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Dallas/Fort Worth International Airport (DFW) is committed to enhancing sustainability progress at the airport and in the broader community. For over two decades, DFW has been focused on reducing its impacts to the environment, supporting the community and maximizing its role as an economic engine for the North Central Texas area. In addition to improving its own operations, DFW employees have also participated in and provided leadership for sustainability efforts taking place locally, regionally, nationally and globally. As demonstrated in DFW’s sustainability policy and annual sustainability reports, the airport strives to achieve optimal results in the areas of finance, social responsibility and environmental stewardship.

Executive Summary

This Sustainability Management Plan was developed as part of FAA’s Sustainability Management and Master Plan Pilot Program, which provided DFW with a unique opportunity to elevate its sustainability program to the next level. As a participant in the third round of this grant program, DFW joins 44 other domestic airports in developing a Sustainability Management or Master Plan and sharing lessons learned with the airport industry. The collective experience of the Pilot Program airports will help to shape future guidance on airport sustainability planning.
The purpose of this Sustainability Management Plan is to develop a roadmap for enhancing DFW’s sustainability program through collaboration with stakeholders. Together, DFW and the community strengthened DFW’s sustainability foundation by creating a common vision, selecting focus areas for improvement, and establishing meaningful goals, key performance indicators and metrics for measuring progress. Following, a comprehensive baseline assessment was conducted to better understand DFW’s past achievements and current efforts and to set achievable targets for the future. Based on stakeholder contributions and the information collected during the Plan development, DFW identified short-term, medium-term and long-term actions to reach the targets and further integrate sustainability into its culture and day-to-day business practices. Implementation and monitoring plans were also developed to allow DFW to evaluate progress and create a cycle of continuous improvement.
STAKEHOLDER OUTREACH

Stakeholder involvement in the planning and implementation of DFW’s sustainability program is of paramount importance to the airport. Development of the Sustainability Management Plan provided a unique forum to bring together interested stakeholders and shape the future of DFW’s sustainability story. DFW developed a stakeholder engagement model to efficiently engage participants and leverage their strengths. The stakeholder model included three groups of people: 1) a Core Team responsible for decision-making, 2) the Sustainability Implementation Team (SIT), an internal team who will ultimately be accountable for implementation of sustainability initiatives, and 3) the Sustainability Advisory Council (SAC), a team of external stakeholders to serve in an advisory role. Led by the Enterprise Sustainability Program Manager, the stakeholders were brought together through workshops, surveys, and emails to review progress, brainstorm ideas, and identify synergies and challenges.

VISION

Together with its stakeholders, DFW developed a vision to serve as a common foundation for the sustainability program. Although a sustainability policy has been in place since 2008, a formal vision statement was created to help strengthen the airport’s message regarding its commitment to sustainability. The vision is consistent with the four pillars of the Strategic Plan (Cost Competitive, Customer Satisfaction, Operational Excellence and Employee Engagement) and DFW’s five Beliefs (Innovating Wins, Stepping Up, Owning It, You’re Important, and Reaching Out). Through collaboration, communication and coordination, sustainability principles and concepts can be used to accomplish the goals of the strategic plan and to foster a culture consistent with DFW’s Beliefs.
Dallas Fort Worth International Airport (DFW) recognizes that applying sustainability principles throughout our organization plays a critical role in achieving our goals to ensure safety and security, enhance business performance, optimize customer experience, deliver operational excellence and foster employee and community engagement. Building on our Beliefs, DFW strives to integrate sustainable thinking into all aspects of our day-to-day activities to strengthen our commitment to our airport, our people, our community, and our environment. Understanding we are a part of a greater whole within our industry and community, we will work collaboratively with our stakeholders and partners to implement the innovation and change necessary to protect our natural resources and allow future generations to thrive.
FOCUS AREAS AND GOALS

The goal-setting process for the DFW Sustainability Management Plan began by identifying focus areas, or broad categories in which the airport hopes to affect change or continue ongoing sustainability efforts. Once the focus areas were established, goals were set that are closely aligned with the Strategic Plan. The focus areas and goals serve as the drivers for the selection of future sustainability initiatives at the airport.
## SUSTAINABILITY GOALS

| Measure the sustainable materials and services procured to minimize upstream and downstream impacts | ★ | ★ | ★ | ★ | ★ | ★ | ★ |
| Measure the purchase of goods and services from North Central Texas | ★ | ★ | ★ | ★ | ★ | ★ | ★ |
| Minimize resource demands and impacts of construction for building and non-building development | ★ | ★ | ★ | ★ | ★ | ★ | ★ |
| Invest in public infrastructure that supports sustainability goals | ★ | ★ | ★ | ★ | ★ | ★ | ★ |
| Evaluate and improve infrastructure and operations for climate change impacts | ★ | ★ | ★ | ★ | ★ | ★ | ★ |
| Reduce overall lifecycle cost for capital investments | ★ | ★ | ★ | ★ | ★ | ★ | ★ |
| Optimize efficiency of fleet operations | ★ | ★ | ★ | ★ | ★ | ★ | ★ |
| Decrease energy and fuel use | ★ | ★ | ★ | ★ | ★ | ★ | ★ |
| Increase alternative fuel usage use and grow the alternative energy portfolio | ★ | ★ | ★ | ★ | ★ | ★ | ★ |
| Decrease air emissions | ★ | ★ | ★ | ★ | ★ | ★ | ★ |
| Increase biodiversity and preserve natural areas | ★ | ★ | ★ | ★ | ★ | ★ | ★ |
| Reduce the use of potable water | ★ | ★ | ★ | ★ | ★ | ★ | ★ |
| Increase the use of reclaimed water | ★ | ★ | ★ | ★ | ★ | ★ | ★ |
| Minimize the downstream impacts of stormwater | ★ | ★ | ★ | ★ | ★ | ★ | ★ |
| Decrease generation of municipal solid waste and hazardous waste | ★ | ★ | ★ | ★ | ★ | ★ | ★ |
| Increase recycling | ★ | ★ | ★ | ★ | ★ | ★ | ★ |
| Act as a good neighbor to the residents and businesses surrounding the airport | ★ | ★ | ★ | ★ | ★ | ★ | ★ |
| Support economic development in the regional community | ★ | ★ | ★ | ★ | ★ | ★ | ★ |
| Increase outreach with employees, tenants, travelers, and the community related to sustainability | ★ | ★ | ★ | ★ | ★ | ★ | ★ |
| Provide healthy lifestyle choices to travelers and employees | ★ | ★ | ★ | ★ | ★ | ★ | ★ |
| Facilitate sustainable choices and decision-making to incorporate sustainability into business practices | ★ | ★ | ★ | ★ | ★ | ★ | ★ |
| Be viewed as an employer of choice by providing a safe, diverse, and fair working environment for employees | ★ | ★ | ★ | ★ | ★ | ★ | ★ |
| Advance DFW’s leadership in environmental, social and economic activities in the global, national and North Central Texas communities | ★ | ★ | ★ | ★ | ★ | ★ | ★ |

### Primary Focus Area

- **Procurement**
- **Sustainable Infrastructure and Resiliency**
- **Asset Optimization**
- **Energy and Air**
- **Water**
- **Biodiversity and Natural Environment**
- **Waste**
- **Community Partnerships**
- **Communication and Education**
- **Employee Engagement**

### Key Points

- **Operational Excellence**
- **Cost Competitive**
- **Customer Satisfaction**
- **Employee Engagement**

### Additional Notes

- ★ Primary Focus Area

---

Notes: This table outlines the sustainability goals of DFW Airport, emphasizing specific focus areas for operational excellence, cost competitiveness, customer satisfaction, and employee engagement. Each goal is marked with a ★ to indicate its primary focus area.
<table>
<thead>
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<th>Ongoing Initiatives</th>
<th>Near Term (1-2 Years)</th>
<th>Medium Term (2-4 Years)</th>
<th>Long Term (4+ Years)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Procurement</strong></td>
<td></td>
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<tr>
<td>Green Procurement Team</td>
<td>Define &quot;local products and services&quot; and measure the baseline</td>
<td>Improve communication and tracking between procurement and other departments to streamline process. (e.g., coding in procurement tracking system is different than coding in CMMS system).</td>
<td>Collaborate on procurement in custodial, TSA, and concessionaire contracts.</td>
</tr>
<tr>
<td>Identification of warehouse products with sustainability attributes</td>
<td>Develop process for selecting sustainable alternatives (e.g., refrigerants, paper, custodial)</td>
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<tr>
<td>Educational module for green procurement</td>
<td></td>
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<tr>
<td><strong>Green Building Standards</strong></td>
<td>Evaluate current and future infrastructure for climate change risk</td>
<td>Develop a Climate Action Plan</td>
<td></td>
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<tr>
<td></td>
<td>Integrate sustainable infrastructure checklist into project development process</td>
<td>Collaborate with owner cities on updating of building codes to be more sustainable (e.g. incorporating the International Green Construction Code).</td>
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</tr>
<tr>
<td></td>
<td>Review and amend Green Building Standards, integrate with new LEED™ and Envision™ rating systems</td>
<td></td>
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</tr>
<tr>
<td><strong>Sustainable Infrastructure and Resiliency</strong></td>
<td>Utilize CMMS to capture fleet asset data</td>
<td>Produce and distribute fleet sustainability scorecard to end users</td>
<td></td>
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<tr>
<td></td>
<td>Identify, implement and provide training on a lifecycle costing tool to inform operations, maintenance, planning and design.</td>
<td>Use GPS to track vehicle use and driver behavior and use the data to manage the fleet.</td>
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<tr>
<td></td>
<td>Use TRIP documentation to define &quot;asset&quot; (aggregation level) for building assets and use this definition to expand to asset information collected for the rest of the airport.</td>
<td>Acquire clean vehicles for the fleet</td>
<td></td>
</tr>
<tr>
<td><strong>Asset Optimization</strong></td>
<td></td>
<td></td>
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</tr>
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<td>Identify, implement and provide training on a lifecycle costing tool to inform operations, maintenance, planning and design.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Develop sustainability criteria for fleet renewal process</td>
<td>Use GPS to track vehicle use and driver behavior and use the data to manage the fleet.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Use TRIP documentation to define &quot;asset&quot; (aggregation level) for building assets and use this definition to expand to asset information collected for the rest of the airport.</td>
<td>Acquire clean vehicles for the fleet</td>
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## Future Initiatives

<table>
<thead>
<tr>
<th>Ongoing Initiatives</th>
<th>Near Term (1-2 Years)</th>
<th>Medium Term (2-4 Years)</th>
<th>Long Term (4+ Years)</th>
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<tr>
<td></td>
<td></td>
<td></td>
<td>Explore the use of virtual training for the Fire Training Facility to reduce the use of fuel and water and reduce air quality impacts.</td>
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<tr>
<td><strong>Energy and Air</strong></td>
<td></td>
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<tr>
<td>Preconditioned Air (PCA), District Heat/ Cool, Thermal Storage</td>
<td>Identify grant opportunities for energy and air quality improvements associated with CTA expansion</td>
<td>Identify and evaluate future opportunities to deploy on-site renewable energy strategies</td>
<td></td>
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<tr>
<td>100% Renewable Electricity, Photovoltaic Array, Geothermal</td>
<td>Optimize PCA/Power utilization by using runtime meters</td>
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<tr>
<td>Lighting Upgrades, Automation and Controls, Continuous Commissioning</td>
<td>Fleet optimization and electrification study</td>
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<tr>
<td>Maintain ACI’s Airport Carbon Accreditation Level 3+ Neutrality Certification</td>
<td>Develop energy efficiency outreach program for employees</td>
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<tr>
<td>Renewable Natural Gas (RNG)</td>
<td>Enforce an anti-idling policy</td>
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<tr>
<td>Electric Vehicle (EV) Charging Stations</td>
<td>Electric Vehicle (EV) Charging Stations</td>
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<tr>
<td><strong>Water</strong></td>
<td></td>
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<tr>
<td>Watershed Management Program</td>
<td>Baseline preservation area and biodiversity value</td>
<td>Create a tree mitigation plan</td>
<td>Create a “preservation bank” in coordination with NCTCOG for both on and/or off-site habitats.</td>
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<td></td>
<td></td>
<td>Increase use of native species, drought tolerant landscaping, and low impact development (LID) techniques for airport-controlled land</td>
<td>Implement a turf replacement program to plant buffalo grass or new varieties of St Augustine</td>
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<tr>
<td><strong>Biodiversity and Natural Environments</strong></td>
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<tr>
<td>Airport Image Elements (landscaping guidelines)</td>
<td>Develop an outreach program for employees, customers and tenants on water conservation ideas for at work and at home</td>
<td>Identify and evaluate opportunities to convert properties to minimal irrigation and/or reclaimed water irrigation</td>
<td>Develop a water metering monitoring system to identify outliers quickly and connect it to the new leak detection system</td>
</tr>
<tr>
<td>Reclaimed Water Distribution</td>
<td>Identify and evaluate stormwater capture and reuse opportunities</td>
<td></td>
<td>Reduce potable water use for fracking, either through re-use of the water or use of reclaimed water.</td>
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<tr>
<td>Water Efficient Building Fixtures (WaterSense®)</td>
<td>Escalate WaterSense promotional partner communication</td>
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<td></td>
<td>Participate in regional long-term planning on water availability (led by NCTCOG)</td>
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### Ongoing Initiatives

