



SUMMARY REPORT

JANUARY 2015

Sustainability Management Plan

City of Phoenix Aviation Department



The Path to Airport Sustainability

Thank You

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Message from the Acting Aviation Director

As the sixth most populous city in the nation, the city of Phoenix has a longstanding commitment to securing its environmental health and livability. A city-wide Sustainability Strategic Plan outlines this commitment. The City of Phoenix Aviation Department is also committed to strengthening sustainability initiatives within our airport system—at Phoenix Sky Harbor, Phoenix Deer Valley, and Phoenix Goodyear Airports.

The Aviation Department's Sustainability Management Plan is the guiding document for creating a pathway to enhanced sustainability. This plan builds on our solid record of accomplishments to date, including LEED certification for new facilities, award-winning clean vehicle fleets, xeriscape water conservation measures, and serving our community with dedication.

The Aviation Department, in collaboration with other city departments, is pleased to share this comprehensive plan for airport sustainability.



*Acting Aviation Director
Tamie Fisher*

ABOUT THE AIRPORTS



PHOENIX SKY HARBOR INTERNATIONAL AIRPORT

- Serves more than 40 million annual passengers
- Supports 16 airlines flying from Phoenix to over 100 destinations
- Generates \$79 million in daily regional economic benefits



PHOENIX DEER VALLEY AIRPORT

- Is the busiest general aviation airport in the United States
- Provides a home for more than 1,200 general aviation aircraft
- Serves recreational pilots, corporate jets, and flight training schools



PHOENIX GOODYEAR AIRPORT

- Is owned and operated by the city of Phoenix and located in the city of Goodyear
- Has one of the best general aviation runways in the United States
- Serves flight training schools and aircraft maintenance, repair, and overhaul businesses

SUSTAINABILITY VISION



The City of Phoenix Aviation Department

is committed to incorporating sustainability principles and practices into our operational, management, and administrative processes. Our vision is to have an informed workforce and engaged business partners that deliver a well-planned, accessible, and world class airport experience for our customers. Further, we demonstrate our environmental responsibility to our community as we strive to enhance local, regional, and national economic benefits from the Phoenix airports.

Focus Areas for the Sustainability Management Plan

The Sustainability Management Plan addresses economic, environmental, and social sustainability through seven key focus areas:



AIR QUALITY—Supporting initiatives to maintain and improve our local air quality *(Page 6)*



ENERGY—Investing in renewable and energy efficient technologies to reduce energy consumption and costs *(Page 12)*



GREENHOUSE GAS EMISSIONS—Minimizing greenhouse gases produced from the operation of the Phoenix airports *(Page 14)*



OUTREACH—Working with our neighbors, business partners, and passengers to improve our community and build upon the success of Phoenix Sky Harbor's Community Noise Reduction Program *(Page 16)*




POLICIES AND CONTRACTS—Integrating economic, environmental, and social sustainability into the Aviation Department's business practices *(Page 21)*



WASTE AND RECYCLING—Reducing waste and increasing recycling opportunities for passengers, airport tenants, and employees *(Page 23)*



WATER CONSERVATION—Minimizing water consumption for airport operations and landscaping *(Page 25)*

Note: Many proposed sustainability initiatives have benefits across multiple areas, and are denoted as such using the symbols above. Initiatives that save money are denoted with a  symbol.



AIR QUALITY

Improving local air quality is a priority for the city of Phoenix. The Phoenix region's unique geography and meteorological conditions can concentrate dust and other air pollutants. The city works with communities, other government agencies, and local businesses to manage emissions that affect the region's air quality.

The Aviation Department is committed to doing its part to improve air quality and has a long history of supporting air quality initiatives. Through existing policies, nearly two-thirds of the Aviation Department's vehicles (accounting for more than 90% of the fuel consumed) are currently powered by clean fuels or use other low emission technologies. The Aviation Department also works with tenants at the Phoenix airports to reduce emissions. Accomplishments include:

- Setting clean vehicle and alternative fuel standards for the Aviation Department's fleet vehicles and ground transportation providers
- Improving mass transit by connecting Phoenix Sky Harbor to Valley Metro Rail through the new PHX Sky Train®, which has LEED Gold and Silver Certified train stations
- Establishing a Rideshare Program to reduce Aviation Department employee vehicle trips
- Reducing ground-based jet engine emissions by electrifying aircraft gates at Phoenix Sky Harbor and promoting single-engine aircraft taxiing practices for all commercial flights



The Aviation Department has a long history of helping the Phoenix region improve local air quality.

