

Houston Airport System

STRATEGIC PLAN

2020 – 2024



NAVIGATING OUR
PATH TO BECOMING
A 5-STAR GLOBAL AIR
SERVICE GATEWAY



VISION

Establish Houston Airport System as a 5-star global air service gateway where the magic of flight is celebrated

MISSION

We exist to connect the people, businesses, cultures and economies of the world to Houston

2020
2024

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MESSAGE FROM THE DIRECTOR

This Plan represents who Houston Airport System is, our future, and the roadmap to how we intend to achieve our 5-star vision.

Navigating Our Path to Becoming A 5-Star Global Air Service Gateway

It is my pleasure to present our Strategic Plan to the Mayor and City Council, our partners, our airport professionals and to the world. Our Plan represents who we are as an organization, our future and how we intend to get there.

We built our five-year Strategic Plan by evaluating our successes, lessons learned, current environment and future trends that may affect the way we operate and grow. Our organizational philosophy is built on the foundation of mastering safety, capacity and efficiency to provide exceptional and unmatched service for our millions of passengers each year.

We have identified numerous, unique opportunities within several areas of our airport system where we can make a measured impact – passenger experience, sustainability and technology.

Houston Airports is experiencing monumental infrastructure and passenger growth. In 2019, nearly 60 million passengers arrived, connected or departed from Houston Airports. Meeting only basic passenger needs is no longer a sustainable strategy. One of our main priorities is to enhance the **passenger experience** by providing an outstanding and consistent level of service across all the touch-points throughout the passenger's journey.

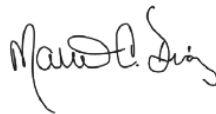
As the world continues to change, Houston Airports recognizes that **sustainability** is essential. We believe sustainability is the balance between social, economic and environmental influences and have developed strategies to promote a more connected, sustainable airport system. In the wake of natural disasters, we also recognize sustainability plays a key role in our region's ability to recover. We take great pride in our proactive approach to sustainability, as well as our coordinated and optimized response when challenges arise.

Technology is affecting not only the speed at which information is exchanged between humans, but it is now transforming our daily lives, our service expectations and the transportation industry in ways that were never thought possible. Technology has enabled autonomous vehicles, ride-sharing companies, drones, 5G technology and much more. The future is here, and we are excited to be leading the way with new, innovative technology in our airports.

With the collective knowledge of our team, we unearthed game-changing opportunities that can transform our airports and energize our vision of establishing Houston Airport System as a 5-star air service gateway where the magic of flight is celebrated.

Join me and Houston Airports on our journey to the future as we reach for the stars!

Respectfully,



Mario C. Diaz
Aviation Director



2020
2024

OVERVIEW

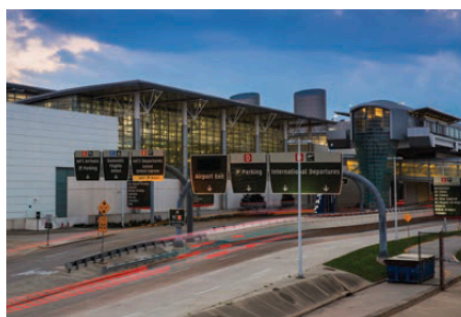
Houston Airports serves the nation's fourth-largest city with the most dynamic economy and diverse population base. We exist to connect the people, businesses, cultures and economies of the world to Houston.

Our three-airport system served more than 59 million passengers in 2019 and contributed more than \$36 billion to the local economy. Collectively, Houston Airports forms one of North America's largest public airport systems and, through expansion of international service, has become the premier gateway to Latin America.

This five-year Strategic Plan is forward-thinking and ambitious. The Plan encapsulates Houston Airports' desire to make a difference in the world and in the travel industry, while improving customer experiences and exceeding their expectations.

We are committed to achieving our vision with the careful collaboration of our employees and partners. Our "RISE to Win" values provide a strong foundation for the exceptional teamwork needed to provide a world-class passenger experience.

Our evolution into being one of the top airport systems in the world has been the result of deliberate actions and incremental progress. This Strategic Plan outlines our roadmap to establishing Houston Airport System as a 5-star global air service gateway where the magic of flight is celebrated.



George Bush Intercontinental Airport (IAH)

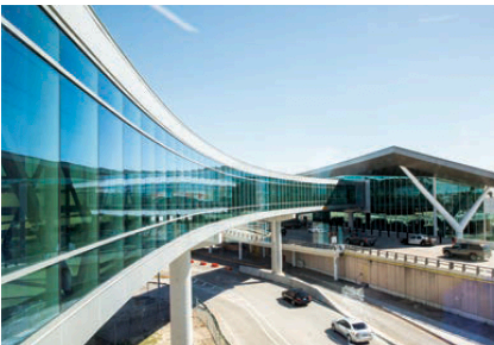
George Bush Intercontinental Airport (IAH) is Houston's largest airport, second largest hub for United Airlines and is the 16th busiest airport in the U.S. for total passenger traffic, according to the ACI-NA. IAH offers daily nonstop and direct flights to major cities in Asia, Canada, Europe, the Middle East, Oceania and South America. In 2019, it received a 4-star rating for the second consecutive year from Skytrax, a global air transport rating organization, making Houston the only city in the U.S. to boast two airports with 4-star Skytrax ratings.