**Waste**
- In-house collection of paper, plastic, aluminum, cardboard
- Composting with HMS Host
- W/R as a service to Tenants

**BDD Programs**
- Annual United Way Campaign

**Community Partnerships**
- Sustainability Page (internal and external)
- External Reporting

**Communication and Education**

### Future Initiatives

<table>
<thead>
<tr>
<th>Near Term (1-2 Years)</th>
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<th>Long Term (4+ Years)</th>
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<tbody>
<tr>
<td>Complete W/R Management Plan</td>
<td>Identify and evaluate opportunities for single comingled stream recycling</td>
<td>Research and promote tools and technologies as an alternative to paper and encourage users to change old processes/ways of thinking in regards to printing, storing and managing paper.</td>
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<tr>
<td>Establish hazardous waste target</td>
<td>Evaluate SOC and Accounting to incentivize recycling and eliminate system “gaming”</td>
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<tr>
<td>Expand composting and food donation programs with concessionaires</td>
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<tr>
<td>Broaden recycle efforts, targeting volumes, emphasizing recycle as primary option and improving infrastructure in offices and terminals</td>
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<tr>
<td>Identify and evaluate opportunities for single comingled stream recycling</td>
<td></td>
<td></td>
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<tr>
<td>Evaluate SOC and Accounting to incentivize recycling and eliminate system “gaming”</td>
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<tr>
<td>Partner with local transportation agencies to promote commuter options and increase ridership by employees and customers on systems such as the DART</td>
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<tr>
<td>Help to form and participate in a North Central Texas Working Group to create a dialogue about climate change risk</td>
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<td>Develop targets for direct economic value generated and proportion of senior management from local communities</td>
<td>Develop educational talking points for communities so that they can address concerns about the airport and market the airport's successes using proper language and facts</td>
<td>Improve airline communication and tenant coordination regarding sustainability initiatives</td>
</tr>
<tr>
<td>Develop a baseline for volunteer/service hours contributed Airport wide</td>
<td>Measure how often the terminal fitness options are used and adjust the operations accordingly</td>
<td>Develop a DFW sustainability app that employees can use to learn about sustainability, track progress, get ideas and submit ideas</td>
</tr>
<tr>
<td>Continue to host and participate in SAC and NCTESF meetings for regional sustainability coordination</td>
<td></td>
<td>Develop a requirement for vendors to post nutrition information at food stations</td>
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<tr>
<td>Formally include “Impacts to Society” criterion in the decision-making process for development projects</td>
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### Ongoing Initiatives

<table>
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<tr>
<th>Employee Participation</th>
<th>Leadership</th>
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<tbody>
<tr>
<td>Green ITS Team</td>
<td>Clean Texas Platinum</td>
</tr>
<tr>
<td>Green Purchasing Team</td>
<td>EPA WaterSense</td>
</tr>
<tr>
<td>Green Building Team</td>
<td>EPA Green Power Partnership</td>
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</table>

### Future Initiatives

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<th>Long Term (4+ Years)</th>
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</thead>
<tbody>
<tr>
<td>Sustainability Recognition Program for Individuals</td>
<td>Include one sustainability initiative in the annual departmental goals</td>
<td>Develop a formal tracking process for tracking volunteer hours and recognizing the employee’s actions, potentially as part of the performance appraisal process</td>
</tr>
<tr>
<td>Sustainability Recognition Program for Projects and/or Project Teams</td>
<td>Create a process to collect sustainability ideas from employees</td>
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<tr>
<td>Conduct a poll with employees to determine what aspects of working at DFW are most important to them and use this data to continue being an employer of choice</td>
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<tr>
<td>Include one sustainability initiative in the annual departmental goals</td>
<td>Create a process to collect sustainability ideas from employees</td>
<td></td>
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<tr>
<td>Continue to host and participate in SAC and NCTESF meetings for regional sustainability coordination</td>
<td>Host a national forum with airports, vendors and FBOs to share best practices and collaborate on activities, such as HMSHost’s food donation program</td>
<td>Support the development of alternative aviation fuels by partnering with organizations such as CAAFI to run testing programs at DFW</td>
</tr>
<tr>
<td>Communicate with stakeholders regularly</td>
<td>Start a “Speakers Bureau” or “Ambassador Program” that involves employees helping to train and educate others on sustainability</td>
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<tr>
<td></td>
<td>Continue to evaluate on-site renewables as the economics change and partner with local utilities and regional communities to develop demonstration projects</td>
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</table>
ACKNOWLEDGEMENTS
DFW would like to acknowledge the contributions of its stakeholders in the development of this Sustainability Management Plan. Their insight made it possible to develop a plan that is both practical and achievable while maximizing the airport’s sustainability. Future involvement of the stakeholders will undoubtedly help DFW to evaluate and enhance its ongoing sustainability program. Participants in the Sustainability Management Plan development include:

Acknowledgements
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Danny Brundage, Hyatt
INTRODUCTION
Introduction

Dallas/Fort Worth International Airport (DFW) has a rich history of advancing sustainability principles, both at the airport and in the broader community. For over ten years, DFW has been focused on reducing its impacts to the environment, supporting the community, and maximizing its effects as an economic engine for the North Central Texas area. Early on, projects aimed at emissions reduction, energy efficiency, renewable energy generation, water conservation, enhanced public transportation, and fleet vehicle conversions were completed to improve the airport’s sustainability performance. To emphasize its commitment to sustainability, a formal sustainability policy, brand and tagline were developed in 2008 and internal Green Teams were put in place in 2009. In 2012, DFW released its first Sustainability Report, which was prepared in accordance with the Global Reporting Initiative (GRI). Subsequent reports were published in 2013 and 2014 that outlined the continued efforts of the airport to integrate sustainability into its culture.

At the same time that DFW was focused on improving its own operations, airport employees were also participating in sustainability efforts taking place locally, regionally, nationally and globally. In particular, the airport participates in the North Central Texas Environmental Stewardship Forum (NCTESF), which is focused on finding
points of collaboration and streamlining sustainability efforts across the region. DFW is also an active participant in the Transportation Research Board’s (TRB’s) Airport Cooperative Research Program (ACRP) and other sustainability programs and committees taking place nationwide. More recently, DFW has been reaching out to international airports to share its sustainability story.

The FAA’s Sustainability Master and Management Plan Pilot Program is a unique opportunity to help DFW elevate its sustainability program to the next level. As a participant in the third round of the grant program, DFW joins 44 other U.S.-based airports in developing a Sustainability Management Plan or Sustainability Master Plan and sharing lessons learned with the airport industry. The collective experience of the Pilot Program airports will help to shape future guidance on airport sustainability planning.

**WHAT SUSTAINABILITY MEANS TO DFW**

For DFW Airport, sustainability relates to the commitment of conducting business responsibly and allowing the benefits of the airport’s work to flow naturally to all stakeholders. Rather than focus on solely monetary success, DFW strives to obtain optimal results in the areas of finance, social responsibility, and environmental stewardship, otherwise known as the “Triple Bottom Line” of profit, people, and planet. Sustainability touches everyone and means making business decisions that positively impact the airport, the employees and the community. As outlined in the airport’s sustainability policy, being sustainable involves
business operations and development that meets the need of the present without compromising the ability of future generations to meet their own needs by considering long-term economic, environmental and social impacts of current activities.

DFW’S SUSTAINABILITY MANAGEMENT PLAN

The purpose of this Sustainability Management Plan is to develop a roadmap for enhancing DFW’s sustainability efforts through collaboration with stakeholders. Together, DFW and the community will strengthen the foundation of the sustainability program through the creation of a common vision, selection focus areas for improvement, and establishment of meaningful goals. A comprehensive baseline assessment was conducted to better understand DFW’s past achievements and current efforts, and to set achievable targets for the future. Based on stakeholder information and the information collected during the Plan development, DFW was able to identify short-term, medium-term and long-term actions to further integrate sustainability into its culture and business practices. Implementation and monitoring plans were also developed to allow DFW to evaluate its progress and create a cycle of continuous improvement.
SUSTAINABILITY MANAGEMENT PLAN
DEVELOPMENT PROCESS

- Develop Roadmap
- Define Stakeholder Groups
- Create Vision
- Define Focus Areas & Goals
- Define KPIs & Metrics for Each Goal
- Meet with Stakeholders
- Conduct Baseline Assessment
- Set Targets
- Identify Potential Actions to Meet Targets
- Meet with Stakeholders
- Finalize Goals & Targets
- Select Short-term & Long-term Actions
- Develop Sustainability Management Plan
- Stakeholder Outreach
4 STAKEHOLDER OUTREACH
Stakeholder Outreach

Stakeholder involvement in the planning and implementation of DFW’s sustainability program is of paramount importance to the airport. Development of the Sustainability Management Plan provided a unique forum to bring together interested stakeholders and shape the future of DFW’s sustainability story. In the early development stages of the Sustainability Management Plan, DFW identified stakeholders and developed a model to efficiently engage the participants and leverage their strengths. The stakeholder model include three main groups of people: 1) a Core Team responsible for decision-making, 2) the Sustainability Implementation Team (SIT), an internal team who will ultimately be accountable for implementation and 3) the Sustainability Advisory Council (SAC), an external team of community partners, regulatory agencies, and airport tenants to serve in an advisory role. Several departments, including Commercial Development, Public Relations, Concessions, and Government Relations, participated on both the internal and external teams due to their inherent nature of working with tenants and the airport community. Led by the Enterprise Sustainability Programs Manager, the stakeholders were brought together through workshops, surveys, and emails to review progress, brainstorm ideas, and identify synergies and challenges.
CORE TEAM

The Core Team was designed to engage decision-makers within DFW and to interface with the entire organization in an effective and efficient manner. The Core Team included the Executive Vice President for Operations, Vice President of Energy, Transportation and Asset Management, the Enterprise Sustainability Programs Manager, and the Sustainability Administrator. The Core Team was involved in every aspect of the development of the Sustainability Management Plan, including developing the strategic roadmap, drafting the vision, focus areas and goals, and prioritizing and selecting initiatives for future implementation. The Core Team was also responsible for organizing the stakeholder activities and communicating with the participants.

SUSTAINABILITY IMPLEMENTATION TEAM (SIT)

With more than 1,700 employees working directly for the DFW Airport Board, the people that keep the airport operating safely and consistently are DFW’s greatest asset. As the people closest to DFW’s operations and infrastructure, the airport’s employees have the greatest insight into how to improve sustainability practices and further integrate sustainability into airport culture. As those responsible for implementing the Sustainability Management Plan, the SIT plays a crucial role in making the Plan practical and achievable. The SIT’s mission is:

- Assist with planning
- Generate ideas and assist with KPIs
- Share employee ideas and practical application
- Promote awareness of SMP
- Ongoing implementation of SMP

- Review and comment on major SMP elements
- Identify opportunities and synergies
- Promote awareness of SMP
- Participate in sustainability activities
The goal of the DFW Sustainability Implementation Team (SIT) is to aid in the development of the Sustainability Management Plan (SMP) and to guide the vision, goals and initiatives so they are implementable and integrated into all aspects of DFW’s operation. The SIT will aid in the implementation of the SMP to further the airport’s commitment to economic growth, environmental stewardship, and social responsibility. SIT members are important agents for change and will be actively involved in enhancing communication, education and collaboration to achieve the airport’s mission, support DFW’s sustainability efforts and use resources efficiently. The SIT will:

- Participate in the planning process
- Generate ideas for potential initiatives for sustainability improvement
- Assist in the development of KPIs for tracking progress
- Act as a bridge between employee ideas and their practical implementation
- Promote DFW’s SMP and the airport’s reputation as a sustainability leader in the North Texas region and worldwide
- Support ongoing implementation of the SMP
SUSTAINABILITY ADVISORY COUNCIL (SAC)

