AVIATION FUND

Department Description and Mission

The mission of the Houston Airport System (HAS) is to provide safe, efficient and appealing facilities to satisfy the air transportation needs of the Greater Houston Region at competitive prices while stimulating growth in its economy.

Our vision is to seek to become a high performance organization that establishes the Houston Airport System as the airport standard of excellence and success in the Americas.

The core values of HAS are employees, integrity, innovation and excellence, commitment to service and the environment.

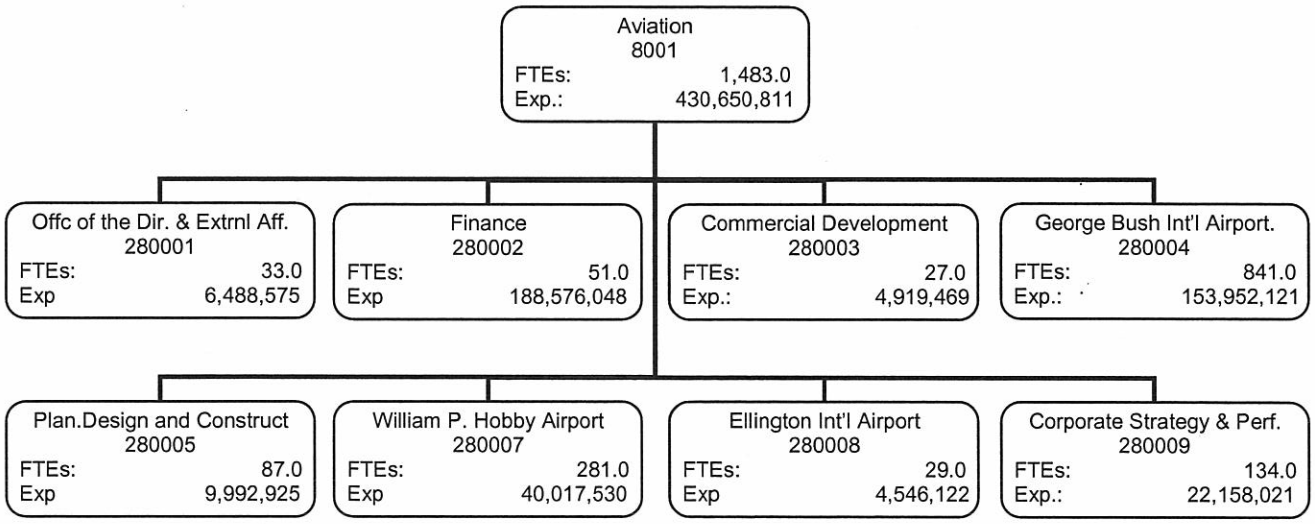
Short-Term Goals

- Build a high performance organization.
- Let's go global.
- Focus our efforts on the continued maintenance of HAS assets to improve reliability and extend useful lives.
- Restore and maintain facilities to opening day fresh.
- Fund the future.

Long-Term Goals

- Employee satisfaction – 80% by 2014.
- Relife Terminal D by 2014 to handle larger aircraft.
- Accommodate Group VI aircraft without restrictions by June 2015.
- Ratio of non airline revenues equals 55% by 2015.

Department Organization



Fund Summary

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

	FY2011 Current Budget	FY2011 Estimate	FY2012 Budget
Beginning Fund Balance	0	0	**0**
Revenues	420,273,516	420,273,516	**430,650,811**
Expenditures	420,273,516	420,273,516	**430,650,811**
Revenues Over/(Under) Expenditures	0	0	**0**
Ending Fund Balance	0	0	**0**

Business Area Budget Summary

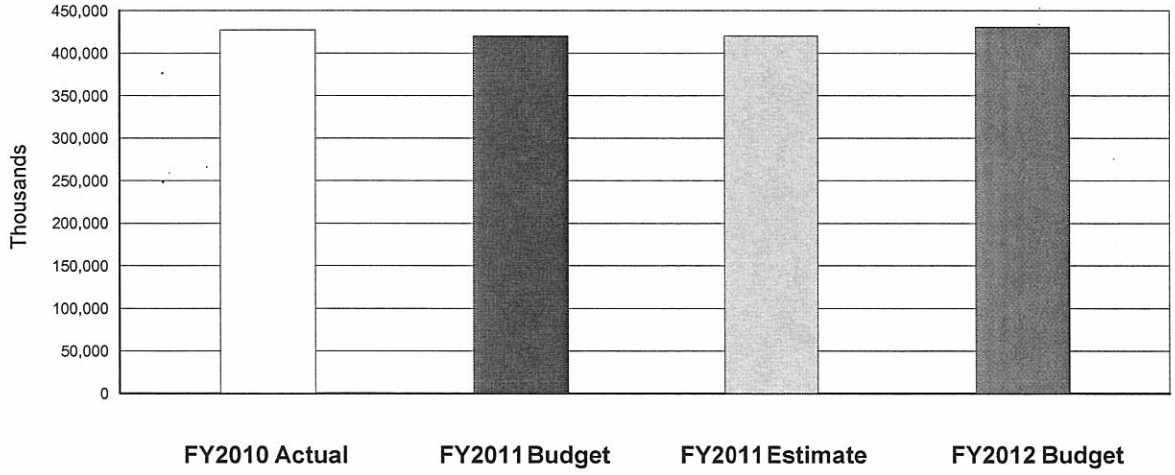
Fund Name : HAS-Revenue Fund
Business Area Name : Houston Airport System
Fund No./Bus. Area No. : 8001 / 2800