3 Airports



**59+ MIL
Passengers Served**



William P. Hobby Airport (HOU)

William P. Hobby Airport (HOU) is Houston's original municipal airport, handles domestic and international passengers for four airlines and is a key hub for Southwest Airlines. HOU ranks as the nation's 39th busiest airport and earned a 4-star Skytrax rating for the fourth straight year in 2019.



Ellington Airport (EFD)

Ellington Airport (EFD) is a joint military and civilian airport that serves as an operations base for the National Aeronautics and Space Administration (NASA) and corporate charters. EFD has been approved as the 10th licensed commercial spaceport in the U.S. It is also home to the regional headquarters of the U.S. Coast Guard.



**\$36+ BIL Contributed
to Local Economy**

HOUSTON AIRPORTS IS THE CITY OF HOUSTON'S DEPARTMENT OF AVIATION

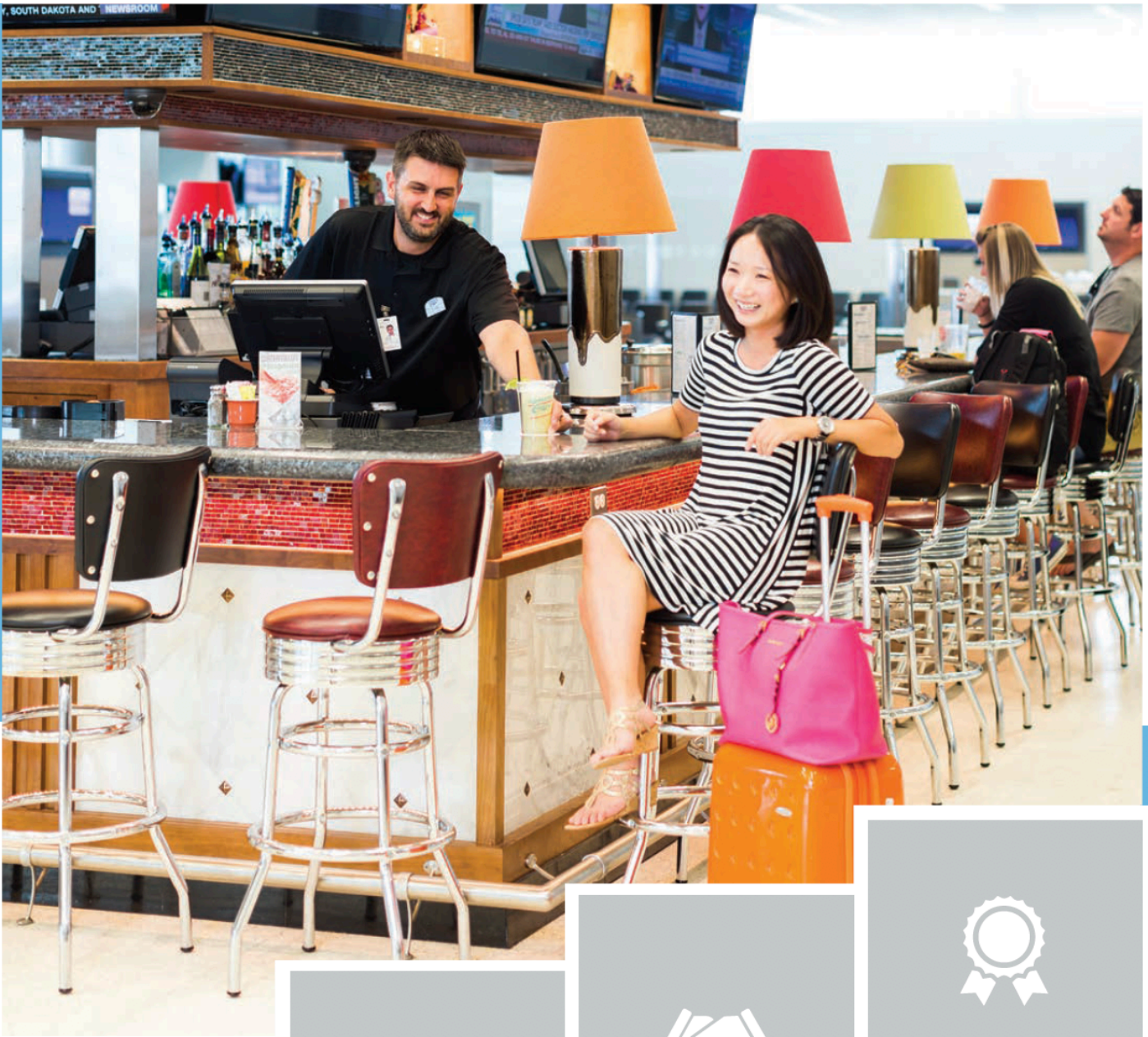
MISSION, VISION & CORE VALUES

MISSION: We exist to connect the people, businesses, cultures and economies of the world to Houston.

VISION: Establish Houston Airport System as a 5-star global air service gateway where the magic of flight is celebrated.