This Sustainability Management Plan builds upon the Aviation Department's current air quality initiatives and past successes. The Plan focuses on three key air quality areas, discussed in the following sections:

- Airport-Owned Sources
- Airline Partnerships
- Ground Transportation Management

Airport-Owned Sources: Generators and Fleet Vehicles

The two principal sources of emissions that are owned and operated by the Aviation Department are its diesel-fueled generators and vehicle fleet. Diesel generators provide emergency back-up power that is necessary for the safety and security of airport passengers and workers. Although these generators cannot be eliminated, the Aviation Department can minimize generator emissions and negative effects on air quality by managing the number, age, and type of generators it owns and by developing and formalizing guidance for generator purchasing, replacement, and retirement.



AIR QUALITY GOALS— Airport-Owned Sources





- Develop management plan for “potential-to-emit” for generator sets and other stationary source emissions
- Meet or exceed city of Phoenix Sustainable Fleet Strategy requirements

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For its vehicle fleet, the Aviation Department employs compressed natural gas for its inter-terminal and Rental Car Center buses and has already replaced nearly two-thirds of its light duty vehicles with cleaner technologies. Moving forward, the Aviation Department will build on the existing policy to meet a new standard set by the city of Phoenix for sustainable fleets.

	INITIATIVES	OBJECTIVES	BENEFITS
1	Develop Aviation Department guidance for airport generator purchasing, replacement, and retirement	By developing well-defined generator management guidance, the Aviation Department will control emissions from its emergency power generators and save on permitting costs	
2	Formalize guidance into a Standard Operating Procedure and/or Administrative Regulation for procuring and permitting airport generators	A Standard Operating Procedure will ensure coordination across the Aviation Department's functional divisions, contractors, and tenants on generator management	
3	Develop annual targets by June 2015 for meeting Sustainable Fleet Strategy requirements	New city guidance on fleet purchases will be reviewed and incorporated	

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Airline Partnerships: Ground Support Equipment

An important part of the Aviation Department's ongoing efforts to improve air quality is collaborating with airlines and other tenants to lower emissions from their operations. Past successes from this collaboration include the complete adoption of single-engine aircraft taxiing at Phoenix Sky Harbor and the installation of preconditioned air and 400 Hz power outlets at virtually all aircraft passenger gates. The result is that aircraft use less fuel during ground operations, which reduces emissions and enhances the passenger experience.



AIR QUALITY GOALS—Airline Partnerships

- Encourage airline and cargo carriers' efforts to reduce ground service equipment emissions in 2014/2015

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The Sustainability Management Plan outlines further collaboration with airlines to encourage replacement of older, diesel-powered ground service equipment. This equipment is used for baggage handling, aircraft fueling, aircraft maneuvering, maintenance, and safety-related support services. Although the Aviation Department does not own these vehicles, it seeks to offer support infrastructure to its airlines and ground support partners as further incentive to replace them with zero emission and alternative fuel equipment.



INITIATIVE

1

Fund and deploy appropriate clean technology equipment with airline cooperation (preconditioned air, ground power, or ground service equipment)

OBJECTIVE

Cooperate with airlines to pursue clean technology grants and support airline participation in clean vehicle technology projects

BENEFITS



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Ground Transportation Management

In addition to its own clean vehicle program, the Aviation Department is committed to reducing emissions from private and commercial vehicles that provide ground transportation services at Phoenix Sky Harbor. The Aviation Department offers a Rideshare Program to reduce employee vehicle trips. It has also opened its PHX Sky Train®, which provides free access between Terminals 2, 3, and 4 at Phoenix Sky Harbor and Valley Metro Rail at the 44th Street Station.

Further, per existing policy, the Aviation Department requires certain commercial ground transportation service providers, including taxis and shared ride van services, to use alternative and clean fuel vehicles. The Aviation Department has an initiative underway to expand the current trip fee program to other classes of passenger ground transportation service in order to reduce curbside traffic and emissions. Specifically, Phoenix Sky Harbor staff will review expanding the requirement to include hotel shuttles and off-airport parking shuttles. As an incentive to use low emission vehicles, Phoenix Sky Harbor will reduce trip fees for providers meeting low emission criteria.








AIR QUALITY GOALS—Ground Transportation Management

- Maintain and improve upon current alternative fuel requirements
- Continue to incorporate trip fees into new contracts
- Implement ground transportation trip fees for permitted vehicles
- Improve Rideshare Program

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The Aviation Department’s Sustainability Management Plan will build on past efforts and further expand the clean transportation alternatives available to employees and passengers at Phoenix Sky Harbor. The Aviation Department will also review and update alternative fuel standards for ground transportation services as new technologies become available. Additionally, the Aviation Department will consider coordinating its Rideshare Program to include the employees of airport business partner companies.