		FY2010 Actual	FY2011 Current Budget	FY2011 Estimate	FY2012 Budget
Expenditures	Personnel Services	109,670,057	101,896,312	100,249,393	**100,384,006**
	Supplies	5,816,895	6,272,262	6,907,630	**7,603,014**
	Other Services and Charges	128,760,986	146,103,148	148,723,706	**146,014,236**
	Equipment	0	0	0	**0**
	Non-Capital Equipment	792,671	1,124,038	1,037,845	**1,854,900**
	Total M & O Expenditures	245,040,609	255,395,760	256,918,574	**255,856,156**
	Debt Service & Other Uses	182,370,641	164,877,756	163,354,942	**174,794,655**
	Total Expenditures	427,411,250	420,273,516	420,273,516	**430,650,811**
Revenues		425,397,132	420,273,516	420,273,516	**430,650,811**
Staffing	Full-Time Equivalents - Civilian	1,497.3	1,560.0	1,533.0	**1,483.0**
	Full-Time Equivalents - Classified	0.0	0.0	0.0	**0.0**
	Full-Time Equivalents - Cadets	0.0	0.0	0.0	**0.0**
	Total	1,497.3	1,560.0	1,533.0	**1,483.0**
	Full-Time Equivalents - Overtime	47.4	45.0	44.6	**44.3**

Significant Budget Changes and Highlights

- o Concession revenue is anticipated to increase by $3.2 million due to new advertising initiatives as well as new food and beverage and retail concepts.
- o FY2011 revenue at Ellington International Airport included a one time land sale of $1.4 million. We do not anticipate any land sale in FY2012.
- o The pension rate increased to 18%.
- o The airport security contract will not be renewed as this function is being insourced by the Houston Airport Sytem (HAS).
- o Pursuant to our strategic plan and business plans, HAS will endeavor to refocus efforts at building a high performance organization that will drive innovation, customer service and bring it ever closer to the vision for HAS.

HAS-Revenue Fund
Houston Airport System
Expenditure Summary



Division Mission and Performance Measures

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

Name: Office of the Director & External Affairs -- 280001

Mission: The Houston Airport System provides safe, efficient and appealing facilities to satisfy the air transportation needs of the greater Houston region at competitive prices while stimulating growth in the economy. The Office of the Director and External Affairs support this effort.

Goal: Provide essential management and support services to the HAS divisions through oversight, coordination and communication. Promote HAS as a premier international gateway that provides consistent, high-level customer service and convey accurate, timely information about the HAS organization, its facilities and operations to the public media, legislators as well as both national and international stakeholders.

Performance Measures	FY2010 Actual	FY2011 Estimate	FY2012 Budget
Website visits	N/A	N/A	**360,000**
Media inquiry facilitation	N/A	N/A	**600**
Visits to new neighborhood	N/A	N/A	**24**
Minority business outreach	N/A	N/A	**12**

Name: Finance -- 280002

Mission: The Houston Airport System provides safe, efficient and appealing facilities to satisfy the air transportation needs of the greater Houston region at competitive prices while stimulating growth in the economy. Finance supports this effort.

Goal: To ensure the airport operating groups have the necessary resources to achieve their objectives and provide world class customer service. To ensure that the budget process strategy is efficient and timely. Process and monitor the financial transactions. Provide accurate internal and external financial reporting.

Performance Measures	FY2010 Actual	FY2011 Estimate	FY2012 Budget
CAFR Accur/Time/Award	yes	yes	**yes**
Invoice payment	30 days	30 days	**30 days**
Maintain liquidity of HAS	100%	100%	**100%**
Strategy to budget perf	7 months	7 months	**5 months**
CIP Plan Accur/Timeliness	N/A	N/A	**3/31/12**

Name: Commercial Development -- 280003

Mission: The Houston Airport System provides safe, efficient and appealing facilities to satisfy the air transportation needs of the greater Houston region at competitive prices while stimulating growth in the economy. Commercial Development supports this effort.

Goal: The Commercial Development organization plans and directs parking facilities and products, concession programs, real estate and air service development to maximize customer choice and experience and grow non-airline revenue.

Performance Measures	FY2010 Actual	FY2011 Estimate	FY2012 Budget
Park rev per origin pax	6.83	5.35	**5.30**
Conc per enplaned pax	1.76	1.30	**1.38**
Grnd & other bldg revenue	$21.0M	$21.4M	**$22.6M**

Division Mission and Performance Measures

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

Name: George Bush International Airport -- 280004

Mission: The Houston Airport System provides safe, efficient and appealing facilities to satisfy the air transportation needs of the greater Houston region at competitive prices while stimulating growth in the economy. George Bush International Airport supports this effort.

Goal: Provide oversight & management for all airport operations, maintenance, safety, customer service and capital improvements. Measure anticipated increases in aviation activity and identify operational levels, indicating the need for more or expanded facilities. Annually monitor aviation activity & customer service objectives to determine resource needs. Recommend appropriate development projects needed to meet future facility & resource demands.

Performance Measures	FY2010 Actual	FY2011 Estimate	FY2012 Budget
Customer service rating	N/A	70	**70+**
FAR 139 std (violations)	0	2	**0**
OPS C3 consolidation	N/A	50%	**100%**

Name: Planning, Design & Construction -- 280005

Mission: The Houston Airport System provides safe, efficient and appealing facilities to satisfy the air transportation needs of the greater Houston region at competitive prices while stimulating growth in the economy. Planning, Design and Construction supports this effort.

Goal: Responsible for managing, documenting, coordinating and scheduling the Capital Improvement Program. Responsible for obtaining Federal Aviation Administration grant funding for the eligible Airport Improvement Projects. Developing a 25 year airfield rehabilitation plan for all three airports in the Houston Airport System.

Performance Measures	FY2010 Actual	FY2011 Estimate	FY2012 Budget
Construction contracts	14	25	**10**
Design contracts	12	31	**24**
Const contracts awarded	$86.1M	$269.6M	**$84.3M**
FAA AIP grant funding	$32.9M	$27.5M	**$32M**
FAA AIP discretionary gran	$15.8M	$11M	**$15M**

Name: William P Hobby Airport -- 280007

Mission: The Houston Airport System provides safe, efficient and appealing facilities to satisfy the air transportation needs of the greater Houston region at competitive prices while stimulating growth in the economy. William P Hobby Airport supports this effort.

Goal: William P Hobby Airport embraces the Houston Airport System's mission to provide safe, efficient and appealing facilities that satisfy the air transportation needs of the Greater Houston Region at competitive prices while stimulating growth in the economy. William P Hobby Airport is committed to becoming a high performance organization that establishes the airport as a standard of excellence and success for medium hub airports in the Americas.