CORE VALUES: Houston Airports' core values define who we are, how we operate and how we interact with others. We "RISE to Win" through Relationships, Innovation, Service and Excellence. Our values provide focus to our work culture and help us approach our priorities, objectives, targets and initiatives in a responsible and intentional way. Adherence to our core values creates strength for Houston Airports, affording us the opportunity to plan collaboratively to meet customer needs and exceed their expectations.





Relationships

We work together with integrity and treat every individual with courtesy and respect.



Innovation

We have the courage and willingness to consider new and unconventional ways of thinking.



Service

We "WOW" our customers through a can-do attitude and respond quickly to meet and exceed their expectations.



Excellence

We strive for quality and skillful execution without compromise.

SITUATION ASSESSMENT



Houston Airports conducts a situation assessment annually. The purpose of the situation assessment is to help examine, evaluate and develop strategies to manage changing elements within the business environment, both internal and external to the organization. A comprehensive understanding of our strengths, opportunities, aspirations and results were drawn from members of the Houston Airports' Senior Leadership team and subject matter experts from functional, financial and supporting divisions.

Using the findings of the situation assessment, the Senior Leadership team developed a set of priorities which leverage strengths and opportunities to create measurable results. The resulting priorities are achievable and impactful overarching goals that will continue to position Houston Airports as a world-class system.

IAH

George Bush Intercontinental Airport (IAH)



45.2MIL

In 2019, more than 45.2 million passengers traveled through the five-terminal, five-runway airport



**187 Total
Destinations**

Nonstop service to more than 118 domestic destinations and 69 direct and nonstop international destinations



**141K
Jobs**

Supports more than 141,000 local jobs and contributes more than \$27.3 billion to the local economy



**6
Continents**

Provides service to all 6 inhabited continents, and offers more Latin American destinations than any other airport in the US.



**Largest
Hub**

One of the largest hubs for the world's second-largest airline: United Airlines



16th

16th busiest airport in North America based on flight operations according to ACI-NA

HOU

William P. Hobby Airport (HOU)



14.4MIL

39th busiest airport in the U.S. for passenger totals in 2019; more than 14.4 million passengers traveled through the airport in 2019



83 Total Destinations

Airline service to 71 domestic and 12 international destinations within U.S., Mexico, Latin America and the Caribbean



36K Jobs

Supports more than 36,000 local jobs and contributes \$5.8 billion to the local economy



Biometrics

The first in Texas to have biometric entry and exit



Active Hub

Home to one of Southwest Airlines' most important and active hubs



1937

Acquired by the City of Houston in 1937

EFD

Ellington Airport (EFD)



Commercial Spaceport

Became home to the nation's 10th licensed commercial spaceport in June 2015



Space Training

With NASA as tenant, many of the astronauts from the world-renowned Johnson Space Center receive ongoing space training at EFD



13K Jobs

Supports more than 13,000 local jobs and contributes \$3.3 billion to the local economy



75K

Accommodates more than 75,000 flight operations, offering 24/7 ATC service & three active runways



Disaster Relief

Home to the regional headquarters of the United States Coast Guard



Military Operations

Supports the operations of the U.S. Military, the Department of Homeland Security, NASA and a variety of general aviation tenants

FOUNDATION FOR OUR PRIORITIES

Our strategic approach provides a framework that enables us to prioritize and focus our efforts. Each successive competency builds upon the next, allowing us to deliver on our preeminent goal – an excellent customer experience.



Experience

We strive to “WOW” our customers and exceed their expectations at every touch point throughout our airports, providing an unmatched customer experience



Service

We are committed to providing excellent service to our customers



Efficiency

We operate and plan our future with efficiency in mind, constantly working to eliminate waste without compromising quality



Capacity

We proactively plan and right-size our facilities to ensure accommodation of current demand and future passenger growth



Safety

Safety is the foundation of everything we do

Houston Airports' strategic priorities guide the direction of the organization in support of our vision to establish Houston Airport System as a 5-star air service gateway where the magic of flight is celebrated. This Plan fosters efficiency in the use of organizational resources and communicates key focus areas. Each division within Houston Airports develops objectives and action plans (initiatives) which align to our strategic priorities, making the strategy actionable. These action items help guide business and resource planning through our Strategy-to-Budget process.



OVERVIEW OF STRATEGIC PRIORITIES

MAKE OUR PASSENGERS HAPPY

Objectives

- Achieve a 5-star Skytrax rating at George Bush Intercontinental Airport (IAH)
- Achieve a 5-star Skytrax rating at William P. Hobby Airport (HOU)
- Increase the number of originating and departing trips per capita

ACT RESPONSIBLY TO ACHIEVE SOCIAL, ENVIRONMENTAL, AND ECONOMIC SUSTAINABILITY

Objectives

- Reduce natural resource consumption
- Freeze air emission levels
- Create the Aviation and Aerospace Technical Training Center in conjunction with Texas Southern University, University of Houston, San Jacinto College, Texas A&M University and Rice University
- Build capacity for future growth while maintaining healthy financial metrics
- Improve climate resilience by undertaking airport facility improvements that enable us to withstand immediate and long-term extreme weather events
- Achieve "opening-day" fresh condition at all of our airports