	INITIATIVES	OBJECTIVES	BENEFITS
1	Develop a plan to regularly review alternative fuel standards by vehicle size	Improve air quality by keeping the clean fuel requirements for commercial ground transportation vehicles current	
2	Implement planned trip fee updates	Update trip/cost recovery fees to reduce traffic, improve air quality, and recover the economic costs to the airport of ground transport service	
3	Develop the task force to determine how to implement ground transportation trip fees for permitted vehicles by February 2015	Expand trip/cost recovery program to improve air quality and economic sustainability	
4	Expand Rideshare Program to include tenants	Reduce trips to and from the airport and improve Phoenix Sky Harbor's relationships with business partners	

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ENERGY



Energy is used extensively at an airport, powering key equipment such as escalators, moving walkways, and baggage conveyors. It powers terminal lighting, roadways, the airfield, and air conditioning systems that keep passenger and cargo areas cool during Phoenix's hot summers. Energy use represents a significant cost for airports. Energy is a key issue for sustainability because it has historically been generated from nonrenewable resources and has been linked to emissions that affect air quality.



ENERGY GOALS

- Improve the energy efficiency of existing airport facilities 20% by 2020 and minimize greenhouse gas emissions from operations
- Determine and obtain available grant funding for cost effective energy projects

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Given the sizes of the Phoenix airports and the number of passengers served, it is no surprise that the airports are significant energy consumers. Recognizing this, the Aviation Department emphasizes energy efficiency in all its construction decisions and has an extensive track record of implementing energy efficiency and renewable energy projects. Recent successes include:

- Installing 5.4 megawatts of photovoltaic electric generating capacity at Phoenix Sky Harbor
- Installing sun-tracking skylights and lighting control sensors in passenger terminal concourses



- Replacing older lighting fixtures in parking garages and on the airfield with energy efficient light emitting diode (LED) fixtures
- Specifying high energy-efficiency (SEER) equipment and upgrading controls for efficient system usage
- Installing low-friction baggage belts and installing sleep mode capability for moving walkways and escalators during periods of low traffic

The Aviation Department Sustainability Management Plan seeks to increase the energy efficiency of existing buildings by 20% over five years – an effort that is estimated to save over \$3.0 million in annual operating expenses. To increase energy efficiency, the Aviation Department will implement a new system to monitor and manage usage, develop a Strategic Energy Management Plan, and apply for grants to fund energy efficient investments.

	INITIATIVES	OBJECTIVES	BENEFITS
1	Develop a Strategic Energy Management Plan by November 1, 2015	Improve energy efficiency to reduce operating costs and minimize related greenhouse gas emission	 
2	Fully implement the Honeywell Energy Manager Program: energy data tracking, analysis, and reporting by December 31, 2015	Identify potential energy consumption and cost reduction opportunities, verify energy efficiency initiatives, and report ongoing performance with dashboard displays	
3	Complete preparations for an FAA energy grant as needed	Use available funding opportunities for energy projects	

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GREENHOUSE GASES

Greenhouse gas (GHG) emissions from global commercial and industrial activity are a leading cause of anthropogenic climate change. Airport-related GHG emissions are generated by a number of sources, including gasoline and diesel-powered vehicles and equipment, offsite generation of electricity used in the terminals and buildings, and aircraft operations.




GREENHOUSE GAS GOAL



- Reduce greenhouse gas emission intensity (carbon dioxide intensity) 30% by 2030 from Aviation Department facilities and fleet operations

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The Aviation Department is committed to reducing its GHG emissions. The Aviation Department is working toward the city of Phoenix's overall goal of reducing city-wide emissions by 15% by 2015, and it also seeks to reach an additional goal of a 30% reduction in carbon dioxide intensity by 2030 for airport-controlled sources. As part of this effort, the Aviation Department will prepare annual GHG inventories and a carbon dioxide intensity reduction strategy.



Further, the Aviation Department will seek to support its business partners in achieving their own greenhouse gas reduction goals and pursue other initiatives that offer a co-benefit of reducing GHG emissions for the airport. These initiatives, including efforts to improve the employee commute Rideshare Program and provide electric ground service equipment, are highlighted throughout this report with the  symbol.

	INITIATIVE	OBJECTIVE	FOCUS AREAS
1	Report greenhouse gas emissions annually and develop a carbon dioxide intensity reduction strategy for Aviation Department facilities and fleet	Reduce the carbon footprint of Aviation Department operations by increasing awareness and providing a performance metric	

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OUTREACH

Supporting local communities and business partners is a key component of the Aviation Department's culture. Phoenix Sky Harbor is known as *America's Friendliest Airport*[®] and that motto guides the Aviation Department's efforts to enhance social sustainability.