Performance Measures	FY2010 Actual	FY2011 Estimate	FY2012 Budget
FAR 139 Compliance	0	0	**0**
TSAR Part 1542 Compliance	0	0	**0**
PM Completion	100%	100%	**100%**

Division Mission and Performance Measures

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

Name: Ellington International Airport -- 280008

Mission: The Houston Airport System provides safe, efficient and appealing facilities to satisfy the air transportation needs of the greater Houston region at competitive prices while stimulating growth in the economy. Ellington Airport supports this effort.

Goal: Ellington Airport integrates the Houston Airport System's mission into its daily operations to provide a safe, efficient and appealing facility to satisfy the air transportation needs of the Greater Houston region at competitive prices while stimulating growth in the economy.

Performance Measures	FY2010 Actual	FY2011 Estimate	FY2012 Budget
O & M Trouble Tickets	20 minutes	20 minutes	**20 minutes**
O & M Work Orders	5 days	5 days	**5 days**
FAR 139 Reliability	0	0	**0**
O & M Wk Ord Qual/Accuracy	< calls	< 2 calls	**<2 calls**

Name: Corporate Strategy & Performance -- 280009

Mission: The Houston Airport System provides safe, efficient and appealing facilities to satisfy the air transportation needs of the greater Houston region at competitive prices while stimulating growth in the economy. Corporate Strategy and Performance supports this effort.

Goal: Corporate Strategy & Performance leads HAS's strategic initiative of building a high performance organization through right-sizing, organizational transformation from hierarchical to a network talent management model and improvement of organizational behavior and performance. We help business units and organzations of every size and type perform at their highest potential through the wisest investment of resources.

Performance Measures	FY2010 Actual	FY2011 Estimate	FY2012 Budget
Empl partic in process rev	N/A	N/A	**10%**
Education present to empl	N/A	N/A	**25**
Empl partic in cost effect	N/A	N/A	**1%**
Strategic plan objectives	N/A	N/A	**85%**

Division Summary

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

Division Description	FY2010 Actual FTEs	FY2010 Actual Cost $	FY2011 Estimate FTEs	FY2011 Estimate Cost $	FY2012 Budget FTEs	FY2012 Budget Cost $
Office of the Director & External Affairs 280001						
This group consists of the Director's Office as well as External Affairs.	29.6	6,212,817	32.0	6,675,921	**33.0**	**6,488,575**
Finance 280002						
Directs the financial responsibilities of the following areas: Finance, Debt & Financial Programs and Accounting. Ensures proper financial controls in all areas.	98.0	211,751,541	77.0	181,268,458	**51.0**	**188,576,048**
Commercial Development 280003						
The Commercial Development organization plans and directs parking facilities and products, concession programs, real estate and air service development to maximize customer choice and experience and grow non-airline revenue.	11.8	1,446,365	14.0	2,333,708	**27.0**	**4,919,469**
George Bush International Airport 280004						
Responsible for facility administration, operations, maintenance and customer service for George Bush Intercontinental Airport.	814.9	142,778,246	855.0	157,015,060	**841.0**	**153,952,121**
Planning, Design & Construction 280005						
Initiate, manage, and provide administrative support for all capital project planning, programming, design, and construction. Coordinate all projects with the Federal Aviation Administration as necessary. Review, design and inspect construction of airport facilities.	74.6	7,917,005	82.0	9,636,180	**87.0**	**9,992,925**
William P Hobby Airport 280007						
William P Hobby is composed of: a) management, providing inspirational leadership and management; b) operations, overseeing & ensuring compliance with regulatory requirements outlined in FAR Part 139 & TSAR 1542; c) maintenance division is responsible for maintenance of the airport and its facilities.	304.2	37,896,638	310.0	42,382,268	**281.0**	**40,017,530**

Division Summary

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

Division Description	FY2010 Actual		FY2011 Estimate		FY2012 Budget	
	FTEs	Cost $	FTEs	Cost $	FTEs	Cost $
Ellington International Airport 280008						
Ellington Airport 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. EFD's objective is to establish the most efficient and cost effective organization possible within the current economic environment.	29.2	2,795,775	30.0	3,394,921	**29.0**	**4,546,122**
Corporate Strategy & Performance 280009						
This group consists of Supply Chain, Technology, Human Performance Technology, Small Business Development and Strategic Management.	135.0	16,612,863	133.0	17,567,000	**134.0**	**22,158,021**
Total	1,497.3	427,411,250	1,533.0	420,273,516	**1,483.0**	**430,650,811**

