	Elevators 95% uptime (new measure)	94%	93%	99.5%	99.99%
BHS conveying system	Percent	Carousels and Conveyors 95% uptime (new measure)	95%	96%	98%	99.6%
PM Costs compared to total maintenance costs	Percent	Measures effectiveness of PM Program (new measure)	50%	57%	57%	64%
Ratio of productive hours to labor hours	Percent	Measures staff productivity (new measure)	98%	92%	96%	97%
PM's performed on fleet vehicles	Number	Number of PM's performed (new measure 2011)	155		304	288
Cost per parking space						
Cost per covered space	Dollars		\$828.51	\$679.60	\$608.79	\$553.28
Cost per space with busing operation	Dollars		\$529.90	\$625.03	\$612.21	\$557.73
Cost per space without busing or cover	Dollars		\$1,429.09	\$343.86	\$373.46	\$400.11

PERFORMANCE MEASURES

ECONOMIC SUSTAINABILITY:

Passenger airline cost per enplanement Dollar Expenses (cost) per enplaned passenger Dollar Credit rating Number Revenue per enplanement Dollar Total non-airline revenue Dollar	Airport's O&M cost per enplanement	\$8.63 \$13.60 A \$21.06 \$55,655,106	\$7.99 \$14.41 A \$20.65 \$61,109,951	\$13.84 A \$20.71	8.38 \$14.28 A \$21.97
Credit rating Number Revenue per enplanement Dollar	Airport's O&M cost per enplanement	A \$21.06	A \$20.65	A	A
Revenue per enplanement Dollar		\$21.06	\$20.65		
				\$20.71	\$21.97
Total non-airline revenue Dollar		\$55,655,106	\$61,109,951		
				\$67,464,904	\$77,910,370
Non-airline revenue per passenger Dollar		\$5.99	\$6.18	\$5.83	\$6.31
Non-airline revenue to airline ratio Percent		57%	60%	56%	57%
Parking revenue per passenger Dollar		\$6.52	\$6.39	\$6.32	\$6.37
Concession revenue to airport Dollar		\$8,559,586	\$9,781,041	\$11,251,382	\$12,535,831
Concession gross sales per square foot Dollar		\$1,300.55	\$1,459.53	\$1,642.90	\$1,870.90
Security cost Dollar		\$9,510,842	\$9,650,825	\$10,289,064	\$11,022,085
Security cost (percent of Total costs) Percent		14.18%	12.69%	12.83%	12.49%
ARFF cost Dollar C	Change over previous period (Benchmark Index, D)	\$5,191,211	\$4,846,183	\$5,170,512	\$5,449,061
ARFF cost (percent of total) Percent	Change over previous period (Benchmark Index, D)	7.74%	6.37%	6.45%	6.17%
	Change over previous period (Benchmark Index, D)	\$31.26	\$28.90	\$27.20	\$28.38
ARFF salary and benefits cost Dollar		\$4,799,541	\$4,711,908	\$4,660,465	\$4,967,849
Personnel expenses Dollar		\$27,032,670	\$28,905,381	\$31,622,967	\$34,821,579
Repair and maintenance cost Dollar		\$2,997,046	\$2,124,287	\$2,508,049	\$2,745,255
Total operating revenue Dollar		\$103,514,000	\$108,960,498	\$119,968,617	\$135,764,968
Total parking and ground transportation revenue Dollar		\$32,157,713	\$34,181,754	\$37,429,108	\$40,322,190
Off airport Dollar		\$1,403,806	\$1,626,932	\$1,739,463	\$1,777,881
On airport Dollar		\$30,753,907	\$32,554,823	\$35,689,645	\$38,544,309
Total landed weight Pounds		6,122,513	6,392,065	7,090,637	7,421,776

ENVIRONMENTAL STEWARDSHIP:

ENVIRONMENTAL	UNIT	COMMENT	2013	2014	2015	2016
Terminal utilities		Terminal and central plant only				
Electric	kWh		22,278,056	22,836,040	23,092,303	22,863,651
Natural gas	CCF		137,272	141,207	150,246	133,789
Water	Gallons	Includes terminal irrigation	26,959,168	28,466,050	31,706,400	32,503,900
Waste water	Gallons	C	26,722,000	28,466,050	31,706,400	32,503,900
Campus utilities		Includes terminal and central plant				
Electric	kWh		29,264,294	29,660,980	29,925,601	29,577,706
Natural gas	CCF		187,202	197,246	206,327	180,860
Water	Gallons	2009 Malfunction from water feature caused increase	44,507,900	47,865,700	48,934,681	51,106,434
Reclaimed water	Gallons	New – Irrigation and central plant only	11,531,000	17,150,000	14,384,300	19,669,700
Waste water	Gallons	8 ,	31,649,232	34,484,800	48,934,682	51,106,434
Electricity provided by Green Choice	Percent	New – % of total electric provided by alternative sources		100%	1	1
De-icing operations						
De-icing operations – aircraft	Gallons	Total diluted fluid used by airlines	9,243	36,830	15,216	5,605
Pavement de-icing – ground operations	Gallons	Total E-36 (gallons) applied by Dept. of Aviation	300	7,179	0	0
Pavement de-icing – ground operations	Pounds	Total NAAC (liquid) applied by Dept. of Aviation	0	0	0	0
Aircraft de-icing pond discharges to wastewater		Discharged to City's wastewater system (diluted)	2,284,320	2,532,200	4,402,628	0
Aircraft de-icer treated at wastewater plant	Pounds	Sistinal gea to dity 5 masternates system (anatea)	4,902	27,793	0	0
Vaste management						
Terminal waste to landfill	Tons		2,053	2,148	2,231	2,098
Terminal recycling	Tons		309	291	359	686
Brush composting	Tons		600	335	218	342
ight bulb recycling	Pounds	Pounds of crushed lamps	1,032	893	502	502
ight bulb recycling	Number	Number of whole lamps	1,500	1,673	354	275
Alkaline and rechargeable batteries	Pounds	Number of whole famps	1,188	1,398	196	622
Electronic waste	Pounds		16,798	13,338	14,336	8,520
Hazardous materials recycled	Fourius		10,790	15,556	14,330	0,320
Vehicle batteries	Number		20	150	26	20
			28	150	36	30
Tires	Number		325	557	194	202
Oils	Gallons		451	585	399	507
/ehicle fuel usage	C-II		25.405	24000	22.545	24.020
Gasoline	Gallons		35,405	34,900	33,565	31,820
Ethanol (E85)	Gallons		2,150	3,318	3,611	4,925
BioDiesel (B20)	Gallons		47.20.4	22.462	8,405	40,357
Diesel	Gallons		17,304	23,469	25,889	1,561
Propane	Gallons		49,332	55,961	45,768	79,925
CNG	Gallons		141,529	154,774	151,189	118,100
arge construction project demolition recycling	Tons	New measure	18,845	3,758	2,743	6,825
arbon footprint	Metric Tor		2,695	2,861	2,922	3,079
arbon footprint reduction	Percent	Percent reduction year over year	0%	-6%	2% increase	5% increase
Iternative fuel units						
Mowers	Number	Propane mowers	17	12	16	16
Off-road units	Number	Propane and electric units	38	39	48	48
On-road units	Number	Propane and electric units (Includes buses for parking)	36	35	34	34

ACKNOWLEDGEMENTS

Customers of Austin-Bergstrom International Airport

Austin City Council

Steve Adler, Mayor
Ora Houston, Council Member District 1
Delia Garza, Council Member District 2
Sabino "Pio" Renteria, Council Member District 3
Gregorio "Greg" Casar, Council Member District 4
Ann Kitchen, Council Member District 5
Jimmy Flannigan, Council Member District 6
Leslie Pool, Council Member District 7
Ellen Troxclair, Council Member District 8
Kathie Tovo, Council Member District 9
Alison Alter, Council Member District 10

City Management

Elaine Hart, *Interim City Manager* Burt Lumbreras, *Assistant City Manager*

Airport Advisory Commission

Nadia Barrera-Ramirez Dominique Bobbio Teddy McDaniel, III Frank Maldonado Mike Rodriguez Ernest Saulmon Vicky Sepulveda Bradley Tegeler John Walewski Michael Watry

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Photography Credits

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Dan Herron, Herron Stock Photography
Thomas McConnell, McConnell Photography

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Patti Edwards, Chief Operating Officer
Dave Arthur
Ghizlane Badawi
Susana Carbajal
Liz Haran
Shane Harbinson
Donnell January