BUILD PLATFORMS FOR FUTURE SUCCESS

Objectives

- Complete the IAH Domestic Redevelopment Program at George Bush Intercontinental Airport (IAH)
- Complete the IAH Terminal Redevelopment Program (ITRP) to provide additional capacity at George Bush Intercontinental Airport (IAH)
- Install an Airport-Centric 5G Network
- Complete HOU Gate Expansion to provide additional capacity

INVEST IN OUR PARTNERSHIPS AND OUR EMPLOYEES

Objectives

- Provide Houston Airports' employees facilities, training and tools to enable them to achieve their full potential
- Create a culture of passenger-centric airport professionals
- Create career pathways for Houston Airports' employees via career development
- Partner with Transportation Security Administration (TSA) and the United States Customs and Border Protection (CBP), to implement biometric technology in IAH and HOU Airports
- Reduce voluntary turnover of Houston Airports' employees



FOCUS ON PRIORITIES

13

FOCUS ON PRIORITIES

Make Our Passengers Happy

Houston Airports is one of only six airport systems in the world that offers nonstop service to all six inhabited continents. Houston Airports wants to increase destinations and airport usage.

Houston Airports views the traveling passenger as the customer. Therefore, Houston Airports must be focused on continually providing an excellent customer experience at all touch-points.

Houston Airports provides industry-leading services, amenities and facilities that passengers want to experience while traveling.

Corporate objectives that support this priority are:

- Increase George Bush Intercontinental Airport's (IAH) Skytrax rating from 4-stars to 5-stars
- Increase William P. Hobby Airport's (HOU) Skytrax rating from 4-stars to 5-stars
- Increase the number of originating and departing trips per capita

We are deliberate and intentional in fulfilling our vision of 5-star success.

In March 2019, Skytrax — the leading global air transport rating organization — awarded William P. Hobby Airport (HOU) a 4-star rating for the fourth consecutive year, while George Bush Intercontinental Airport (IAH) earned its second consecutive 4-star rating.

Skytrax ratings are based on hundreds of assessment items and are recognized as a global benchmark of airport standards. The Skytrax audit evaluates hundreds of different areas that impact the customer experience, many of which are product- and facility-related.



Make Our Passengers Happy

✓ Strategic Objective

Increase both IAH and HOU Airports Skytrax ratings to 5-star



PERFORMANCE MEASURE(S)

Skytrax rating



YEARLY MILESTONES

0.1 increase per year

BASELINE(S)

IAH 4.0 and HOU 4.22 (FY19)



TARGET(S)

5-star ranking IAH by FY24 and HOU by FY22



✓ Strategic Objective

Increase enplanements per capita



PERFORMANCE MEASURE(S)

Enplanements per capita



YEARLY MILESTONES

CY20 – 2.48
CY21 – 2.51
CY22 – 2.54
CY23 – 2.57
CY24 – 2.60

BASELINE(S)

2.42 (CY 2018)



TARGET(S)

2.60 (FY24)



STRATEGIC PLAN



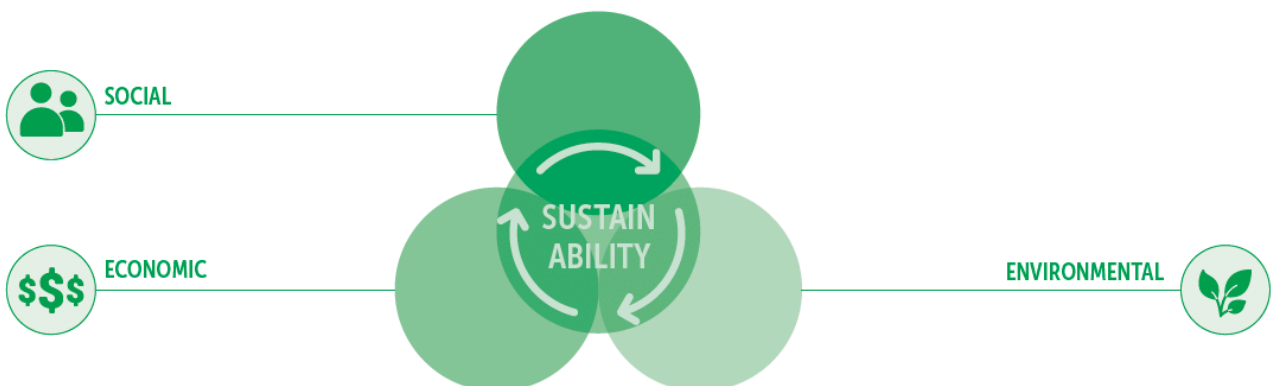
Act Responsibly to Achieve Social, Environmental and Economic Sustainability

Houston Airports adopted the triple-bottom-line definition of sustainability promoting economic, social and environmental responsibility.

Sustainability is not only about minimizing effects on resources or “using less,” it is about recognizing the role we play in the community, creating airports that are resilient to future stresses, and acting with fiscal responsibility. Houston Airports is committed to operating in an efficient and responsible manner allowing us to connect the world now and into the future.