Business Area Roster Summary

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

Job Description	Pay Grade	FY2011 Current Budget FTE	FY2012 Budget FTE	Change
ACCOUNTANT	17	4.0	4.0	
ACCOUNTANT ASSOCIATE	14	0.0	4.0	4.0
ACCOUNTANT SUPERVISOR	24	3.0	3.0	
ACCOUNTING SERVICES SUPERVISOR	17	1.0	1.0	
ADMINISTRATION MANAGER	26	4.0	2.0	(2.0)
ADMINISTRATIVE AIDE	10	10.0	4.0	(6.0)
ADMINISTRATIVE ASSISTANT	17	22.0	19.0	(3.0)
ADMINISTRATIVE ASSOCIATE	13	14.0	9.0	(5.0)
ADMINISTRATIVE COORDINATOR	24	16.0	15.0	(1.0)
ADMINISTRATIVE SPECIALIST	20	25.0	20.0	(5.0)
ADMINISTRATIVE SUPERVISOR	22	3.0	3.0	
AIRPORT BUSINESS DEVELOPMENT COORDINATOR	29	7.0	9.0	2.0
AIRPORT COMMUNICATIONS OPERATOR	13	21.0	21.0	
AIRPORT MANAGER (EXE LEV)	32	1.0	0.0	(1.0)
AIRPORT OPERATIONS ASSISTANT	13	159.0	73.0	(86.0)
AIRPORT OPERATIONS COORDINATOR	20	68.0	44.0	(24.0)
AIRPORT OPERATIONS SPECIALIST	17	41.0	40.0	(1.0)
AIRPORT OPERATIONS SUPERVISOR	23	45.0	45.0	
AIRPORT SECURITY COORDINATOR	25	5.0	5.0	
AIRPORT SECURITY INVESTIGATOR	23	3.0	3.0	
AIRPORT SUPERINTENDENT	25	19.0	19.0	
AIRPORT SUPERVISOR	18	70.0	67.0	(3.0)
AIRPORT SYSTEMS TECHNICIAN	17	10.0	8.0	(2.0)
ASSISTANT AIRPORT MANAGER	29	3.0	4.0	1.0
ASSISTANT AIRPORT SUPERINTENDENT	22	8.0	7.0	(1.0)
ASSISTANT CITY ATTORNEY III	27	1.0	1.0	
ASSISTANT DIRECTOR (EXE LEV)	32	13.0	14.0	1.0
ASSISTANT DIRECTOR-AVIATION (EXE LEV)	34	2.0	3.0	1.0
ASSISTANT ELECTRICAL SUPERVISOR	22	7.0	7.0	
ASSISTANT PROJECT MANAGER	20	2.0	1.0	(1.0)
AVIATION DIRECTOR	38	1.0	1.0	
CARPENTER	14	10.0	10.0	
CEMENT FINISHER	11	4.0	4.0	
CHIEF ARCHITECT	31	2.0	3.0	1.0
CONTRACT ADMINISTRATOR	22	6.0	9.0	3.0
CONTRACT COMPLIANCE OFFICER	15	4.0	3.0	(1.0)
CONTRACT COMPLIANCE SUPERVISOR	22	1.0	1.0	
CUSTOMER SERVICE CLERK	10	1.0	1.0	
CUSTOMER SERVICE REP. I	13	5.0	2.0	(3.0)
CUSTOMER SERVICE REP. II	15	2.0	3.0	1.0
CUSTOMER SERVICE REP. III	16	1.0	1.0	
DEPUTY AIRPORT MANAGER (EXE LEV)	31	3.0	1.0	(2.0)
DEPUTY ASSISTANT DIRECTOR (EXE LEV)	30	7.0	9.0	2.0
DEPUTY DIRECTOR (EXE LEV)	34	1.0	2.0	1.0
DEPUTY DIRECTOR-AVIATION	36	5.0	4.0	(1.0)
DIVISION MANAGER	29	19.0	19.0	
DIVISION MANAGER (EXE LEV)	29	3.0	3.0	
ELECTRICAL SUPERINTENDENT	26	3.0	3.0	
ELECTRICIAN	18	29.0	29.0	
ENGINEER	26	1.0	1.0	
ENVIRONMENTAL INVESTIGATOR III	20	1.0	1.0	
ENVIRONMENTAL INVESTIGATOR V	28	1.0	1.0	
EQUIPMENT OPERATOR I	8	32.0	34.0	2.0
EQUIPMENT OPERATOR II	10	32.0	29.0	(3.0)
EQUIPMENT OPERATOR III	13	26.0	26.0	

Business Area Roster Summary

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

Job Description	Pay Grade	FY2011 Current Budget FTE	FY2012 Budget FTE	Change
EQUIPMENT WORKER	13	0.0	3.0	3.0
EXECUTIVE OFFICE ASSISTANT	15	5.0	4.0	(1.0)
EXECUTIVE STAFF ANALYST	30	3.0	2.0	(1.0)
FINANCIAL ANALYST II	18	1.0	1.0	
FINANCIAL ANALYST III	21	1.0	1.0	
FINANCIAL ANALYST IV	25	4.0	2.0	(2.0)
GIS ANALYST	20	1.0	1.0	
GRADUATE ENGINEER	22	3.0	3.0	
GRAPHIC DESIGNER	17	3.0	1.0	(2.0)
GROUND TRANSPORTATION REP.	8	56.0	56.0	
HUMAN RESOURCES MANAGER	27	1.0	0.0	(1.0)
HUMAN RESOURCES SPECIALIST	17	3.0	0.0	(3.0)
HUMAN RESOURCES TECHNICIAN	12	1.0	0.0	(1.0)
INFORMATION SYSTEMS ADMIN. (EXE LEV)	30	1.0	1.0	
INSPECTOR	18	37.0	34.0	(3.0)
INSTRUMENT PERSON	11	2.0	2.0	
INVENTORY MANAGEMENT CLERK	9	15.0	12.0	(3.0)
INVENTORY MANAGEMENT SUPERVISOR	17	2.0	0.0	(2.0)
IRM MANAGER	29	0.0	1.0	1.0
IT PROJECT MANAGER	28	8.0	9.0	1.0
LABORER	4	221.0	219.0	(2.0)
MAINTENANCE MECHANIC I	8	22.0	21.0	(1.0)
MAINTENANCE MECHANIC II	12	5.0	4.0	(1.0)
MAINTENANCE MECHANIC III	14	44.0	45.0	1.0
MAINTENANCE SUPERVISOR	16	4.0	3.0	(1.0)
MANAGEMENT ANALYST I	15	1.0	1.0	
MANAGEMENT ANALYST II	18	1.0	1.0	
MANAGEMENT ANALYST III	21	9.0	5.0	(4.0)
MANAGEMENT ANALYST IV	25	4.0	2.0	(2.0)
MANAGING ENGINEER	31	2.0	7.0	5.0
OFFICE ASSISTANT	9	1.0	0.0	(1.0)
OFFICE SUPERVISOR	17	1.0	1.0	
PAINTER	11	25.0	23.0	(2.0)
PAINTER LEADER	15	1.0	1.0	
PARALEGAL III	16	1.0	0.0	(1.0)
PARTY CHIEF	19	2.0	2.0	
PROCUREMENT SPECIALIST	24	5.0	5.0	
PROGRAMMER ANALYST IV	25	1.0	1.0	
PROJECT MANAGER	24	11.0	11.0	
PROJECT TECHNICIAN III	17	3.0	3.0	
REGULATORY INVESTIGATOR	11	4.0	4.0	
SAFETY ADMINISTRATOR	27	1.0	0.0	(1.0)
SAFETY OFFICER	21	1.0	0.0	(1.0)
SAFETY REPRESENTATIVE	19	2.0	2.0	
SECURITY OFFICER	8	0.0	66.0	66.0
SEMI-SKILLED LABORER	6	67.0	67.0	
SENIOR ACCOUNT CLERK	13	5.0	0.0	(5.0)
SENIOR ACCOUNTANT	20	7.0	5.0	(2.0)
SENIOR AIRPORT COMMUNICATIONS OPERATOR	15	18.0	15.0	(3.0)
SENIOR AIRPORT MANAGER (EXE LEV)	35	1.0	1.0	
SENIOR AIRPORT PROPERTIES REPRESENTATIVE	26	4.0	7.0	3.0
SENIOR AIRPORT SYSTEMS TECHNICIAN	20	6.0	6.0	
SENIOR ARCHITECT	29	2.0	1.0	(1.0)
SENIOR ASSISTANT CITY ATTORNEY I	30	1.0	1.0	
SENIOR ASSISTANT CITY ATTORNEY III	34	1.0	1.0	
SENIOR CLERK	8	3.0	0.0	(3.0)