In addition to engaging employees, DFW is committed to working with its neighbors to enhance the sustainability of the region. As an economic engine for North Central Texas, the airport works closely with the tenants, owner cities, surrounding communities, regulators, universities, and transportation agencies to improve quality of life, protect the environment and stimulate the local, regional and global economies. Using this regional perspective, community partnerships are a critical component to DFW’s sustainability efforts. The SAC is charged with advising the SMP development and identifying synergies within North Central Texas.
The DFW Sustainability Advisory Council (SAC) will represent interests of major DFW stakeholders and provide advice to the SMP project team during the course of the project. The SAC will:

- Review and provide comments on the major elements of the DFW Sustainability Management Plan (SMP) during development
- Identify potential opportunities, challenges, partnerships, and resources
- Advise on synergy between DFW’s sustainability program and those underway in North Texas
- Promote understanding and awareness of DFW’s sustainability efforts among other stakeholders
- Participate in activities aimed at achieving DFW’s sustainability goals and integrating sustainable practices throughout North Texas
STAKEHOLDER ACTIVITIES

Two workshops were held with the stakeholder teams during the development of the Sustainability Management Plan. The first workshop focused on the vision, focus areas and goals for the Plan, while the second workshop focused on initiatives and implementation details. In each case, draft content was prepared prior to the workshops and then reviewed by the stakeholders using small focus group discussions as well as dialogues within a large group setting. The workshops were followed up by a survey and/or email to create additional feedback methods for the participants. The conversations with the stakeholders provided invaluable input to the Sustainability Management Plan, informing everything from the overall direction of the sustainability program to the specific initiatives that were selected for implementation. Moving forward, DFW will continue to meet with the stakeholders as the sustainability program progresses.
VISION
Vision

As a first step in developing the Sustainability Management Plan, a vision was cast to serve as a unifying theme for DFW’s sustainability program. Although a sustainability policy has been in place at DFW since 2008, a formal vision statement was created to help strengthen the airport’s message regarding its commitment to sustainability. A conscious effort was made to ensure the vision statement is consistent with the four key results of the Strategic Plan (Cost Competitive, Customer Satisfaction, Operational Excellence, and Employee Engagement) and DFW’s five Beliefs (Innovating Wins, Stepping Up, Owning It, You’re Important and Reaching Out), and emphasizing the
integration of sustainability into the culture and day-to-day operations of the airport. Through collaboration, communication and coordination, sustainability principles and concepts can be used to accomplish the goals of the Strategic Plan and to foster a culture consistent with DFW’s Beliefs.

<table>
<thead>
<tr>
<th>YOU'RE IMPORTANT</th>
<th>OWNING IT</th>
<th>STEPPING UP</th>
<th>REACHING OUT</th>
<th>INNOVATING WINS</th>
</tr>
</thead>
<tbody>
<tr>
<td>I value you, your unique contributions and your success.</td>
<td>I own the DFW experience and I do the right things to achieve results.</td>
<td>I overcome obstacles and influence outcomes.</td>
<td>I collaborate with others to build trust and mutual success.</td>
<td>I create leading-edge solutions that set the standard.</td>
</tr>
</tbody>
</table>

and travelers, the opportunities it would create and the challenges it would present. The stakeholder feedback greatly enhanced the airport’s vision and was incorporated into the final statement. Moving forward, DFW’s sustainability vision statement will be the foundation upon which the airport enhances its sustainability efforts.
Dallas Fort Worth International Airport (DFW) recognizes that applying sustainability principles throughout our organization plays a critical role in achieving our goals to **ensure safety and security, enhance business performance, optimize customer experience, deliver operational excellence and foster employee and community engagement**. Building on our Beliefs, DFW strives to integrate sustainable thinking into all aspects of our day-to-day activities to strengthen our commitment to our airport, our people, our community, and our environment. Understanding we are a part of a greater whole within our industry and community, we will work collaboratively with our stakeholders and partners to implement the innovation and change necessary to protect our natural resources and allow future generations to thrive.
FOCUS AREAS AND GOALS
Focus Areas and Goals

The DFW goal-setting process began by identifying focus areas, or broad categories in which the airport hopes to affect change or continue ongoing sustainability efforts. Once focus areas were established, goals were set that are closely aligned with the Strategic Plan. The focus areas and goals serve as the drivers for the selection of future sustainability initiatives at the airport.

FOCUS AREAS

A list of potential focus areas was identified based on best practices currently in the aviation industry and an assessment of DFW’s current sustainability activities. Resources such as the Global Reporting Initiative (GRI), the Envision™ Rating System for Sustainable Infrastructure, CDP (formerly the carbon disclosure project), LEED™, ISO 26000 Guidance on Social Responsibility, and the Global 100 were also evaluated for applicable focus areas. The list of potential focus areas was then mapped to the four pillars of the Strategic Plan to understand how they would align with the airport’s overall business plan. In addition, an inventory of the airport’s existing sustainability

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activities was also compared to the focus areas to determine where
DFW’s efforts were currently being placed and where the greatest
opportunities lie. Based on this analysis and stakeholder contributions,
eleven focus areas were selected:

**GOALS**

After the focus areas were established, goals were developed based
on existing commitments and activities, industry standards and
leading trends in sustainability and social responsibility. In many cases,
the goals applied to more than one focus area and more than one
component of the Strategic Plan. The goals were originally developed
by the Core Team and reviewed and approved by the stakeholders
during a workshop and follow-up communications.
FOCUS AREA DEFINITIONS

PROCUREMENT
Enhance DFW’s green procurement program and evaluate the supply chain for opportunities to reduce environmental, social and economic impacts

SUSTAINABLE INFRASTRUCTURE AND RESILIENCY
Advance the Green Building Standards, develop a sustainable infrastructure program for non-building projects and evaluate and improve infrastructure for climate change impacts

COMMUNITY PARTNERSHIPS
Document and optimize DFW’s contributions to community programs and quality of life

COMMUNICATION AND EDUCATION
Tell DFW’s sustainability story, including their vision and achievements, and provide information to assist customers and employees to improve their sustainability thinking

EMPLOYEE PARTICIPATION
Facilitate employees becoming more active in identifying and implementing sustainability initiatives

LEADERSHIP
Continue to provide leadership in the area of sustainability by sharing lessons learned, participating in innovative technology development, and providing opportunities for employees to transfer their knowledge in global, national and local forums

ASSET OPTIMIZATION
Explore how to increase the useful life and decrease lifecycle costs for equipment, specifically the fleet

ENERGY AND AIR
Investigate additional opportunities to reduce energy demand and optimize energy supply to bring DFW’s energy program to the next level

BIODIVERSITY AND NATURAL ENVIRONMENT
Reduce impacts to natural areas and watersheds and promote biodiversity and preservation of protected lands

WATER
Decrease water use and improve and protect stormwater quality and control quantity

WASTE
Better understand recycling and waste reduction activities and identify opportunities for improvement

Four Key Results of the Strategic Plan

CUSTOMER SATISFACTION
COMMUNICATION AND EDUCATION
COMMUNITY PARTNERSHIPS
SUSTAINABLE INFRASTRUCTURE AND RESILIENCY

OPERATIONAL EXCELLENCE

SUSTAINABLE INFRASTRUCTURE AND RESILIENCY

COMMUNICATION AND EDUCATION

EMPLOYEE ENGAGEMENT

LEADERSHIP

Four Key Results of the Strategic Plan

PROCUREMENT

SUSTAINABLE INFRASTRUCTURE AND RESILIENCY

COMMUNICATION AND EDUCATION

EMPLOYEE ENGAGEMENT

LEADERSHIP

### SUSTAINABILITY GOALS

#### Operational Excellence
- Measure the sustainable materials and services procured to minimize upstream and downstream impacts
- Measure the purchase of goods and services from North Central Texas
- Minimize resource demands and impacts of construction for building and non-building development
- Invest in public infrastructure that supports sustainability goals
- Evaluate and improve infrastructure and operations for climate change impacts
- Optimize efficiency of fleet operations
- Decrease energy and fuel use
- Increase alternative fuel usage and grow the alternative energy portfolio
- Decrease air emissions
- Increase biodiversity and preserve natural areas
- Reduce the use of potable water
- Increase the use of reclaimed water
- Minimize the downstream impacts of stormwater
- Decrease generation of municipal solid waste and hazardous waste
- Increase recycling
- Act as a good neighbor to the residents and businesses surrounding the airport
- Support economic development in the regional community
- Increase outreach with employees, tenants, travelers, and the community related to sustainability
- Provide healthy lifestyle choices to travelers and employees
- Facilitate sustainable choices and decision-making to incorporate sustainability into business practices
- Be viewed as an employer of choice by providing a safe, diverse, and fair working environment for employees
- Advance DFW’s leadership in environmental, social and economic activities in the global, national and North Central Texas communities

#### Cost Competitive
- Reduce overall lifecycle cost for capital investments
- Decrease energy and fuel use
- Increase alternative fuel usage and grow the alternative energy portfolio
- Decrease air emissions
- Increase biodiversity and preserve natural areas
- Reduce the use of potable water
- Increase the use of reclaimed water
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#### Customer Satisfaction
- Invest in public infrastructure that supports sustainability goals
- Evaluate and improve infrastructure and operations for climate change impacts
- Optimize efficiency of fleet operations
- Decrease energy and fuel use
- Increase alternative fuel usage and grow the alternative energy portfolio
- Decrease air emissions
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#### Employee Engagement
- Measure the sustainable materials and services procured to minimize upstream and downstream impacts
- Measure the purchase of goods and services from North Central Texas
- Minimize resource demands and impacts of construction for building and non-building development
- Invest in public infrastructure that supports sustainability goals
- Evaluate and improve infrastructure and operations for climate change impacts
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- Advance DFW’s leadership in environmental, social and economic activities in the global, national and North Central Texas communities
PAST ACHIEVEMENTS AND FUTURE ENDEAVORS
The heart of the Sustainability Management Plan is developing a path forward to enhance DFW’s sustainability program. Understanding the airport’s past achievements and current sustainability practices is a key step in creating a plan for future action. In addition, it is important to identify key performance indicators (KPIs) and metrics in order to measure progress toward achieving the sustainability goals. Together, the baseline assessment results, KPIs and metrics allow DFW to set meaningful targets and select near-term, medium-term and long-term initiatives that ensure those targets are met.

KEY PERFORMANCE INDICATORS AND METRICS

There was recognition early in the sustainability planning process that KPIs would play a critical role in tracking and improving DFW’s sustainability program. In particular, gaining buy-in on KPIs from employees who will ultimately be responsible for implementation of sustainability practices and monitoring their success was an important focus of the development of the Sustainability Management Plan. Throughout the planning process, from vision statement development to the selection of focus areas and goals, KPIs were continually evaluated for applicability to the Sustainability Management Plan, the Strategic Plan and the existing GRI
reporting framework which DFW has selected as the format for its sustainability reporting. After the goals were finalized, a thorough analysis of KPIs was conducted. For each goal, potential KPIs were examined and modified, using resources such as existing airport KPIs, industry standards and, similar to the focus area evaluation, references such as GRI, Envision™, CDP, LEED™, ISO 26000 Guidance on Social Responsibility, and the Global 100. The list of potential KPIs was presented to the stakeholders during a workshop and finalized based on their feedback.

Following selection of the KPIs, specific metrics were developed to provide definition and measurability to each indicator. Metrics were chosen based on information that was already collected by DFW, data availability, and long-term data collection efforts. The intent of this effort was to leverage data already available through the airport’s many compliance and tracking programs while minimizing new data collection efforts. In many cases, the metrics were normalized using industry standards such as “per passenger”, “per enplanement”, “per operation”, “per square foot”, “per acre”, and “per revenue”. The KPIs and metrics laid the groundwork for the baseline assessment, during which the indicators and metrics were modified based on details collected in the field.

BASELINE ASSESSMENT

After the KPIs and metrics were selected, a baseline assessment was conducted to understand airport performance in each focus area, identify trends based on existing initiatives, and guide future activities. The baseline was also used to refine the sustainability goals and set specific, measurable performance targets. With ongoing
implementation and performance measurement in mind, one key component of the baseline assessment was to create replicable processes for data collection and streamline future progress reporting.

The baseline assessment was broken down into three parts: 1) existing practices research, 2) data gathering and investigation and 3) analysis and establishment of the baseline. Existing practices were primarily identified by a review of available literature such as reports, studies, and plans; interviews with key DFW employees; and an internal stakeholder survey. The online survey asked respondents about their perceptions and knowledge of each focus area, past and current practices within their department, recommendations for new initiatives, and barriers to forward progress on potential initiatives. A similar survey was sent to members of the Sustainability Implementation Team (SIT) and Sustainability Advisory Committee (SAC) to identify existing practices and opportunities for collaboration.