Our sustainability objectives are to:

- Reduce natural resource consumption
- Freeze air emission levels
- Create the Aviation and Aerospace Technical Training Center in conjunction with Texas Southern University, University of Houston, San Jacinto College, Texas A&M University and Rice University
- Build capacity for future growth while maintaining healthy financial metrics
- Improve climate resilience by beginning airport facility improvements that enable us to withstand immediate and long-term extreme weather events
- Achieve “opening-day” fresh condition at all of our airports

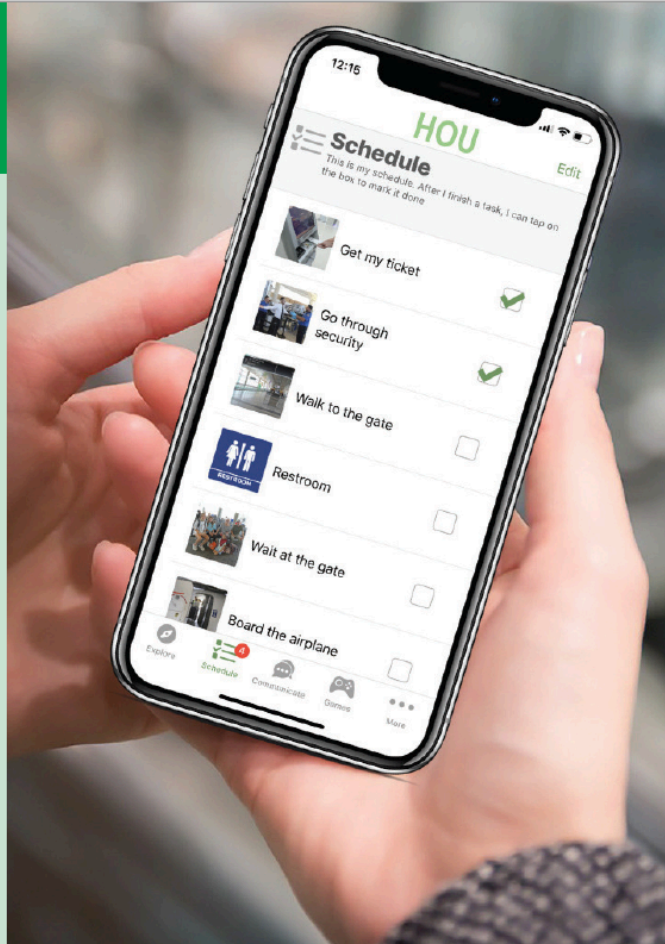


Social Sustainability

Social sustainability is centered around people. Houston Airports strives to create a world-class customer experience, provide a safe and secure travel environment, and foster meaningful partnerships with businesses and the public.

Houston Airports is committed to serving and giving back through programs like Houston Airport's High School Aviation Club and Edge4Vets – a program that assists veterans in finding work within the aviation industry. We are partnering with various local universities and dynamic companies to establish a cluster of aviation training centers, laboratories and manufacturing facilities. Houston Airports is also committed to improving accessibility for all through innovative ADA initiatives.

Through focused efforts on social sustainability, Houston Airports will build greater advocacy and improve public sentiment.



Social Sustainability

✓ Strategic Objective

Create aviation and aerospace tech training center in conjunction with higher education institutions



PERFORMANCE MEASURE(S)

Pass/Fail



YEARLY MILESTONES

FY20 – Feasibility study procurement
FY21 – Complete feasibility study
FY22 – TBD
FY23 – TBD
FY24 – TBD

BASELINE(S)

N/A



TARGET(S)

Build aviation and aerospace tech training center in conjunction with TSU, A&M, SAN JAC (FY24)



✓ Strategic Objective

Improve public sentiment and build greater advocacy toward Houston Airports



PERFORMANCE MEASURE(S)

Number of proactive community facing public speaking engagements



YEARLY MILESTONES

FY20 – 2 Speaker Bureau public appearances
FY21 – 4 Speaker Bureau public appearances
FY22 – 4 Speaker Bureau public appearances
FY23 – 4 Speaker Bureau public appearances
FY24 – 4 Speaker Bureau public appearances

BASELINE(S)

No baseline established



TARGET(S)

18 Proactive Speaker Bureau public appearances (FY24)





Environmental Sustainability

In 2018, Houston Airports became 1 of just 10 airport systems nationwide to finalize an FAA-approved Sustainable Management Plan. In the next five years, Houston Airports has committed to reducing our environmental impact in seven different categories:

HAS Sustainability Categories



ENERGY



WATER



SOLID WASTE/RECYCLING



SUSTAINABLE DESIGN



GREENHOUSE GAS EMISSIONS



SUSTAINABLE ASSETS AND INFRASTRUCTURE



SUSTAINABLE PROCUREMENT



Environmental Sustainability

✓ Strategic Objective

Reduce natural resources consumption and reduce environmental footprint by freezing current local air emission levels



PERFORMANCE MEASURE(S)

Metered Gas, Water and Electric usage and local emissions



YEARLY MILESTONES

CY20 – (5%)
FY21 – complete air emissions inventory to establish baseline
CY21 – (5%)
CY22 – (5%)
CY23 – (5%)