Business Area Roster Summary

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

Job Description	Pay Grade	FY2011 Current Budget FTE	FY2012 Budget FTE	Change
SENIOR COMMUNICATIONS SPECIALIST	20	1.0	1.0	
SENIOR CONTRACT ADMINISTRATOR	27	4.0	3.0	(1.0)
SENIOR CONTRACT COMPLIANCE OFFICER	18	9.0	5.0	(4.0)
SENIOR CUSTOMER SERVICE CLERK	12	1.0	1.0	
SENIOR GIS ANALYST	24	1.0	1.0	
SENIOR GIS TECHNICIAN	17	1.0	1.0	
SENIOR HUMAN RESOURCES SPECIALIST	21	4.0	1.0	(3.0)
SENIOR INSPECTOR	22	9.0	7.0	(2.0)
SENIOR INVENTORY MANAGEMENT CLERK	12	7.0	5.0	(2.0)
SENIOR MARKETING SPECIALIST	28	2.0	2.0	
SENIOR MICROCOMPUTER ANALYST	23	9.0	11.0	2.0
SENIOR OFFICE ASSISTANT	12	12.0	9.0	(3.0)
SENIOR PARALEGAL	19	1.0	1.0	
SENIOR PAYROLL CLERK	13	6.0	5.0	(1.0)
SENIOR PROCUREMENT SPECIALIST	27	13.0	11.0	(2.0)
SENIOR PROJECT MANAGER	27	12.0	11.0	(1.0)
SENIOR REGULATORY INVESTIGATOR	14	5.0	5.0	
SENIOR RODPERSON	9	1.0	1.0	
SENIOR SPECIAL SERVICE REPRESENTATIVE	15	4.0	4.0	
SENIOR STAFF ANALYST	28	4.0	5.0	1.0
SENIOR STAFF ANALYST (EXE LEV)	28	2.0	1.0	(1.0)
SENIOR SUPERINTENDENT	27	17.0	16.0	(1.0)
SPECIAL SERVICE REPRESENTATIVE	13	43.0	41.0	(2.0)
STAFF ANALYST	26	11.0	7.0	(4.0)
STAFF ANALYST (EXE LEV)	26	1.0	1.0	
SUPERVISING ENGINEER	29	7.0	2.0	(5.0)
SYSTEMS ACCOUNTANT II	23	1.0	1.0	
SYSTEMS ACCOUNTANT III	27	6.0	7.0	1.0
SYSTEMS ACCOUNTANT IV	29	2.0	2.0	
SYSTEMS CONSULTANT	26	5.0	5.0	
SYSTEMS SUPPORT ANALYST III	22	2.0	2.0	
SYSTEMS SUPPORT ANALYST IV	25	6.0	6.0	
TRAINING COORDINATOR	24	4.0	3.0	(1.0)
TRANSLATOR	11	6.0	0.0	(6.0)
Total FTEs		**1,640.0**	**1,503.0**	**(137.0)**
Less adjustment for Civilian Vacancy Factor		**80.0**	**20.0**	**(60.0)**
Full-Time Equivalents		**1,560.0**	**1,483.0**	**(77.0)**

Business Area Revenue Summary

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

Commit Item	Description	FY2011 Current Budget	FY2011 Estimate	FY2012 Budget
2800020002	**HAS-Accounting**			
426420	Building Space Rental Fees	3,456	0	**0**
428060	Other Interest Income	43	43	**0**
428080	Returned Check Charges	192	192	**0**
431030	Donated/Seized Asset Additions	0	21,855	**0**
432010	Interest on Pooled Investments	13,000,000	13,000,000	**0**
434130	Gain/Loss on Investment Sale	22,589	22,589	**0**
443060	Ground Transport Concessions	509,685	509,685	**509,685**
456255	Misc Operating Revenue	184,471	162,616	**183,547**
456260	Oper Recov & Refunds	4,298	4,298	**0**
Total	**HAS-Accounting**	**13,724,734**	**13,721,278**	**693,232**
2800020004	**HAS-Supply Chain Management/Fleet**			
434225	Sale of Non-Capital Equip. & Merchandise	8,509	8,509	**0**
434245	Sale of Capital Assets - Vehicles	9,010	9,010	**0**
Total	**HAS-Supply Chain Management/Fleet**	**17,519**	**17,519**	**0**
2800020009	**HAS-Treasury & Financial Programs**			
432010	Interest on Pooled Investments	0	0	**13,200,000**
2800040003	**HAS - EFD Operations**			
426420	Building Space Rental Fees	78,579	78,529	**87,155**
434240	Sale of Capital Assets-Land/Streets	137,036	1,356,826	**0**
434245	Sale of Capital Assets - Vehicles	22,231	22,231	**0**
441020	Aviation Fuel Revenue	231,000	125,971	**125,971**
442050	Hangar Rental Fees	835,454	835,454	**840,090**
442060	Grounds Rental Fees	353,815	347,868	**456,447**
443080	Special Events Concessions	22,411	22,411	**22,411**
456255	Misc Operating Revenue	67,757	45,640	**160,829**
Total	**HAS - EFD Operations**	**1,748,283**	**2,834,930**	**1,692,903**
2800040004	**HAS - Maintenance**			
434245	Sale of Capital Assets - Vehicles	3,798	3,798	**0**
2800040005	**HAS-HOU Management**			
426420	Building Space Rental Fees	230,049	230,049	**230,049**
441010	Signatory Landings	14,006,000	12,630,075	**13,094,063**
441020	Aviation Fuel Revenue	955,524	955,524	**955,524**
441030	Aircraft Parking Revenue	125,000	125,000	**150,000**
442030	Terminal Space Rental Fees	23,545,000	22,461,809	**23,040,311**
442035	Terminal Space Nonair Rental Fees	129,816	129,816	**474,389**
442040	Cargo Building Rental Fees	177,518	177,518	**177,518**
442050	Hangar Rental Fees	2,649,192	2,649,192	**3,055,702**
442060	Grounds Rental Fees	1,315,661	1,315,661	**1,348,479**
443050	Auto Rental Concessions	7,018,362	6,815,136	**6,902,115**
443060	Ground Transport Concessions	1,195,743	1,195,743	**1,468,566**
443190	Retail Concessions	6,408,889	6,408,889	**7,138,124**
447020	Garage Parking Revenue	13,929,384	15,556,135	**14,752,814**
456255	Misc Operating Revenue	687,821	640,221	**521,693**
Total	**HAS-HOU Management**	**72,373,959**	**71,290,768**	**73,309,347**
2800040007	**HAS-HOU Facilities Admin.**			
456260	Oper Recov & Refunds	507	507	**0**
2800040008	**HAS-HOU Airfield & Grnd**			
434245	Sale of Capital Assets - Vehicles	10,530	10,530	**0**