Perceived Importance of 11 Focus Areas

* The focus areas included in the survey were the original areas, which changed slightly after the stakeholder meetings.
Data gathering included site visits, interviews and analysis of quantitative and qualitative data that is currently collected at the airport. While DFW has historically tracked many data points, there are KPIs identified where baseline data is not readily available. A gap analysis was used to identify additional data needs and processes were developed with the stakeholders to collect the missing information. As a result, the baseline data varied in level of detail and completeness and the KPIs were subsequently divided into three categories:

1. Quantitative data is readily available: baseline performance and targets can be established.

2. Practices exist, but data collection process need refinement: baseline performance is estimated or not available and targets and initiatives include refining the process.

3. New areas where processes and practices need to be established: baseline performance is not available and targets and initiatives include establishing processes for future data tracking.

Where quantitative data was available, it was analyzed and normalized and a baseline was established. Normalization factors were selected based on what was most appropriate for the metric using airport data such as enplanements, operations, square footage, acres, employees, and revenue. The baseline assessment was presented to the stakeholders and their comments were used to refine the results.

**TARGETS**

The KPIs, metrics and baseline assessment results served as the foundation for setting targets. Existing commitments and alignment with the Strategic Plan were also considered during the target-setting process. In cases where baseline data could not be established, targets included developing processes and collecting baseline data. It was critical to the airport that the targets be meaningful, achievable and approved by the stakeholders. Similar to the baseline assessment results, the targets were presented to the stakeholders and their input was used to refine the final list of targets.
A PATH FORWARD

Together with extensive stakeholder contributions, DFW evaluated the vision, goals, baseline, KPIs, and targets and looked at the entire sustainability program from a holistic viewpoint. Building on a solid foundation of sustainability planning and past progress, DFW selected near-term, medium-term and long-term initiatives and practices to achieve the goals and targets. A summary of the baseline data, targets and selected initiatives are shown below for each goal.
PROCUREMENT
Enhance DFW’s green procurement program and evaluate the supply chain for opportunities to reduce environmental, social and economic impacts

While many current initiatives focus on the airport’s own actions and performance, DFW realizes that the next major focus area for sustainability is supply chain management and influencing the decisions of major airport suppliers. The United Nations Global Compact recently published several guidance documents on establishing a process to vet major suppliers that includes not only the sustainability of products purchased but also the performance record of the suppliers themselves, which served as a major resource for developing the goals and KPIs for this focus area.

<table>
<thead>
<tr>
<th>KPI</th>
<th>Metric(s)</th>
<th>Baseline</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value of materials purchased that have sustainability attributes</td>
<td>% of products purchased with sustainability attributes (based on dollar value)</td>
<td>No data currently available</td>
<td>Identification of sustainability attributes and measurement of the baseline by 2016</td>
</tr>
<tr>
<td>Number of new suppliers screened using sustainability criteria</td>
<td>% of suppliers screened for sustainability criteria</td>
<td>No data currently available</td>
<td>Identification of sustainability attributes and measurement of the baseline by 2016</td>
</tr>
<tr>
<td></td>
<td>% of suppliers that meet sustainability criteria</td>
<td>No data currently available</td>
<td></td>
</tr>
<tr>
<td>KPI</td>
<td>Metric(s)</td>
<td>Baseline</td>
<td>Target</td>
</tr>
<tr>
<td>-------------------------------------------------------------------</td>
<td>---------------------------------------------------------------------------</td>
<td>-----------------------------------------------</td>
<td>------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Proportion of spending on North Central Texas-based suppliers</td>
<td>% of product purchases made locally (based on dollar value)</td>
<td>No data currently available</td>
<td>Definition of “local products” and measurement of the baseline by 2016</td>
</tr>
<tr>
<td></td>
<td>% of service contract awards to local companies (based on dollar value)</td>
<td>No data currently available</td>
<td>Definition of “local services” and measurement of the baseline by 2016</td>
</tr>
</tbody>
</table>

**GOAL:** Measure the purchase of goods and services from North Central Texas

**PROCUREMENT INITIATIVES**

**Ongoing Initiatives**

- Green Procurement Team
- Identification of warehouse products with sustainability attributes
- Educational module for green procurement

**Future Initiatives**

<table>
<thead>
<tr>
<th>Near Term (1-2 Years)</th>
<th>Medium Term (2-4 Years)</th>
<th>Long Term (4+ Years)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Define “local products and services” and measure the baseline</td>
<td>Improve communication and tracking between procurement and other departments to streamline process (e.g., coding in procurement tracking system is different than coding in CMMS system).</td>
<td>Collaborate on procurement in custodial, TSA, and concessionaire contracts.</td>
</tr>
</tbody>
</table>
SUSTAINABLE INFRASTRUCTURE AND RESILIENCY

Advance the Green Building Standards, develop a sustainable infrastructure program for non-building projects and evaluate and improve infrastructure for climate change impacts

Like many airports, capital improvements at DFW include both building and non-building projects. The last decade has seen the advent of LEED™ as a leader in sustainable design for new building construction and, more recently, the Envision™ rating system for civil infrastructure is available from the Institute of Sustainable Infrastructure for projects such as pavement rehabilitation, transportation, and utility corridors. Using these resources, combined with their Green Building Standards, internal best practices and project planning processes, the airport strives to reduce the impacts of its development, both upstream and downstream. In addition, DFW is committed to improving infrastructure that serves the community beyond the airport’s boundaries to improve regional sustainability progress.

DFW also recognizes the uncertainty that exists in regards to future climate conditions and associated infrastructure performance. The Texas Climate Initiative has predicted future climate scenarios for North Central Texas rural and urban areas that include higher average and peak temperatures, higher nighttime temperatures, changes in stormwater runoff, increased precipitation, and more frequent and intense storms linked to urban expansion. The airport endeavors to assess the risk to infrastructure and business processes and ensure that they are resilient enough to perform under changing climate scenarios.

GOAL: Minimize resource demands and impacts of construction for building and non-building development

<table>
<thead>
<tr>
<th>KPI</th>
<th>Metric(s)</th>
<th>Baseline</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Projects screened using sustainability criteria in the planning process</td>
<td>% new projects screened for site suitability</td>
<td>No data currently available</td>
<td>Identification of sustainability attributes and measurement of the baseline by 2016</td>
</tr>
<tr>
<td>Projects screened using sustainability criteria</td>
<td>% new projects screened for site suitability</td>
<td>100% buildings screened</td>
<td>Maintain 100%</td>
</tr>
<tr>
<td>Projects verified using sustainability criteria</td>
<td>% of square feet of new construction or renovation project earning certification</td>
<td>0% of DFW Board facilities</td>
<td>50% of new construction/renovation building projects that are eligible for certification by 2018</td>
</tr>
<tr>
<td></td>
<td>% of civil infrastructure projects earning certification</td>
<td>0% of infrastructure projects</td>
<td>50% of new construction/rehabilitation flatwork projects that are eligible for certification by 2018</td>
</tr>
</tbody>
</table>
### GOAL: Invest in public infrastructure that supports sustainability goals

<table>
<thead>
<tr>
<th>KPI</th>
<th>Metric(s)</th>
<th>Baseline</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Development and impact of infrastructure investments provided primarily for public benefit</td>
<td>Annual Summary of Investments</td>
<td>Summary includes DART and Reclaimed Water Delivery System</td>
<td>Provide Annual Summary</td>
</tr>
</tbody>
</table>

### GOAL: Evaluate and improve infrastructure and operational resiliency for climate change impacts

<table>
<thead>
<tr>
<th>KPI</th>
<th>Metric(s)</th>
<th>Baseline</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Preparations for short-term hazards and long-term adaptability</td>
<td>% of new and planned projects assessed for climate risk</td>
<td>No data currently available</td>
<td>Development of risk assessment criteria and measurement of baseline by 2016</td>
</tr>
<tr>
<td></td>
<td>% of existing infrastructure assessed for climate risk</td>
<td>No data currently available</td>
<td>Completion of risk assessment and measurement of baseline by 2016</td>
</tr>
<tr>
<td></td>
<td>% of Climate Action Plan implemented</td>
<td>No data currently available</td>
<td>Development of Climate Action Plan by 2017</td>
</tr>
<tr>
<td>Financial implications and other risks and opportunities for the organization’s activities due to climate change</td>
<td>Potential costs to repair or replace at-risk infrastructure in response to changes in climate</td>
<td>No data currently available</td>
<td>Quantification of costs and realize a downward trend in financial liabilities year-over-year</td>
</tr>
<tr>
<td></td>
<td>Potential cost of loss of operations due to climate change</td>
<td>No data currently available</td>
<td></td>
</tr>
</tbody>
</table>


### Future Initiatives

<table>
<thead>
<tr>
<th>Ongoing Initiatives</th>
<th>Future Initiatives</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Green Building Standards</strong></td>
<td><strong>Near Term (1-2 Years)</strong> <strong>Medium Term (2-4 Years)</strong> <strong>Long Term (4+ Years)</strong></td>
</tr>
<tr>
<td>Evaluate current and future</td>
<td>Develop a Climate Action Plan</td>
</tr>
<tr>
<td>infrastructure for climate</td>
<td>Collaborate with owner cities on updating</td>
</tr>
<tr>
<td>change risk</td>
<td>of building codes to be more sustainable</td>
</tr>
<tr>
<td>Integrate sustainable infrastructure checklist into project development process</td>
<td>(e.g. incorporating the International Green Construction Code).</td>
</tr>
<tr>
<td>Review and amend Green Building</td>
<td></td>
</tr>
<tr>
<td>Standards, integrate with new</td>
<td></td>
</tr>
<tr>
<td>LEED™ and Envision™ rating systems</td>
<td></td>
</tr>
<tr>
<td>Develop sustainable design and</td>
<td>Develop sustainable design and construction standards for concessionaires and</td>
</tr>
<tr>
<td>construction standards for</td>
<td>tenants and create a process for enforcement and recognition.</td>
</tr>
<tr>
<td>concessionaires and tenants and</td>
<td></td>
</tr>
<tr>
<td>create a process for enforcement</td>
<td></td>
</tr>
<tr>
<td>and recognition.</td>
<td></td>
</tr>
</tbody>
</table>
ASSET OPTIMIZATION

Explore how to increase the useful life and decrease lifecycle costs for equipment, specifically the fleet

Capital assets at the airport include buildings, mechanical equipment, fleet equipment, and infrastructure, among others. DFW’s existing asset management program tracks capital assets and schedules preventative maintenance. The focus area of Asset Optimization is intended to dovetail with the existing asset management program to further extend the lifetime of their equipment and to shift the selection process so that the lifecycle of the investment is more heavily considered.

GOAL: Reduce overall lifecycle cost for capital investments

<table>
<thead>
<tr>
<th>KPI</th>
<th>Metric(s)</th>
<th>Baseline</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Plan for long-term monitoring and maintenance</td>
<td>% assets tracked in CMMS System</td>
<td>No data currently available (100% buildings screened outside of CMMS System)</td>
<td>Measurement of baseline by 2016 100% of new vehicles 100% of buildings</td>
</tr>
<tr>
<td>Useful life of assets</td>
<td>Years of use beyond standard life for fleet vehicles</td>
<td>Admin: +5.4 (135%) ETAM/ADE: +2.8 (40%) DPS: +1.4 (35%) OPS: -1.6 Parking (bus): -3.1 Parking (admin): -0.1</td>
<td>Extend life of vehicles to be the “optimal life” for each vehicle type by 2016</td>
</tr>
<tr>
<td></td>
<td>Years of use beyond standard life for building assets</td>
<td>No data currently available</td>
<td>Measurement of baseline by 2016</td>
</tr>
<tr>
<td>Lifecycle cost of assets</td>
<td>% assets that go through lifecycle analysis</td>
<td>No data currently available</td>
<td>Identification of lifecycle costing process and measurement of the baseline by 2016</td>
</tr>
<tr>
<td></td>
<td>Lifecycle cost/year of use (by asset)</td>
<td>No data currently available</td>
<td></td>
</tr>
</tbody>
</table>
## GOAL: Optimize efficiency of fleet operations

<table>
<thead>
<tr>
<th>KPI</th>
<th>Metric(s)</th>
<th>Baseline</th>
<th>Target</th>
</tr>
</thead>
</table>
|     | Miles Per Gallon (by department) | Admin = 17 mpg  
ETAM/ADE = 10.3 mpg  
DPS = 13.4 mpg  
OPS = 11.8 mpg  
Parking (bus) = 4.7 mpg  
Parking (admin) = 22.4 mpg | Admin = 25 mpg by 2015  
ETAM/ADE = 15 mpg by 2015  
DPS = 15 mpg by 2015  
OPS = 13 mpg by 2015  
Parking (bus) = 7 mpg by 2015  
Parking (admin) = 25 mpg by 2015 |
|     | Cents/mile | Admin = $0.14  
ETAM/ADE = $0.23  
DPS = $0.31  
OPS = $0.28  
Parking (bus) = $0.35  
Parking (admin) = $0.11 | Admin = $0.12/mile by 2018  
ETAM/ADE = $0.19/mile by 2018  
DPS = $0.27/mile by 2018  
OPS = $0.24/mile by 2018  
Parking (bus) = $0.30/mile by 2018  
Parking (admin) = $0.10/mile by 2018 |
## Ongoing Initiatives