BASELINE(S)

Electricity 238,970,531 KWH (CY19)
Water 357,863 Gallons (CY19)
Natural Gas 488,380 MMBTU (CY19)
Local air emission levels established FY21

TARGET(S)

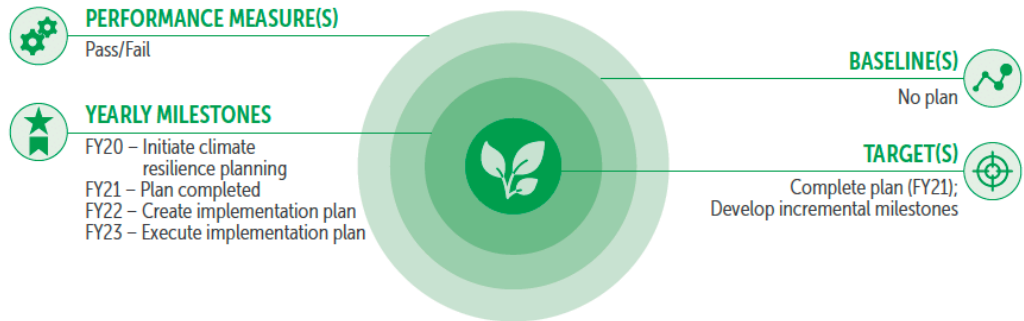
25% reduction in utility consumption per enplanement (FY24)
Freeze local air emission levels following FY21 study



Environmental Sustainability

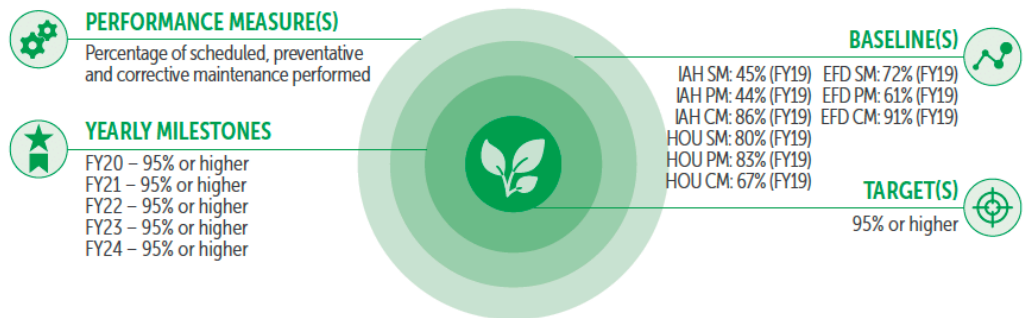
✓ Strategic Objective

Improve the climate resilience of all our airports by improving facility systems to withstand immediate and long term extreme weather events by FY24



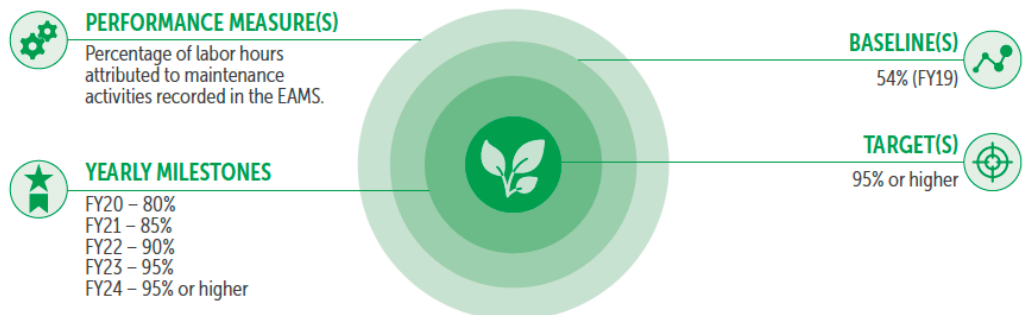
✓ Strategic Objective

Achieve "opening-day" fresh condition at all of our airports



✓ Strategic Objective

Achieve "opening-day" fresh condition at all of our airports



Economic Sustainability

Our 2020-2024 Capital Improvement Plan (CIP) calls for the completion of major projects, including the IAH Terminal Redevelopment Program (ITRP) and IAH Domestic Redevelopment Program. As we fund our CIP, we have established targets (allowable limits and/or ranges) as it relates to leverage, liquidity and debt service coverage.

The leverage metric (Debt per Enplaned Passenger) is used by Houston Airports to ensure we do not build in excess of our need. The liquidity metric (Days Cash on Hand) is used to ensure Houston Airports maintains favorable credit ratings

and sufficient cash to fund capital expenditures and operations during economic downturns or disruptive events. The coverage metric (Debt Service Coverage Ratio) provides an indication of Houston Airports' ability to pay existing debt obligations and pursue additional debt funding, if needed.

In the coming years, Houston Airports will continue to operate with the highest standards of fiscal responsibility, ensuring the continued financial health of our organization as we seek to grow capacity to meet increasing demands.