Business Area Revenue Summary

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

Commit Item	Description	FY2011 Current Budget	FY2011 Estimate	FY2012 Budget
2800040010	**HAS-HOU Operations**			
434245	Sale of Capital Assets - Vehicles	6,294	6,294	**0**
2800040011	**HAS-HOU Bldg. Svcs**			
434245	Sale of Capital Assets - Vehicles	1,763	1,763	**0**
2800040013	**HAS-HOU PhysPlantMain**			
434245	Sale of Capital Assets - Vehicles	1,811	1,811	**0**
2800040015	**HAS-IAH Facil Mgmnt.**			
434245	Sale of Capital Assets - Vehicles	6,482	6,482	**0**
456260	Oper Recov & Refunds	32,166	32,166	**0**
Total	**HAS-IAH Facil Mgmnt.**	**38,648**	**38,648**	**0**
2800040016	**HAS-IAH Management**			
426420	Building Space Rental Fees	4,701,081	4,701,081	**4,616,000**
434245	Sale of Capital Assets - Vehicles	2,305	2,305	**0**
441010	Signatory Landings	75,785,000	72,424,057	**74,046,706**
441015	Carrier Incentive Program	(1,000,000)	(1,000,000)	**(1,000,000)**
441020	Aviation Fuel Revenue	242,401	242,401	**242,401**
441030	Aircraft Parking Revenue	1,647,000	1,637,000	**1,700,000**
442030	Terminal Space Rental Fees	137,133,000	139,784,768	**144,440,354**
442035	Terminal Space Nonair Rental Fees	645,313	642,471	**640,174**
442040	Cargo Building Rental Fees	2,333,372	2,333,372	**2,331,376**
442050	Hangar Rental Fees	2,017,217	2,017,217	**2,417,100**
442060	Grounds Rental Fees	5,912,929	5,912,929	**5,967,384**
443050	Auto Rental Concessions	16,327,404	16,327,404	**16,483,362**
443060	Ground Transport Concessions	4,081,673	3,794,196	**4,173,389**
443190	Retail Concessions	24,647,876	25,882,266	**27,440,432**
447020	Garage Parking Revenue	54,726,698	54,501,802	**55,322,172**
456255	Misc Operating Revenue	3,056,951	3,056,951	**2,934,479**
Total	**HAS-IAH Management**	**332,260,220**	**332,260,220**	**341,755,329**
2800040017	**HAS-IAH Airfield & Grnd**			
434245	Sale of Capital Assets - Vehicles	20,080	20,080	**0**
2800040019	**HAS-IAH Operations**			
434245	Sale of Capital Assets - Vehicles	17,622	17,622	**0**
2800040023	**HAS-IAH PhysPlanMai**			
434245	Sale of Capital Assets - Vehicles	12,933	12,933	**0**
2800050004	**HAS-Design & Construction**			
426320	City Maps & Related Items	3,450	3,450	**0**
2800060002	**HAS-IAHSecurFieldSvc**			
434245	Sale of Capital Assets - Vehicles	18,598	18,598	**0**
2800060004	**HAS-IAH HPD**			
434245	Sale of Capital Assets - Vehicles	1,421	1,421	**0**
2800060007	**HAS-HOU SecurFieldSv**			
434245	Sale of Capital Assets - Vehicles	10,136	10,136	**0**
2800060015	**HAS-Information Technology**			
434225	Sale of Non-Capital Equip. & Merchandise	360	360	**0**
434250	Sale of Capital Assets-Intergovernmental	720	720	**0**
434505	Prior Year Expenditure Recovery	130	130	**0**
Total	**HAS-Information Technology**	**1,210**	**1,210**	**0**
Total	**Houston Airport System**	**420,273,516**	**420,273,516**	**430,650,811**