<table>
<thead>
<tr>
<th>Near Term (1-2 Years)</th>
<th>Medium Term (2-4 Years)</th>
<th>Long Term (4+ Years)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Produce and distribute fleet sustainability scorecard to end users</td>
<td>Identify, implement and provide training on a lifecycle costing tool to inform operations, maintenance, planning and design. Use GPS to track vehicle use and driver behavior and use the data to manage the fleet.</td>
<td>Use TRIP documentation to define “asset” (aggregation level) for building assets and use this definition to expand to asset information collected for the rest of the airport. Acquire clean vehicles for the fleet</td>
</tr>
<tr>
<td>Develop sustainability criteria for fleet renewal process</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

## Future Initiatives

- Utilize CMMS to capture fleet asset data
- Produce and distribute fleet sustainability scorecard to end users
- Develop sustainability criteria for fleet renewal process
- Identify, implement and provide training on a lifecycle costing tool to inform operations, maintenance, planning and design.
- Use GPS to track vehicle use and driver behavior and use the data to manage the fleet.
- Use TRIP documentation to define “asset” (aggregation level) for building assets and use this definition to expand to asset information collected for the rest of the airport.
- Acquire clean vehicles for the fleet
ENERGY AND AIR
Investigate additional opportunities to reduce energy demand and optimize energy supply to bring DFW's energy program to the next level

Since 2005, DFW has implemented many initiatives geared toward improved energy efficiency and decreased emissions. The airport has successfully documented energy reduction results and been recognized regionally and nationally for their efforts. In addition, the area surrounding DFW has been designated by EPA as a non-attainment area for ozone, thereby underscoring the need for the region to continue to address the generation of greenhouse gases (GHGs) and other pollutants.

In 2015, Airport Council International (ACI) Airport Carbon Accreditation (ACA) program certified DFW as the first certified carbon neutral airport in the Americas. The 2016-2020 DFW Strategic Plan increased the Airport’s carbon reduction goal from 2% annually, to 3%.

GOAL: Decrease carbon emissions

<table>
<thead>
<tr>
<th>KPI</th>
<th>Metric(s)</th>
<th>Baseline</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Location-Based Carbon Footprint</td>
<td>kg CO₂/passenger</td>
<td>2015: 2.88 kg CO₂/passenger</td>
<td>15% reduction by 2020; 3% reduction per year compared to baseline</td>
</tr>
<tr>
<td>Per Passenger</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Market-Based Carbon Footprint</td>
<td>kg CO₂/passenger</td>
<td>2010: 3.10 kg CO₂/passenger</td>
<td>Continuous annual reduction when compared to average of 3 prior years</td>
</tr>
<tr>
<td>Per Passenger</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
GOAL: Increase alternative fuel usage and grow the alternative energy portfolio

<table>
<thead>
<tr>
<th>KPI</th>
<th>Metric(s)</th>
<th>Baseline</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Renewable Electricity Source</td>
<td>% Electricity Renewably Sourced</td>
<td>2010: 18% Renewable Wind Electricity</td>
<td>2018: 100% Renewable Electricity</td>
</tr>
<tr>
<td>Renewable Natural Gas</td>
<td>% Natural Gas Renewably Sourced for Fleet Vehicles</td>
<td>2015: 0% Renewable Natural Gas for Fleet Vehicles</td>
<td>2025: 90% Renewable Natural Gas for Fleet Vehicles</td>
</tr>
</tbody>
</table>

ENERGY AND AIR INITIATIVES

**Ongoing Initiatives**

<table>
<thead>
<tr>
<th>Initiative</th>
<th>Near Term (1-2 Years)</th>
<th>Medium Term (2-4 Years)</th>
<th>Long Term (4+ Years)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Preconditioned Air (PCA), District Heat/Cool, Thermal Storage</td>
<td>Identify grant opportunities for energy and air quality improvements associated with CTA expansion</td>
<td>Identify and evaluate future opportunities to deploy on-site renewable energy strategies</td>
<td>Explore the use of virtual training for the Fire Training Facility to reduce the use of fuel and water and reduce air quality impacts.</td>
</tr>
<tr>
<td>100% Renewable Electricity, Photovoltaic Array, Geothermal</td>
<td>Optimize PCA/Power utilization by using runtime meters</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lighting Upgrades, Automation and Controls, Continuous Commissioning</td>
<td>Fleet optimization and electrification study</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Maintain ACI’s Airport Carbon Accreditation Level 3+ Neutrality Certification</td>
<td>Develop energy efficiency outreach program for employees</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Renewable Natural Gas (RNG)</td>
<td>Enforce an anti-idling policy</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Electric Vehicle (EV) Charging Stations</td>
<td>Electric Vehicle (EV) Charging Stations</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
**BIODIVERSITY AND NATURAL ENVIRONMENT**

Reduce impacts to natural areas and watersheds and promote biodiversity and preservation of protected lands

The natural world, including wetlands, wildlife, and watersheds, are an existing part of DFW operations and planning. Taking into account effects of development and operational decisions on these natural components, DFW strives to find a balance between achieving performance goals and minimizing negative impacts to the natural environment.

---

**GOAL:** Increase biodiversity and preserve natural areas

<table>
<thead>
<tr>
<th>KPI</th>
<th>Metric(s)</th>
<th>Baseline</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Habitats protected or restored</td>
<td>acres of on-site open space and surface water planned for habitat preservation</td>
<td>TBD</td>
<td>Maintain or increase open space and surface water habitat identified in EAD Drainage Master Plan</td>
</tr>
<tr>
<td></td>
<td>acres of off-site land preserved for habitat</td>
<td>0 acres</td>
<td>Realize cumulative increasing trend</td>
</tr>
<tr>
<td>Minimize impact to the biodiversity of water bodies and related habitats downstream</td>
<td>Biodiversity Value</td>
<td>TBD</td>
<td>Maintain Biodiversity Value for on-site based on reference stream and downstream habitats based on TCEQ biological sampling</td>
</tr>
<tr>
<td></td>
<td>WQ Parameters (BOD, TSS, TN, TP, BOD, Ecoli)</td>
<td>95th percentile over last 3 years</td>
<td>Class III Surface WQ Standards (except ecoli &lt; 126 c/sample)</td>
</tr>
</tbody>
</table>
GOAL: Increase biodiversity and preserve natural areas (continued)

<table>
<thead>
<tr>
<th>KPI</th>
<th>Metric(s)</th>
<th>Baseline</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wildlife Strikes</td>
<td># Wildlife Strikes</td>
<td>352</td>
<td>Realize downward trend</td>
</tr>
<tr>
<td></td>
<td>metric = # Wildlife Strikes/10,000 Operations</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>baseline = 5.44</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>target = Realize downward trend</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td># of animals dispersed</td>
<td>No data currently available</td>
<td>Realize downward trend</td>
</tr>
<tr>
<td>Fines and sanctions for environmental noncompliance related to waste</td>
<td># of EPA Reportable Spills</td>
<td>0</td>
<td>Maintain 0 spills</td>
</tr>
<tr>
<td></td>
<td>$ of environmental fines</td>
<td>0</td>
<td>Maintain 0 fines</td>
</tr>
<tr>
<td></td>
<td># of penalties</td>
<td>0</td>
<td>Maintain 0 penalties</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### BIODIVERSITY AND NATURAL ENVIRONMENTS INITIATIVES

**Ongoing Initiatives**

| Watershed Management Program | Baseline preservation area and biodiversity value |

**Future Initiatives**

<table>
<thead>
<tr>
<th>Near Term (1-2 Years)</th>
<th>Medium Term (2-4 Years)</th>
<th>Long Term (4+ Years)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Watershed Management Program</td>
<td>Create a tree mitigation plan</td>
<td>Create a “preservation bank” in coordination with NCTCOG for both on and/or off-site habitats.</td>
</tr>
<tr>
<td></td>
<td>Increase use of native species, drought tolerant landscaping, and low impact development (LID) techniques for airport-controlled land</td>
<td>Implement a turf replacement program to plant buffalo grass or new varieties of St Augustine</td>
</tr>
</tbody>
</table>
WATER
Decrease water use and improve and protect stormwater quality and control quantity

Water scarcity is poised to become one of the leading issues for North Central Texas in the next decade. A shift in the water paradigm has led to the view that all water, whether potable water, wastewater, or stormwater is a valuable resource with integrated uses and opportunities. The ability to identify alternative sources of water, conduct operations in the midst of potential water shortages, and contribute to maintaining regional water supplies are key activities that DFW hopes to address through this focus area.

GOAL: Reduce the use of potable water

<table>
<thead>
<tr>
<th>KPI</th>
<th>Metric(s)</th>
<th>Baseline</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total water use and water intensity</td>
<td>Total Gallons (potable+non-potable)</td>
<td>648,696,265 (Board+Unmetered) 1,152,314,000 (total)</td>
<td>5% reduction by 2016; 15% by 2020 compared to baseline</td>
</tr>
<tr>
<td></td>
<td>Gallons/revenue $</td>
<td>2.0</td>
<td>5% reduction by 2016; 25% by 2020 compared to baseline</td>
</tr>
<tr>
<td></td>
<td>Gallons/passenger for terminals</td>
<td>6.2</td>
<td>5% reduction by 2016; 15% by 2020 compared to baseline</td>
</tr>
<tr>
<td></td>
<td>Gallons/operation</td>
<td>392</td>
<td>5% reduction by 2016; 15% by 2020 compared to baseline</td>
</tr>
<tr>
<td></td>
<td>Gallons/sf for buildings</td>
<td>31.6 (Board Facilities) 11.1 (Non-Board Facilities)</td>
<td>5% reduction by 2016; 10% by 2020 compared to baseline</td>
</tr>
<tr>
<td></td>
<td>Gallons/acre for irrigation</td>
<td>33,673 (non-golf course) 481,147 (golf course) 42,905 (whole site)</td>
<td>10% reduction by 2016; 25% by 2020 compared to baseline</td>
</tr>
<tr>
<td></td>
<td>% Non-Potable for irrigation (whole site)</td>
<td>0% (non-potable service began Oct 2013)</td>
<td>10% increase by 2016; 25% by 2020 compared to baseline</td>
</tr>
<tr>
<td></td>
<td>Gallons/FTRC Event for FTRC</td>
<td>4,082 (1% of water use)</td>
<td>3% reduction by 2016 compared to baseline</td>
</tr>
</tbody>
</table>
GOAL: Increase the use of reclaimed water

<table>
<thead>
<tr>
<th>KPI</th>
<th>Metric(s)</th>
<th>Baseline</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total reclaimed water use</td>
<td>Gallons</td>
<td>0 (non-potable service began Oct 2013)</td>
<td>Increase gallons of reclaimed water over time</td>
</tr>
<tr>
<td>% Non-Potable Water</td>
<td></td>
<td>0 (non-potable service began Oct 2013)</td>
<td>15% by 2015; 25% by 2020</td>
</tr>
<tr>
<td>Percentage and total volume of water recycled</td>
<td>Gallons Non-Potable Water</td>
<td>0</td>
<td>5% by 2020</td>
</tr>
<tr>
<td>% on-site Non-Potable Water</td>
<td></td>
<td>0%</td>
<td></td>
</tr>
</tbody>
</table>
GOAL: Minimize the downstream impacts of stormwater

<table>
<thead>
<tr>
<th>KPI</th>
<th>Metric(s)</th>
<th>Baseline</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Permit exceedences associated with stormwater quality or quantity</td>
<td># exceedances for stormwater quality</td>
<td>1 exceedance (in 10 yrs)</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td># of penalties</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>$ of penalties</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Aircraft and pavement deicing</td>
<td>% Deicing fluid captured for treatment</td>
<td>86% for 2009 (most recent year of analysis)</td>
<td>90%</td>
</tr>
</tbody>
</table>

WATER INITIATIVES

**Ongoing Initiatives**
- Airport Image Elements (landscaping guidelines)
- Reclaimed Water Distribution
- Water Efficient Building Fixtures (WaterSense ™)

**Future Initiatives**

**Near Term (1-2 Years)**
- Develop an outreach program for employees, customers and tenants on water conservation ideas for at work and at home
- Identify and evaluate stormwater capture and reuse opportunities
- Escalate WaterSense promotional partner communication
- Participate in regional long-term planning on water availability (led by NCTCOG)

**Medium Term (2-4 Years)**
- Identify and evaluate opportunities to convert properties to minimal irrigation and/or reclaimed water irrigation

**Long Term (4+ Years)**
- Develop a water metering monitoring system to identify outliers quickly and connect it to the new leak detection system
- Reduce potable water use for fracking, either through re-use of the water or use of reclaimed water.
WASTE
Better understand recycling and waste reduction activities and identify opportunities for improvement

At 17,207 acres, DFW is the size of a small municipality complete with municipal solid waste, construction and demolition debris, and materials recovery, including recycling and reuse. The airport is focused on the reduction and diversion of solid waste for its major waste streams.