\$\$\$ Economic Sustainability

✓ Strategic Objective

Achieve "opening-day" fresh condition at all of our airports



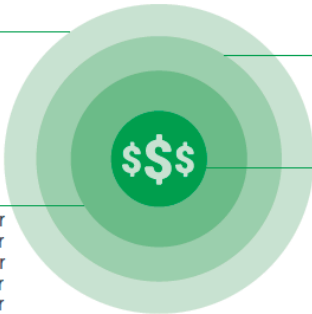
PERFORMANCE MEASURE(S)

Actual Condition Index (ACI) aggregate average score, and Financial Condition Index (FCI) aggregate average score of all airports.



YEARLY MILESTONES

FY20 ACI – 6.10; FCI – 0.25 or lower
FY21 ACI – 6.30; FCI – 0.25 or lower
FY22 ACI – 6.50; FCI – 0.25 or lower
FY23 ACI – 6.75; FCI – 0.25 or lower
FY24 ACI – 7.00; FCI – 0.25 or lower



BASELINE(S)

ACI = 6.10 (FY19)
FCI = 0.21 (FY19)



TARGET(S)

ACI = 7.0 or higher
FCI = 0.25 or lower





Economic Sustainability

✓ Strategic Objective

Achieve "opening-day" fresh condition at all of our airports



PERFORMANCE MEASURE(S)

Capital spend as a percentage of the gross book value of capital assets (less land, rights and intangibles)



YEARLY MILESTONES

Capital Expenditure (CAPEX) spend of at least 2% of the gross book value of capital assets (less land, rights and intangibles) annually.

BASELINE(S)

2.07% (FY19)

TARGET(S)

CAPEX spend 2% or greater gross book value

✓ Strategic Objective

Build capacity for future growth while maintaining Debt Service Coverage Ratio of 1.5x greater



PERFORMANCE MEASURE(S)

Debt Service Coverage Ratio (DSCR)



YEARLY MILESTONES

FY20 – DSCR of 1.5x or greater
FY21 – DSCR of 1.5x or greater
FY22 – DSCR of 1.5x or greater
FY23 – DSCR of 1.5x or greater
FY24 – DSCR of 1.5x or greater

BASELINE(S)

1.65x (FY19)

TARGET(S)

DSCR of 1.5x or greater (FY20-24)

✓ Strategic Objective

Build capacity for future growth while maintaining 450 or more Days Cash on Hand



PERFORMANCE MEASURE(S)

Days Cash on Hand (DCOH)



YEARLY MILESTONES

FY20 – 450 or more DCOH
FY21 – 450 or more DCOH
FY22 – 450 or more DCOH
FY23 – 450 or more DCOH

BASELINE(S)

545 DCOH (FY19)

TARGET(S)

450 or more DCOH

✓ Strategic Objective

Build capacity for future growth while maintaining \$120 or less Debt per Enplaned Passenger



PERFORMANCE MEASURE(S)

Debt Per Enplaned Passenger (DPE)



YEARLY MILESTONES

FY20 – \$120 or less DPE
FY21 – \$120 or less DPE
FY22 – \$120 or less DPE
FY23 – \$120 or less DPE
FY24 – \$120 or less DPE

BASELINE(S)

DPE \$66.62

TARGET(S)

\$120 or less DPE (FY20-FY24)



Build Platforms for Future Success

Houston Airports continues to implement systems and programs to manage our airports responsibly and build platforms for future customer needs.

Objectives supporting this priority include:

- Complete the IAH Domestic Redevelopment Program at George Bush Intercontinental Airport (IAH)
- Complete the IAH Terminal Redevelopment Program (ITRP) to provide additional capacity at George Bush Intercontinental Airport (IAH)
- Install an Airport-Centric 5G Network
- Complete HOU Gate Expansion to provide additional capacity



Redevelopment Projects

The \$1.3 billion **IAH Terminal Redevelopment Program (ITRP)** will provide additional international facilities needed to support continued, unprecedented growth in international traffic at George Bush Intercontinental Airport (IAH). Additional gates will accommodate continued international airline growth and larger wide body aircraft. The program will resolve curbside capacity constraints, improve baggage-handling systems and expand the ticketing hall. A new Federal Inspection Services (FIS) facility will be constructed and used by all international carriers serving IAH. Once complete, the new international terminal will improve the international passenger experience from curbside to airside.

The **IAH Domestic Redevelopment Program** at Terminal A is comprised of several individual projects, including an upgrade of the outbound baggage-handling system, modernization of the terminal infrastructure systems, additional restrooms, renovation of existing restrooms,

update of furnishings, fixtures and equipment, increased curb space and expanded roadways and construction of additional gates to meet demand. The program will incorporate state-of-the-art airport technology to improve the customer experience.

5G is designed for a new generation, where billions of connected smart devices will power our Smart Airports. 5G will deliver an extremely fast broadband speed with massive capacity allowing Houston Airports to operate safely, securely and efficiently. Our Smart Airports will revolutionize the passenger experience taking us one step closer to reaching 5-star Skytrax ratings.

Houston Airports will partner with Southwest Airlines to design and construct seven to nine **additional gates at HOU**. This West Concourse Expansion Project will increase HOU capacity, accommodate future growth, and provide our customers with new trade and travel opportunities.