Business Area Expenditure Summary

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

Commit Item	Description	FY2010 Actual	FY2011 Current Budget	FY2011 Estimate	FY2012 Budget
500010	Salary Base Pay - Civilian	64,518,034	68,272,603	68,056,698	**65,312,763**
500030	Salary Part Time - Civilian	484,712	632,925	595,680	**327,634**
500060	Overtime - Civilian	2,578,566	2,203,544	2,855,038	**2,239,170**
500090	Premium Pay - Civilian	1,570,232	744,738	728,704	**737,429**
500110	Bilingual Pay - Civilian	130,249	130,659	127,728	**136,688**
500210	Pay for Performance-Municipal	719,750	0	250	**0**
501050	Employee Awards	0	0	50	**31,500**
501060	Moving Expenses	33,355	50,000	18,552	**25,000**
501070	Pension - Civilian	9,564,120	9,900,663	10,162,635	**11,756,290**
501120	Termination Pay - Civilian	417,344	445,591	287,528	**476,067**
501160	Vehicle Allowance - Civilian	8,432	8,433	7,837	**12,633**
502010	FICA - Civilian	5,057,447	5,473,814	5,085,862	**5,215,761**
503010	Health Ins-Act Civilian	9,429,835	9,835,126	9,433,721	**10,496,933**
503015	Basic Life Insurance - Active Civilian	37,479	40,288	39,056	**38,887**
503040	Health/Life Ins.Ret-Classified	9,395	0	0	**0**
503050	Health/Life Insurance - Retiree Civilian	11,177,312	2,124,506	1,359,794	**1,274,704**
503060	Long Term Disability-Civilian	126,062	130,972	122,815	**125,720**
503090	Workers Compensation-Civilian-Admin	(816,902)	325,815	327,363	**296,592**
503100	Workers Compensation-Civilian-Claim	629,446	930,000	524,816	**659,135**
504010	Pension - GASB 27 Pension Accrual	3,876,038	0	0	**0**
504020	Compensation Contingency	0	592,210	383,871	**250,000**
504030	Unemployment Claims - Administration	119,151	54,425	131,395	**971,100**
Total	**Personnel Services**	**109,670,057**	**101,896,312**	**100,249,393**	**100,384,006**
511010	Chemical Gases & Special Fluids	240,864	199,730	203,693	**400,476**
511015	Cleaning & Sanitary Supplies	936,653	1,090,316	1,071,633	**1,236,353**
511020	Construction Materials	929,462	962,714	1,140,691	**829,165**
511025	Electrical Hardware & Parts	796,434	738,294	732,770	**1,045,756**
511030	Mechanical Hardware & Parts	91,781	108,448	61,108	**353,285**
511035	Meters Hydrants & Plumbing Supplies	93,595	56,754	62,782	**225,457**
511040	Audiovisual Supplies	179,045	175,890	146,817	**242,268**
511045	Computer Supplies	150,673	157,692	144,207	**197,602**
511050	Paper & Printing Supplies	73,083	97,992	70,316	**114,728**
511055	Publications & Printed Materials	38,966	86,448	193,503	**220,732**
511060	Postage	19,014	20,859	10,141	**29,176**
511070	Miscellaneous Office Supplies	253,193	272,678	213,147	**251,484**
511080	General Laboratory Supplies	194	0	0	**0**
511085	Drugs & Medical Chemicals	19,264	100	56	**0**
511090	Medical & Surgical Supplies	17,410	17,478	14,111	**27,070**
511095	Small Technical & Scientific Equipment	23,251	9,150	5,622	**11,950**
511110	Fuel	801,835	862,428	1,126,024	**1,031,757**
511115	Vehicle Repair & Maintenance Supplies	56,528	43,368	37,224	**32,632**
511120	Clothing	254,327	350,042	275,663	**563,684**
511125	Food Supplies	26,437	31,345	26,175	**60,421**
511130	Weapons Munitions & Supplies	1,098	3,330	1,133	**5,200**
511135	Recreational Supplies	845	0	6	**0**
511140	Landscaping & Gardening Supplies	11,199	12,700	8,102	**12,000**
511145	Small Tools & Minor Equipment	177,047	141,447	381,381	**205,998**
511150	Miscellaneous Parts & Supplies	532,267	833,059	943,787	**505,820**
511155	Inventory Sales	92,430	0	32,342	**0**
511160	Protective Gear	0	0	3,805	**0**
511165	Fire Fighting Equipment	0	0	1,391	**0**
Total	**Supplies**	**5,816,895**	**6,272,262**	**6,907,630**	**7,603,014**