GOAL: Decrease generation of municipal solid waste and hazardous waste

<table>
<thead>
<tr>
<th>KPI</th>
<th>Metric(s)</th>
<th>Baseline</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Municipal Solid Waste (MSW)</td>
<td>Pounds of MSW/enplanement</td>
<td>3.66</td>
<td>2.93 by 2015; 2.56 by 2017</td>
</tr>
<tr>
<td>Hazardous Waste</td>
<td>Weight of hazardous waste generated on site (tons)</td>
<td>2.67 tons</td>
<td>Develop a consensus-based target by 2016</td>
</tr>
</tbody>
</table>
**GOAL:** Increase recycling

<table>
<thead>
<tr>
<th>KPI</th>
<th>Metric(s)</th>
<th>Baseline</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total weight of Municipal Solid Waste (MSW)</td>
<td>% waste recycled (inc. composted)</td>
<td>13.1%</td>
<td>20% by 2015; 30% by 2017</td>
</tr>
<tr>
<td>Total weight of construction and demolition waste diverted from landfills</td>
<td>% diverted construction and demolition waste</td>
<td>93% (approx. 64,110 tons diverted)</td>
<td>Maintain a minimum 90% diversion rate</td>
</tr>
</tbody>
</table>

### Pie Charts

**Total Landfilled Waste (Tons)**
- **TRIP Trailers**
- **Board - Asset Mgmt Public WO**
- **Board - CDP North (ADE)**
- **DFW Car Rental Bldg**
- **Terminal B**
- **Terminal D**
- **Terminal E (inc Delta Cargo)**
- **Other**

**Total Recycled (Tons)**
- **Board - Asset Mgmt Public WO**
- **Terminal B**
- **Terminal D**
- **Terminal E (inc Delta Cargo)**
<table>
<thead>
<tr>
<th>Ongoing Initiatives</th>
<th>Future Initiatives</th>
</tr>
</thead>
</table>
| In-house collection of paper, plastic, aluminum, cardboard | Complete W/R Management Plan  
Establish hazardous waste target  
Expand composting and food donation programs with concessionaires  
Broaden recycle efforts, targeting volumes, emphasizing recycle as primary option and improving infrastructure in offices and terminals | Identify and evaluate opportunities for single comingled stream recycling  
Evaluate SOC and Accounting to incentivize recycling and eliminate system “gaming” | Research and promote tools and technologies as an alternative to paper and encourage users to change old processes/ways of thinking in regards to printing, storing and managing paper. |
COMMUNITY PARTNERSHIPS
Document and optimize DFW’s contributions to community programs and quality of life

As an economic engine for North Central Texas, DFW works to contribute to the local economy through employment opportunities and business partnerships and to be meaningful participants in community efforts. Building and maintaining positive relationships in the community is a critical component of the Sustainability Management Plan. DFW works with local governments, businesses, non-profit organizations, and private citizens to ensure that DFW is and will always be a force for good in our own backyard.

GOAL: Act as a good neighbor to the residents and businesses surrounding the airport

<table>
<thead>
<tr>
<th>KPI</th>
<th>Metric(s)</th>
<th>Baseline</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of community partnerships</td>
<td>Number of active initiatives involving DFW and regional communities</td>
<td>3 (MOU with EPA and AA, Sustainability Forum)</td>
<td>Realize increasing trend</td>
</tr>
<tr>
<td>Number and percentage change of people residing in areas affected by noise</td>
<td># Noise inquiries</td>
<td>335</td>
<td>Realize downward trend</td>
</tr>
<tr>
<td>Projects that proactively review potential impacts on local communities</td>
<td>% of new projects that undergo “Impact to Society” review</td>
<td>0%</td>
<td>100% by 2016</td>
</tr>
</tbody>
</table>
### GOAL: Act as a good neighbor to the residents and businesses surrounding the airport (continued)

<table>
<thead>
<tr>
<th>KPI</th>
<th>Metric(s)</th>
<th>Baseline</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Confirmed incidents of corruption and noncompliance with laws and regulations</td>
<td></td>
<td>Maintain zero incidents of corruption and noncompliance</td>
</tr>
<tr>
<td></td>
<td># of total corruption incidents</td>
<td>0 total incidents</td>
<td></td>
</tr>
<tr>
<td></td>
<td># corruption lawsuits</td>
<td>0 lawsuits</td>
<td></td>
</tr>
<tr>
<td></td>
<td># of employees dismissed for corruption</td>
<td>0 employees dismissed</td>
<td></td>
</tr>
<tr>
<td></td>
<td># of contracts terminated/not renewed due of corruption</td>
<td>0 contracts terminated</td>
<td></td>
</tr>
<tr>
<td></td>
<td># of fines/sanctions</td>
<td>0 fines/sanctions</td>
<td></td>
</tr>
<tr>
<td></td>
<td>$ spent on fines/sanctions</td>
<td>0 spent</td>
<td></td>
</tr>
</tbody>
</table>

### GOAL: Support economic development in the regional community

<table>
<thead>
<tr>
<th>KPI</th>
<th>Metric(s)</th>
<th>Baseline</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Direct economic value generated and distributed</td>
<td>Annual Operating Budget ($)/enplanement</td>
<td>$21.68</td>
<td>Develop a target by 2016</td>
</tr>
<tr>
<td>Proportion of senior management hired from the local community</td>
<td>% senior management from local community</td>
<td>71%</td>
<td>Develop a target by 2016</td>
</tr>
</tbody>
</table>
### GOAL: Support economic development in the regional community (continued)

<table>
<thead>
<tr>
<th>KPI</th>
<th>Metric(s)</th>
<th>Baseline</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Indirect economic impacts</td>
<td># of individuals employed by DFW, tenants or direct contractors</td>
<td>143,000</td>
<td>Maintain or increase number of jobs available</td>
</tr>
<tr>
<td></td>
<td># of jobs available per revenue dollar</td>
<td>257 jobs per million dollar in revenue</td>
<td>Maintain or increase number of jobs available per revenue dollar</td>
</tr>
<tr>
<td></td>
<td>$/employee of charity donations</td>
<td>$82.58 (United Way Campaign)</td>
<td>Realize increasing trend</td>
</tr>
<tr>
<td></td>
<td>hr/employee of volunteer and service projects</td>
<td>No data currently available</td>
<td>Development of a measurement process and baseline data by 2016</td>
</tr>
<tr>
<td></td>
<td># of people served by public infrastructure projects</td>
<td>1,328,000</td>
<td>Realize increasing trend</td>
</tr>
</tbody>
</table>

### COMMUNITY PARTNERSHIPS INITIATIVES

**Ongoing Initiatives**

- **BDD Programs**
  - Develop targets for direct economic value generated and proportion of senior management from local communities
  - Develop a baseline for volunteer/service hours contributed Airport wide
  - Continue to host and participate in SAC and NCTESF meetings for regional sustainability coordination
  - Formally include “Impacts to Society” criterion in the decision-making process for development projects

- **Annual United Way Campaign**

**Future Initiatives**

<table>
<thead>
<tr>
<th>Near Term (1-2 Years)</th>
<th>Medium Term (2-4 Years)</th>
<th>Long Term (4+ Years)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>BDD Programs</strong></td>
<td>Partner with local transportation agencies to promote commuter options and increase ridership by employees and customers on systems such as the DART</td>
<td>Help to form and participate in a North Central Texas Working Group to create a dialogue about climate change risk</td>
</tr>
</tbody>
</table>

- **Future Initiatives**
  - Partner with local transportation agencies to promote commuter options and increase ridership by employees and customers on systems such as the DART
  - Help to form and participate in a North Central Texas Working Group to create a dialogue about climate change risk
COMMUNICATION AND EDUCATION

Tell DFW’s sustainability story, including their vision and achievements, and provide information to assist customers and employees to improve their sustainability thinking.

DFW provides services to more than 58 million passengers a year, in addition to airport staff, tenants, vendors, and non-commuting airport users. With such a large audience, DFW has the opportunity to provide outreach and education about sustainability and promote sustainable choices. By communicating the airport’s sustainability story and providing healthy and sustainable choices for airport patrons and employees, DFW endeavors to affect a positive change in the local, regional and global arenas.

<table>
<thead>
<tr>
<th>KPI</th>
<th>Metric(s)</th>
<th>Baseline</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Outreach with the community and customers around sustainability</td>
<td>% departments with community outreach initiatives</td>
<td>9% (2 of 22 depts)</td>
<td>50% by 2015; 75% by 2016; 100% by 2017</td>
</tr>
<tr>
<td></td>
<td># sustainability-related outreach events per year</td>
<td>1</td>
<td>12 per year (monthly) by 2016</td>
</tr>
<tr>
<td></td>
<td># campaigns in terminals featuring sustainability</td>
<td>0</td>
<td>12 per year (monthly) by 2016</td>
</tr>
<tr>
<td>Outreach with employees around sustainability</td>
<td># campaigns for employees featuring sustainability</td>
<td>9</td>
<td>12 per year (monthly) by 2016</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>18 per year (monthly + 6 special campaigns) by 2018</td>
</tr>
<tr>
<td>Outreach with Aviation Industry around sustainability</td>
<td># of sustainability related activities within the industry</td>
<td>10</td>
<td>15 per year</td>
</tr>
</tbody>
</table>

GOAL: Increase outreach with employees, tenants, travelers, and the community related to sustainability
**GOAL:** Provide healthy lifestyle choices to travelers and employees

<table>
<thead>
<tr>
<th>KPI</th>
<th>Metric(s)</th>
<th>Baseline</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Healthy lifestyle options offered</td>
<td>% vendors serving healthy food options</td>
<td>79%</td>
<td>100% by 2020</td>
</tr>
<tr>
<td></td>
<td>% employees participating in wellness programs</td>
<td>97% participation (primarily education/intervention)</td>
<td>Increasing trend of deeper engagement in assessment &amp; lifestyle/behavior choices. No more than 40 hrs personal &amp; 40 hrs dependent sick time</td>
</tr>
<tr>
<td></td>
<td># fitness options available to passengers</td>
<td>2 (yoga studio (D); “Art Walk” walking path (D))</td>
<td>1 per terminal by 2020, 2 per terminal by 2025</td>
</tr>
<tr>
<td></td>
<td># initiatives in terminals featuring healthier options</td>
<td>0</td>
<td>2-3 per year</td>
</tr>
</tbody>
</table>

**COMMUNICATION AND EDUCATION INITIATIVES**

<table>
<thead>
<tr>
<th>Ongoing Initiatives</th>
<th>Future Initiatives</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sustainability Page (internal and external)</td>
<td><strong>Near Term (1-2 Years)</strong></td>
</tr>
<tr>
<td>External Reporting</td>
<td>Employee and Department Sustainability Recognition Program</td>
</tr>
<tr>
<td></td>
<td>Develop Sustainability Communications strategies for various ‘customer’ groups</td>
</tr>
<tr>
<td></td>
<td>Develop educational sustainability campaign for employees (‘how to’ format)</td>
</tr>
</tbody>
</table>
EMPLOYEE PARTICIPATION
Facilitate employees becoming more active in identifying and implementing sustainability initiatives

The ultimate goal of the Sustainability Management Plan is to further integrate sustainability into DFW's existing business processes and culture. In addition to having important insight into how to improve the airport's sustainability progress, every employee is responsible for supporting and implementing DFW's sustainability practices. Equally important, the airport is committed to maintaining a happy and engaged workforce and being viewed as an employer of choice.