Build Platforms For Future Success

✓ Strategic Objective

Complete Domestic
Modernization and
Expansion Program



PERFORMANCE MEASURE(S)

On time delivery

BASELINE(S)

N/A



YEARLY MILESTONES

FY21 – Begin Baggage Handling System (BHS) replacement at Terminal A
FY22 – Begin Modernization and Expansion projects
FY23 – Complete BHS replacement
FY24 – Complete Expansion project
FY24 – Complete Modernization project

TARGET(S)

Completion of the Domestic Modernization and Expansion Program (FY24)



✓ Strategic Objective

Complete the International
Terminal Redevelopment
Program (ITRP) to provide
additional capacity



PERFORMANCE MEASURE(S)

of wide body international
gates at Terminal D

BASELINE(S)

7 wide body international
gates at Terminal D (FY2019)



YEARLY MILESTONES

FY21 – Complete EUL Project
FY23 – Complete MLIT/North
Concourse Project
FY23 – Complete Roadway
Rehab Project
FY24 – Complete FIS/ICP Project

TARGET(S)

13 wide body international
gates and supporting
infrastructure (FY24) and 22
domestic gates (FY24)



✓ Strategic Objective

Install an Airport-Centric
5G Network



PERFORMANCE MEASURE(S)

On time delivery

BASELINE(S)

N/A



YEARLY MILESTONES

FY23- Complete fiber and
hardware upgrades to support 5G

TARGET(S)

5G Network enabled (FY 25)



✓ Strategic Objective

Complete HOU West
Concourse Expansion Project
to provide additional capacity



PERFORMANCE MEASURE(S)

On time delivery

BASELINE(S)

N/A



YEARLY MILESTONES

FY21 – Completion of Design
FY21 – Begin Construction
FY23 – Completion of Construction

TARGET(S)

Completion of the HOU West
Concourse Expansion Project (FY23)





Invest in Our Partnerships and Our Employees

To provide a world-class customer experience, Houston Airports must continue to invest in our employees. Our team is the key to building lasting partnerships and achieving 5-star success.

Our objectives are to:

- Provide Houston Airports' employees facilities, training and tools to enable them to achieve their full potential
- Create a culture of passenger-centric airport professionals
- Create career pathways for employees via career development
- Partner with Transportation Security Administration (TSA) and the United States Customs and Border Protection (CBP) to implement biometric technology in IAH and HOU Airports
- Reduce voluntary turnover of Houston Airports' employees

Houston Airports is committed to providing employees with the right facilities and professional development programs to excel and grow in their careers within the organization.

Through our partnerships with the Transportation Security Administration (TSA) and the United States Custom and Border Protection (CBP), Houston Airports will implement biometric technology to improve security and expedite passenger processing times.



Invest in Our Partnerships and Our Employees

✓ Strategic Objective

Provide Houston Airports' employees with the facilities, training and tools to enable them to achieve their full potential



PERFORMANCE MEASURE(S)

Net promoter score



YEARLY MILESTONES

FY20 – 7
FY21 – 8
FY22 – 8
FY23 – 9
FY24 – 9

BASELINE(S)

6



TARGET(S)

10 (FY24)



✓ Strategic Objective

Create a culture of passenger-centric airport professionals



PERFORMANCE MEASURE(S)

Employees certified in airport specific certifications



YEARLY MILESTONES

FY20 – 146
FY21 – 160
FY22 – 174
FY23 – 187
FY24 – 200

BASELINE(S)

133



TARGET(S)

200 (FY24)





Invest in Our Partnerships and Our Employees

✓ Strategic Objective

Create pathways for employee career development



PERFORMANCE MEASURE(S)

Internal promotions vs new hires



YEARLY MILESTONES

FY20 – Create career pathways for Key functions for Infrastructure and Human Capital Management divisions
FY21 – Create career pathways for Commercial, Technology, External Affairs, and Finance divisions
FY22 – Create career pathways for our Operations divisions

BASELINE(S)

27% internal promotions (FY19)
73% external hires (FY19)



TARGET(S)

50/50 distribution (FY24)



✓ Strategic Objective

Partner with TSA and CBP on implementation of facial recognition



PERFORMANCE MEASURE(S)

Pass/Fail



YEARLY MILESTONES

N/A

BASELINE(S)

N/A



TARGET(S)

Facial recognition implemented (FY21)



✓ Strategic Objective

Reduce employee voluntary turnover rate



PERFORMANCE MEASURE(S)

Turnover rate



YEARLY MILESTONES

FY20 – 5.7%
FY21 – 5.1%
FY22 – 4.2%
FY23 – 3%

BASELINE(S)

6%



TARGET(S)

Reduce voluntary turnover from 6% to 3% (FY23)



A full-page photograph of a man in a dark suit and striped tie, smiling while talking on a blue mobile phone. He is walking through a modern airport terminal, pulling a black rolling suitcase. The background shows a multi-level terminal with large windows and a colorful abstract mural on a glass wall. A digital display in the background shows a man's face.

THANK YOU

We look forward to partnering with you to connect the people, businesses, cultures and economies of the world to Houston. Together, we will establish Houston Airport System as a 5-star global air service gateway where the magic of flight is celebrated.