Business Area Expenditure Summary

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

Commit Item	Description	FY2010 Actual	FY2011 Current Budget	FY2011 Estimate	FY2012 Budget
520100	Temporary Personnel Services	326,966	362,723	431,912	**50,000**
520101	Janitorial Services	173,259	183,331	171,430	**183,385**
520102	Security Services	2,195,711	2,045,352	2,671,787	**0**
520105	Accounting & Auditing Services	221,210	50,750	1,037	**125,000**
520106	Architectural Services	0	200	0	**0**
520107	Computer Info/Contr	1,399,735	1,491,850	1,873,425	**1,515,760**
520108	Information Resource Services	8,601	23,520	12,270	**16,220**
520109	Medical Dental & Laboratory Services	40,626	61,541	49,927	**65,808**
520110	Management Consulting Services	2,958,841	8,881,583	16,506,551	**1,756,625**
520111	Real Estate Services	98,400	90,300	56,450	**134,000**
520112	Banking Services	2,208	3,165	3,198	**6,000**
520113	Photographic Services	17,413	15,925	11,425	**9,300**
520114	Miscellaneous Support Services	16,764	212,233	272,582	**261,226**
520115	Real Estate Lease/Office Rental	22,479	22,800	22,559	**22,800**
520116	Parking Services Contract	11,889,777	12,512,246	12,913,216	**13,134,391**
520118	Refuse Disposal	805,244	776,005	713,623	**973,980**
520119	Computer Equipment/Software Maintenance	941,201	1,168,718	188,121	**1,046,252**
520120	Communications Equipment Services	1,903,767	2,328,984	2,464,685	**2,702,090**
520121	IT Application Svcs	77,496	51,650	95,491	**81,471**
520122	Office Equipment Services	283	9,600	2,175	**21,526**
520123	Vehicle & Motor Equipment Services	2,325,908	2,371,750	2,309,896	**2,640,597**
520124	Other Equipment Services	114,096	472,683	254,514	**676,455**
520126	Construction Site Work Services	24,772	0	0	**0**
520141	Engineering Services	56,399	273,089	115,781	**0**
520143	Credit/Bank Card Services	1,203,861	1,738,708	1,639,735	**1,820,076**
520145	Criminal Intelligence Services	322,956	313,000	406,486	**421,004**
520150	GT EZ Tag Fees	58,705	57,738	19,500	**0**
520151	Parking EZ Tag Fees	1,004,092	21,262	85,669	**0**
520158	Computer Equipment Maintenance Services	0	0	100	**0**
520510	Mail/Delivery Services	14,006	20,849	15,601	**21,146**
520515	Print Shop Services	11,896	39,815	11,774	**22,191**
520520	Printing & Reproduction Services	48,216	92,378	59,882	**74,291**
520605	Advertising Services	1,601,602	1,740,000	1,262,112	**1,945,398**
520705	Insurance Fees	3,461,153	3,233,679	3,062,521	**3,598,445**
520720	Fines	4,032	2,000	2,060	**2,000**
520755	Contingency	0	2,447,500	0	**(1,000,000)**
520765	Membership & Professional Fees	269,292	281,007	264,645	**257,972**
520805	Education & Training	393,387	835,670	387,434	**981,637**
520815	Tuition Reimbursement	103,813	80,000	102,592	**148,284**
520905	Travel - Training Related	300,958	266,880	189,820	**354,954**
520910	Travel - Non-Training Related	131,888	253,997	231,559	**493,257**
521305	Indirect Cost Recovery Payment	2,771,233	3,316,303	3,316,310	**3,209,709**
521405	Building Maintenance Services	20,657,855	23,755,048	24,100,171	**28,688,727**
521410	Sewer Services	1,583,594	1,622,766	1,790,990	**1,622,766**
521415	Land and Grounds Maintenance	1,281,949	1,334,407	1,587,229	**1,505,825**
521435	Water Services	1,749,922	1,788,611	1,561,232	**1,788,611**
521505	Electricity	22,532,395	20,751,204	20,481,745	**19,334,965**
521510	Natural Gas	2,623,271	3,671,303	2,672,902	**2,358,330**
521515	Electricity Fran Fee Exp	475,399	536,301	348,358	**458,560**
521605	Data Services	122,628	165,410	119,792	**252,163**
521610	Voice Services	889,406	1,020,568	686,955	**880,715**
521615	Radio Communications	0	0	0	**11,600**
521620	Voice Equipment	0	1,735	773	**2,225**

Business Area Expenditure Summary

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

Commit Item	Description	FY2010 Actual	FY2011 Current Budget	FY2011 Estimate	FY2012 Budget
521625	Voice Labor	0	1,235	0	**1,235**
521630	GIS Revolving Fund Services	0	191,654	190,000	**190,198**
521705	Vehicle/Equipment Rental/Lease	7,332	13,000	6,487	**12,000**
521715	Office Equipment Rental	928	8,534	10,680	**11,608**
521725	Other Rental	27,875	69,002	27,715	**113,084**
521730	Parking Space Rental	3,774	21,300	19,053	**22,216**
521905	Legal Services	905,594	1,774,101	958,531	**868,000**
522205	Metro Commuter Passes	8,752	15,000	4,018	**5,000**
522305	Freight Charges	3,725	5,400	1,575	**5,400**
522430	Miscellaneous Other Services & Charges	1,026,799	1,037,444	1,052,299	**1,533,718**
522435	Interest Charges Past Due Accounts	3	0	0	**0**
522620	Claims & Judgments	100,943	175,000	288,997	**175,000**
522720	Interfund Payroll Services	0	334,587	166,171	**335,000**
522721	Interfund HR Client Services	0	683,982	0	**1,070,000**
522722	KRONOS Service Chargeback	0	0	0	**54,251**
522723	Drainage Fee Service Chargeback	0	0	0	**6,194,758**
522725	Intfd Traf Signal Instal	0	0	0	**800**
522730	Interfund Engineering Services	(95,494)	0	0	**0**
522740	Interfund Police Service	20,194,895	21,217,098	21,710,371	**22,018,137**
522755	Interfund Fire Protection Service	16,354,438	16,642,455	17,261,813	**17,145,594**
522765	Interfund Legal Services	105,948	0	0	**100,000**
522780	Interfund Photo Copy Services	318,358	347,405	297,144	**331,941**
522790	Interfund Inventory Adjustments	(9,300)	2,400	703	**0**
522795	Other Interfund Services	334,259	556,211	286,286	**203,000**
522800	Cost of Goods Sold	17,940	0	30,597	**0**
522840	Interfund Permit Center Rent Chargeback	0	0	0	**11,764**
531160	Issuance Expense Cost-Commercial Paper	215,552	209,203	861,264	**933,795**
Total	**Other Services and Charges**	**128,760,986**	**146,103,148**	**148,723,706**	**146,014,236**
551010	Non-Capital Office Furniture & Equipment	41,267	258,906	157,290	**104,078**
551015	Non-Capital Computer Equipment	571,536	719,466	700,378	**841,163**
551020	Non-Capital Communication Equipment	110,437	131,366	168,437	**455,159**
551025	Non-Capital Scientific/Medical Equipment	22,858	0	0	**0**
551030	Non-Capital Machinery & Equipment	24,470	0	20	**13,500**
551040	Non-Capital Other	3,703	0	0	**385,300**
551045	Non-Capital Vehicles/Rolling Stock	18,400	14,300	11,720	**55,700**
Total	**Non-Capital Equipment**	**792,671**	**1,124,038**	**1,037,845**	**1,854,900**
531010	Amortization Expense	1,465	1,466	0	**1,465**
531085	Other Interest	106,500	106,500	106,500	**106,500**
532080	System Debt Service Transfers	86,951,485	127,630,336	95,574,948	**120,566,655**
532085	Renewal & Replacement Transfer	12,401,394	0	0	**0**
532110	System Improvement Transfers	82,502,121	35,088,971	66,623,011	**52,120,035**
532115	System Operating Reserve	407,676	2,050,483	1,050,483	**2,000,000**
Total	**Debt Service and Other Uses**	**182,370,641**	**164,877,756**	**163,354,942**	**174,794,655**
	Grand Total Expenditures	**427,411,250**	**420,273,516**	**420,273,516**	**430,650,811**