GOAL: Facilitate sustainable choices and decision-making to incorporate sustainability into business practices

<table>
<thead>
<tr>
<th>KPI</th>
<th>Metric(s)</th>
<th>Baseline</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Presence of sustainability commitments at organization level</td>
<td>Yes – Sustainability Policy; Sustainability Report</td>
<td>Continued commitment</td>
</tr>
<tr>
<td></td>
<td>% of Departments with commitment to sustainability initiatives (thru implementation or reporting)</td>
<td>27%</td>
<td>100% by 2015</td>
</tr>
<tr>
<td></td>
<td># of recognitions for personal sustainability</td>
<td>0</td>
<td>10 by 2015</td>
</tr>
<tr>
<td></td>
<td>Presence of annual sustainability report</td>
<td>Yes</td>
<td>Continued annual report</td>
</tr>
</tbody>
</table>
### GOAL: Facilitate sustainable choices and decision-making to incorporate sustainability into business practices (continued)

<table>
<thead>
<tr>
<th>KPI</th>
<th>Metric(s)</th>
<th>Baseline</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Update and implement Sustainable Management Plan</td>
<td>Presence of sustainability tracking system</td>
<td>No</td>
<td>Develop tracking system</td>
</tr>
<tr>
<td></td>
<td>Percentage of SMP metrics tracked</td>
<td>86%</td>
<td>100% by 2016</td>
</tr>
<tr>
<td></td>
<td>% of SMP initiatives implemented</td>
<td>0%</td>
<td>25% by 2015; 100% by 2017</td>
</tr>
<tr>
<td></td>
<td>% departments engaged with system</td>
<td>0%</td>
<td>100% by 2016</td>
</tr>
</tbody>
</table>

### GOAL: Be viewed as an employer of choice by providing an inclusive, safe, diverse, and fair working environment for employees

<table>
<thead>
<tr>
<th>KPI</th>
<th>Metric(s)</th>
<th>Baseline</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number and rate of new employee hires and employee turnover by age, gender and region</td>
<td>% turnover by age</td>
<td>&lt;30 yrs = 6%</td>
<td>Maintain rate at least 10% better than industry standard</td>
</tr>
<tr>
<td></td>
<td></td>
<td>30-50 = 13%</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>&gt;50 yrs = 11%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>% turnover by gender</td>
<td>Male = 12%</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Female = 9%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>% turnover by department</td>
<td>ETAM = 12%</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>ITS = 13%</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>OPS = 33%</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>PKG = 19%</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>DPS = 10%</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>All Others = 0%</td>
<td></td>
</tr>
<tr>
<td>Benefits provided to employees</td>
<td>% of employees who participate in benefits programs</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>Return to work and retention rates after parental leave</td>
<td>% Employee Retention After Parental Leave</td>
<td>100%</td>
<td>Maintain a minimum rate of 75%</td>
</tr>
<tr>
<td>Percentage of total workforce represented in employee engagement groups</td>
<td>% workforce in engagement groups</td>
<td>10%</td>
<td>15% by 2015</td>
</tr>
</tbody>
</table>
**GOAL:** Be viewed as an employer of choice by providing an inclusive, safe, diverse, and fair working environment for employees (continued)

<table>
<thead>
<tr>
<th>KPI</th>
<th>Metric(s)</th>
<th>Baseline</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rates of injury, occupational diseases, and lost days</td>
<td>Injury Rate</td>
<td>5%</td>
<td>3% by 2015 (annually)</td>
</tr>
<tr>
<td></td>
<td># Lost Days due to occupational injury</td>
<td>1,154 (65 days/100 employees)</td>
<td>Maintain below industry standard</td>
</tr>
<tr>
<td>Average hours of training per year per employee</td>
<td>Training Hrs/Year/Employee</td>
<td>Min 4 hrs/10 hrs for OPS</td>
<td>Min 8 hrs/16 hrs for OPS by 2015</td>
</tr>
<tr>
<td>Percentage of employees receiving regular performance reviews</td>
<td>% Employees receiving annual reviews</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>Composition of governance bodies and breakdown of employees by gender group, minority group</td>
<td>M:F Ratio on Board &amp; Senior Leadership</td>
<td>Board (%F): 42%</td>
<td>Board (%F): 50%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Leadership (%F): 29%</td>
<td>Leadership (%F): 50%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>DFW (%F): 31%</td>
<td>DFW (%F): 50%</td>
</tr>
<tr>
<td>Ratio of basic salary and remuneration by gender</td>
<td>Average $ Earned (males:females)</td>
<td>M: $63,230</td>
<td>M: F Ratio is 1:1</td>
</tr>
<tr>
<td></td>
<td></td>
<td>F: $58,552 (1.08:1)</td>
<td></td>
</tr>
<tr>
<td>Incidents of non-compliance with regulations concerning health and safety impacts</td>
<td># of incidents of health &amp; safety issues/YR</td>
<td>No data currently available</td>
<td>Realize downward trend</td>
</tr>
<tr>
<td>Coverage of the organization’s defined benefit plan obligations</td>
<td>Provide List of Benefits</td>
<td>Yes</td>
<td>Provide List of Benefits</td>
</tr>
<tr>
<td>Range of ratios of standard entry level wage by gender compared with local min wage</td>
<td>Average DFW: Minimum Wage Ratio for both males and females</td>
<td>M: 1.86:1</td>
<td>Maintain 1.3:1 ration or better</td>
</tr>
<tr>
<td></td>
<td></td>
<td>F: 1.85:1</td>
<td></td>
</tr>
<tr>
<td></td>
<td>% of employees paid a Living Wage</td>
<td>100%</td>
<td>100% employees making at least the Living Wage for Dallas-Fort Worth area</td>
</tr>
</tbody>
</table>
# EMPLOYEE PARTICIPATION INITIATIVES

<table>
<thead>
<tr>
<th>Ongoing Initiatives</th>
<th>Future Initiatives</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Green ITS Team</strong></td>
<td><strong>Near Term (1-2 Years)</strong></td>
</tr>
<tr>
<td><strong>Green Purchasing Team</strong></td>
<td><strong>Medium Term (2-4 Years)</strong></td>
</tr>
<tr>
<td><strong>Green Building Team</strong></td>
<td><strong>Long Term (4+ Years)</strong></td>
</tr>
<tr>
<td>Sustainability Recognition Program</td>
<td>Include one sustainability initiative in the annual departmental goals</td>
</tr>
<tr>
<td>for Individuals</td>
<td>Create a process to collect sustainability ideas from employees</td>
</tr>
<tr>
<td>Sustainability Recognition Program</td>
<td>Develop a formal tracking process for tracking volunteer hours and recognizing the employee's actions, potentially as part of the performance appraisal process</td>
</tr>
<tr>
<td>for Projects and/or Project Teams</td>
<td></td>
</tr>
<tr>
<td>Conduct a poll with employees to</td>
<td></td>
</tr>
<tr>
<td>determine what aspects of working at</td>
<td></td>
</tr>
<tr>
<td>DFW are most important to them and</td>
<td></td>
</tr>
<tr>
<td>use this data to continue being an</td>
<td></td>
</tr>
<tr>
<td>employer of choice</td>
<td></td>
</tr>
</tbody>
</table>
LEADERSHIP
Continue to provide leadership in the area of sustainability by sharing lessons learned, participating in innovative technology development, and providing opportunities for employees to transfer their knowledge in global, national and local forums.

Forward-thinking and providing industry leadership is an integral part of DFW's culture. Formally capturing leadership as a focus area in the Sustainability Management Plan emphasizes its importance to the stakeholders. In the area of sustainability, DFW's leadership has helped to shape the airport industry’s approach and progress in the areas of environmental stewardship, economic growth and social responsibility.

GOAL: Advance DFW's leadership in environmental, social and economic activities in the global, national and North Central Texas communities

<table>
<thead>
<tr>
<th>KPI</th>
<th>Metric(s</th>
<th>Baseline</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Evidence of effective leadership and commitment to sustainability</td>
<td># of sustainability related activities (speaking, written, participation in industry groups)</td>
<td>10</td>
<td>15 per year</td>
</tr>
<tr>
<td></td>
<td># of events initiated by DFW relating to sustainability</td>
<td>1</td>
<td>2 per year</td>
</tr>
<tr>
<td></td>
<td># of innovative technologies supported by DFW</td>
<td>1 (Solar Impulse)</td>
<td>2 every 5 years</td>
</tr>
<tr>
<td></td>
<td># of leadership positions held in industry organizations</td>
<td>11</td>
<td>12 per year</td>
</tr>
<tr>
<td>Fostering of teamwork and collaboration</td>
<td># of joint efforts within the global, national and local communities aimed at achieving sustainability goals</td>
<td>5</td>
<td>3 per year</td>
</tr>
</tbody>
</table>
### Ongoing Initiatives

<table>
<thead>
<tr>
<th>Initiative</th>
<th>Future Initiatives</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Clean Texas Platinum</strong></td>
<td><strong>Near Term (1-2 Years)</strong>: Continue to host and participate in SAC and NCTESF meetings for regional sustainability coordination. Communicate with stakeholders regularly. <strong>Medium Term (2-4 Years)</strong>: Host a national forum with airports, vendors and FBOs to share best practices and collaborate on activities, such as HMSHost’s food donation program. Start a “Speakers Bureau” or “Ambassador Program” that involves employees helping to train and educate others on sustainability. <strong>Long Term (4+ Years)</strong>: Support the development of alternative aviation fuels by partnering with organizations such as CAAFI to run testing programs at DFW.</td>
</tr>
<tr>
<td><strong>EPA WaterSense</strong></td>
<td><strong>Near Term (1-2 Years)</strong>: Continue to host and participate in SAC and NCTESF meetings for regional sustainability coordination. Communicate with stakeholders regularly. <strong>Medium Term (2-4 Years)</strong>: Host a national forum with airports, vendors and FBOs to share best practices and collaborate on activities, such as HMSHost’s food donation program. Start a “Speakers Bureau” or “Ambassador Program” that involves employees helping to train and educate others on sustainability. <strong>Long Term (4+ Years)</strong>: Support the development of alternative aviation fuels by partnering with organizations such as CAAFI to run testing programs at DFW.</td>
</tr>
<tr>
<td><strong>EPA Green Power Partnership</strong></td>
<td><strong>Future Initiatives</strong></td>
</tr>
</tbody>
</table>
NEXT STEPS
DFW’s Sustainability Management Plan lays out a roadmap for improving the airport’s sustainability performance on the short-term, medium-term and long-term horizons. The plan was developed in cooperation with stakeholders, including Board employees, regulatory agencies, tenants, and surrounding communities. The foundation of the Plan includes a common vision, focus areas and goals, which served as the building blocks for conducting the baseline assessment, setting achievable targets, and selecting future initiatives. In the coming months and years, DFW will develop and execute implementation plans, monitoring performance, and continue to engage stakeholders.

Next Steps

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**IMPLEMENTATION PLANS**

Starting with the short-term activities that were selected for each focus area, DFW will develop implementation plans that will guide successful completion of the actions. The implementation plans include information such as specific action items, human, financial and other resource needs, responsible parties, schedule, deliverables, and priority level. The plans will be developed in coordination with the stakeholders who will be accountable for implementation.

<table>
<thead>
<tr>
<th>Sustainability Practice</th>
<th>Goals:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Scope</td>
<td>KPIs</td>
</tr>
<tr>
<td>Start Date:</td>
<td>Metrics</td>
</tr>
<tr>
<td>Target Completion Date:</td>
<td>Key Stakeholders</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Specific Action Item(s)</th>
<th>Priority (High/Med/Low)</th>
<th>Responsible Party (Job/Personnel)</th>
<th>Deliverables</th>
<th>People Resource Needs</th>
<th>Financial Resource Needs</th>
<th>Schedule/Milestones</th>
<th>Status*</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td></td>
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<tr>
<td>3</td>
<td></td>
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<tr>
<td>4</td>
<td></td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Status*: Green = Ongoing; Grey = Planned; Yellow = Need Help; Red = Behind; Completed = Blue
MONITORING

During the baseline assessment, several Excel-based tools were developed to record and analyze the data related to the airport’s sustainability performance. These tools will continue to be used to monitor progress on a monthly basis for some data sets and an annual basis for others. In addition, DFW is currently developing a sustainability dashboard to automate the collection and reporting of sustainability data.

Example Monitoring Plan for Terminal Waste Handeling
CONTINUED STAKEHOLDER OUTREACH

Discussions with the stakeholders to develop the Sustainability Management Plan were extensions of conversations that were already taking place with airport employees and outside parties. Recognizing the importance of stakeholder input, DFW plans to continue stakeholder meetings, including the North Central Texas Environmental Stewardship Forum, after the plan is submitted and implementation gets underway. The feedback from the stakeholders will continue to help evaluate the overall sustainability program and to create a cycle of continuous improvement.
<table>
<thead>
<tr>
<th>EXISTING INITIATIVES</th>
<th>OP</th>
<th>OC</th>
<th>CS</th>
<th>EN</th>
</tr>
</thead>
<tbody>
<tr>
<td>Emergency management works with Tarrant County to identify and determine how to respond to/mitigate potential climate scenarios</td>
<td>🌐</td>
<td>🌏</td>
<td>🌏</td>
<td>🌏</td>
</tr>
<tr>
<td>Periodically optimize existing building operations through Continuous Commissioning Program (CCP)</td>
<td>🌐</td>
<td>🌏</td>
<td>🌏</td>
<td>🌏</td>
</tr>
<tr>
<td>Upgrade/retrofit existing lighting with fluorescent lamps</td>
<td>🌐</td>
<td>🌏</td>
<td>🌏</td>
<td>🌏</td>
</tr>
<tr>
<td>Utilize occupancy sensors in administrative areas</td>
<td>🌐</td>
<td>🌏</td>
<td>🌏</td>
<td>🌏</td>
</tr>
<tr>
<td>Utilize daylight sensors</td>
<td>🌐</td>
<td>🌏</td>
<td>🌏</td>
<td>🌏</td>
</tr>
<tr>
<td>Calculating and assessing annual air quality emissions from criteria pollutants and greenhouse gas emissions</td>
<td>🌐</td>
<td>🌏</td>
<td>🌏</td>
<td>🌏</td>
</tr>
<tr>
<td>Creating emissions trends analyses</td>
<td>🌐</td>
<td>🌏</td>
<td>🌏</td>
<td>🌏</td>
</tr>
<tr>
<td>Assessing indirect emissions reductions from renewable energy and biofuel use</td>
<td>🌐</td>
<td>🌏</td>
<td>🌏</td>
<td>🌏</td>
</tr>
<tr>
<td>Assisting DPS Fire with annual assessment of greenhouse gas emissions from fleet vehicles</td>
<td>🌐</td>
<td>🌏</td>
<td>🌏</td>
<td>🌏</td>
</tr>
<tr>
<td>Utilize energy efficient design for new buildings</td>
<td>🌐</td>
<td>🌏</td>
<td>🌏</td>
<td>🌏</td>
</tr>
<tr>
<td>Implement HVAC &amp; light controls projects</td>
<td>🌐</td>
<td>🌏</td>
<td>🌏</td>
<td>🌏</td>
</tr>
<tr>
<td>Reduce potential asbestos exposure in legacy terminal buildings to address indoor air quality</td>
<td>🌐</td>
<td>🌏</td>
<td>🌏</td>
<td>🌏</td>
</tr>
<tr>
<td>Development of DFW’s Green Building initiatives and other planning programs that could reduce energy demand.</td>
<td>🌐</td>
<td>🌏</td>
<td>🌏</td>
<td>🌏</td>
</tr>
<tr>
<td>Implemented clean vehicle program utilizing alternative fuels</td>
<td>🌐</td>
<td>🌏</td>
<td>🌏</td>
<td>🌏</td>
</tr>
<tr>
<td>Submitted grant for zero emissions electric vehicles</td>
<td>🌐</td>
<td>🌏</td>
<td>🌏</td>
<td>🌏</td>
</tr>
<tr>
<td>CNG vehicle fleet has achieved significant NOx reductions</td>
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<td>Biodiversity and Natural Environments</td>
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<td>Community Partnerships</td>
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<td>Employee Participation</td>
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- **Reduced energy consumption at Terminal A Section A due to TRIP.**
- **Installed photovoltaic solar panels on ADE.**
- **Purchase of energy saving/approved hardware/appliances**
- **Implement LED for TRIP parking areas**
- **Implement LED Airfield Lighting**
- **Install geothermal heat pump at EAD**
- **Install solar thermal arrays**
- **Develop sustainable tenant build out requirements**
- **Develop a Board Facilities Renewal Master Plan to guide renovation activities**
- **Implement employee LiveWell Program**
- **Provide supplied air and power at gates (i.e Centralized Utilities)**
- **Utilize thermal storage (indirect efficiency) at chilled water plant**
- **Upgrade boilers and chillers with high-efficiency models at DFW Energy Plant**
- **Install cool roof technology in Terminal D**
- **Provide pre-conditioned air at gates to (minimize APU)**
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<tr>
<td>Purchase wind generated electricity</td>
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<tr>
<td>Install PV solar array at ADE Building</td>
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<tr>
<td>Fleet replacement &amp; reassignment planning to balance high/low mileage users’ needs</td>
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<td>for vehicle acquisitions.</td>
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<td>Fleet management initiatives to &quot;right-size&quot; the fleet</td>
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<td>Preventive maintenance frequencies and intervals adjusted based on equipment</td>
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<td>performance.</td>
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<tr>
<td>Supplement fleet with CNG Buses, Trucks, Equipment</td>
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<td>Install two CNG Fueling stations on site</td>
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<td>Provide charging areas for hybrid passenger cars</td>
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<td>Use biodiesel fuel for select heavy equipment</td>
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<tr>
<td>Install SkyLink train system connecting 5 terminals (in place of shuttle bus system)</td>
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<td>Provide recycling programs for cardboard, paper, scrap metal, used oil, fluorescent</td>
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<td>lamps, used electronics (via R2 facility), batteries, tires, pallets, plastic bottles</td>
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<td>Use polystyrene foam densifier</td>
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<td>Recycle concrete, steel, copper and other construction materials</td>
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<td>Coordinate with concessionaires to provide opportunities to donate unused food</td>
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<td>Participate in Water Advocates initiative to reduce bottled water waste</td>
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<tr>
<td>Provide for recycling of used cooking oil for concessionaires at Terminal D</td>
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<td>Provide water refill stations in terminals (in lieu of bottled water)</td>
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<td>Landscaping “image elements” at International Commerce Park</td>
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<tr>
<td>Provide drought tolerant landscaping at Founders’ Plaza</td>
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<tr>
<td>Re-use mulch</td>
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<tr>
<td>Management of Trigg Lake aerators to promote the health of aquatic life</td>
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<td>Periodic aquatic life and habitat assessments with local university to document airport biodiversity</td>
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<td>Plant a tree farm near Department of Public Safety (DPS) 4</td>
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<td>Implement a channel maintenance program to maintain functionality and performance of on-site stormwater infrastructure.</td>
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<td>Implement herbicide restrictions as part of National Partnership for Environmental Priorities (NPEP) commitment</td>
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<td>Enforce SWPPP Program for tenants and construction projects</td>
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<td>Collection and treatment of deicing fluid before it reaches natural areas</td>
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<td>Require Terminal Improvement and Renewal Program (TRIP) Safety Program / Rolling Owner Controlled Insurance Program (ROCIP)</td>
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<td>Utilize driving simulators</td>
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<td>Utilize online training at DFW Test Center in place of paper/hard copy tests</td>
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<tr>
<td>Utilize reclaimed water for irrigation and provide major customer for Ft Worth reclaimed water pipeline</td>
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<td>Implement a formal water conservation plan</td>
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<td>Install low flow fixtures in terminals and administrative buildings</td>
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<td>Install low water landscaping utilizing native and drought tolerant plants</td>
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<td>Install condensate diversion for ice machines and coolers to chill water loop</td>
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<td>Implement a leak detection program to routinely check the condition of piping and reduce leaks</td>
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<tr>
<td>Evaluate deicing operations impacts to storm water permitting, waste generation, and airport receiving waters (Trigg Lake, Bear Creek, watershed, etc.)</td>
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<tr>
<td>Oversee storm water permits to improve water quality (MSGP, MS4, Individual, and construction permits).</td>
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<td>Fulfill MS4 requirements to implement education, involvement, and outreach both internally and externally. Coordinate training, public speaking/tours, public outreach career fairs/expos annually.</td>
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<tr>
<td>Received SPEAS Award at Founders’ Plaza Center for SMART Landscaping</td>
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<tr>
<td>Native plants were planted at Founder’s Plaza and placards for the garden were created to support community awareness about plant life and sustainable watering practices</td>
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<td>Conduct ongoing departmental materials management review pertaining to in-house, contracted and hybrid activities</td>
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<td>Department of Public Safety (DPS) 6 - LEED ™</td>
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<tr>
<td>Founders’ Plaza - LEED ™</td>
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<tr>
<td>International Commerce Park - LEED™</td>
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<tr>
<td>DFW Headquarters Admin Building - LEED™</td>
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<tr>
<td>Developed a Green Procurement Team to identify more sustainable procurement options</td>
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<td>Implement a Refrigerant Tracking and Audit Program</td>
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<td>Develop a Chemical Purchasing Policy to evaluate environmental impacts of chemical products</td>
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<td>Paper purchase tracking and reduction</td>
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<tr>
<td>Developed a Green ITS Team to track and encourage reduction in paper usage</td>
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<td>Installed an increased number of recycling bins throughout the terminals.</td>
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<td>Paper reduction through business process automation, duplex printing, promotion of scanning over printing and thinking before printing.</td>
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<td>Implement Shred Day - an initiative to reduce paper storage/dependency and promote the use of electronic repositories</td>
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<td>Provide a Yoga Studio in Terminal</td>
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<td>Provide Employee Assistance Program</td>
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<tr>
<td>Support Holiday Helpers Program</td>
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<tr>
<td>Implement and support Employee Resource Groups</td>
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<tr>
<td>Maintain environmental health and safety compliance programs</td>
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<td>Paper Patrol</td>
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<td>Conduct department-wide projects, e.g. day of caring and 5k against violence</td>
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<td>Staff serve on non-profit boards throughout the community representing DFW Airport</td>
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<td>Planning and implementing annual DFW Earth Day event for local schools and airport employees</td>
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<td>Carry out a &quot;Planning Gives Back&quot; program for DFW employee engagement activities, e.g. volunteered to build a playground at a Boys and Girls Club, volunteered at Graces Christmas Cottage handing out donated gifts to less fortunate families.</td>
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<td>Contribute to the DFW Airport Interfaith Chaplaincy program. Volunteer chaplains serve the passengers, employees, tenants, and military every day.</td>
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<td>Contribute to Travelers Aid specifically aimed at passengers.</td>
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<td>DFW Diversity groups sponsor/participate in various community outreach activities, e.g. ERGs have a school supply drive, United Way drive, Parents Step Ahead, UNCF.</td>
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<td>Conduct new employee orientation related to environmental issues at DFW Airport</td>
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<td>Implement annual storm water refresher training module to raise employee awareness of issues</td>
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<td>Conduct semi-annual pollution prevention meetings with airport tenants and departments</td>
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<td>Provide sustainability presentations and tours to external audiences</td>
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<td>Provide on-going educational tools to employees in all areas of well-being</td>
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- **Implement department-level employee engagement programs**
- **Include achievement of sustainability as a Level 1 goal in employee assessments**
- **Implement employee Pollution Prevention Teams**
- **Employee engagement activities including: department luncheons, quarterly goals and incentives, teamwork on projects, and staff meetings to stay informed.**
- **Environmental Management System**
- **Maintain noise management/tracking program**
- **Developed Supplier Diversity Policy**
- **Support Employee United Way Program**
- **Provide Ambassador Program at terminals**
- **DFW customer satisfaction surveys support high customer satisfaction**
- **DFW has received multiple Awards / Recognition for energy reduction**
- **Eco-Airport of the Year 2011, ATW Online**
- **Green Power Partnership**
- **Work with concessionaires to provide nutrition information and nutritious options to travelers**
- **Provide complimentary Parking for Medal of Honor/Disabled Veterans**
Acronyms

AA  American Airlines
ACI  Airports Council International
ACRP  Airport Cooperative Research Program
ADE  Airport Development and Engineering Department
BDD  Business Diversity and Development
CAAFI  Commercial Aviation Alternative Fuels Initiative
CCP  Continuous Commissioning Program
CDP  formerly Carbon Disclosure Project
CMMS  Computerized Maintenance Management System
CTA  Central Terminal Area
DART  Dallas Area Rapid Transit
DPS  Department of Public Safety
EPA  Environmental Protection Agency
ETAM  Energy, Transportation and Asset Management Department
FAA  Federal Aviation Administration
FBO  Fixed Base Operator
FTRC  Fire Training Research Center
GPS  Global Positioning System
GRI  Global Reporting Initiative
HVAC  Heating Ventilation Air Conditioning
ISO  International Organization for Standardization
ITS  Information Technology Services
KPI  Key Performance Indicator
LEED  Leadership in Energy and Environmental Design
LID  Low Impact Development
MOU  Memorandum of Understanding
MSW  Municipal Solid Waste
NCTCOG  North Central Texas Council of Governments
NCTESF  North Central Texas Environmental Stewardship Forum
OPS  Operations
PCA  Preconditioned Air
SAC  Sustainability Advisory Council
SIT  Sustainability Implementation Team
SOC  Schedule of Charges
TCEQ  Texas Commission on Environmental Quality
TRB  Transportation Research Board
TRIP  Terminal Renewal and Improvement Program
TSA  Transportation Security Administration
USEPA  United States Environmental Protection Agency
W/R  Waste/Recycling