The Aviation Department is proud of its past work with communities and business partners. For example, in the last ten years, the Aviation Department's Community Noise Reduction Program (CNRP) has reduced the impacts of aircraft noise on communities surrounding Phoenix Sky Harbor. The program included voluntary acquisition of properties affected by airport noise and insulation of private and community spaces. Outreach also involves extensive participation in neighborhood events. Other key outreach achievements include:

- Offering educational programs for community leaders, such as the Aviation Academy and Speakers Bureau Programs
- Developing operation and communication plans to support passenger well-being when travel disruptions and other difficulties arise
- Building excellent relationships with tenants and other airport business partners

This Sustainability Management Plan extends the Aviation Department's successful outreach. It also includes separate goals for local communities, business partners, and passengers.



*Sky Harbor
is America's
Friendliest
Airport[®]
and that
motto guides
the Aviation
Department's
efforts to
enhance social
sustainability.*



Local Community

The Aviation Department plays a positive, active role in the Phoenix community, and it plans to update programs that have been successful in the past. The Aviation Department provides aviation industry training for business leaders, conducts extensive noise mitigation outreach to neighborhoods around Phoenix Sky Harbor, and works with a local pilot to provide classes for the general public to address the fear of flying.



Aviation Department staff at a local soup kitchen



LOCAL COMMUNITY OUTREACH GOALS

- Develop a plan for community outreach






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The Aviation Department's successful Community Noise Reduction Program will expire in 2016 after achieving its noise reduction goals. As outlined in the Sustainability Management Plan, the Department will create a transition plan to continue participating in community events and coordinate with other city of Phoenix Departments to ensure that all city services are consistently available to neighborhoods around Phoenix Sky Harbor. Further, the transition plan will ensure that the Aviation Department maintains relationships with key community leaders formed during the Community Noise Reduction Program.

Finally, the Department will leverage airport staff's knowledge of science and technology to benefit the community in new, creative ways.



The Aviation Department’s Planning, Environmental and Capital Management Division will partner with the Aviation Department’s Small Business Engagement Manager and work with local high schools to bring real-world airport applications of Science, Technology, Engineering, and Math (STEM) to students. STEM is a national education priority, and airports serve as examples of science and technology in action.

	INITIATIVES	OBJECTIVES	BENEFITS
1	Participate in public events and community service	Play an active role in community events in the neighborhoods around Phoenix Sky Harbor	
2	Develop transition plan for community outreach and public relations post-Community Noise Reduction Program	Maintain relationships with communities around Phoenix Sky Harbor after the Community Noise Reduction Program sunsets	
3	Coordinate with key city departments to provide city services to former Community Noise Reduction Program Area	Ensure city services are provided to the Community Noise Reduction Program area after the program sunsets	
4	Conduct junior high/high school outreach around STEM and aviation education	Discuss science, technology, engineering, and math with local students to promote involvement in aviation	

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Business Partners and Passengers

The Aviation Department's Sustainability Management Plan will also expand business partner outreach efforts to support the sustainability goals of its corporate partners. To this end, the Aviation Department recently undertook an extensive survey of business partners, including airlines, terminal concessionaires, ground transportation operators, and rental car companies.



BUSINESS PARTNER AND PASSENGER OUTREACH GOALS

- Support business partners' sustainability goals at the Phoenix airports
- Maintain policies supporting passenger well-being




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Many of these partners already have programs in place to recycle waste, conserve water, improve energy efficiency, and provide community service opportunities for their staff. Respondents were interested in collaborating further with the Aviation Department on future initiatives. The Aviation Department will develop a comprehensive business partner outreach plan to ensure clear and consistent messaging on airport goals and that tenant

BUSINESS PARTNER SUSTAINABILITY SURVEY PARTICIPATION

49	Ground Transportation and Rental Car Companies
18	Airlines and Cargo Service Providers
13	Concessionaires
5	General Aviation Tenants

goals are supported at the Phoenix airports. The Aviation Department will also maintain and update its passenger communication plans and policies that ensure passenger well-being in event of emergencies and irregular operations.

	INITIATIVES	OBJECTIVES	BENEFITS
1	Develop a business partner sustainability strategy and communication plan	Meet both Aviation Department and tenant goals for environmental, economic, and social sustainability	
2	Regularly review and update irregular operations plans and passenger communications plans	Support passenger well-being as a key to airport social sustainability	

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POLICIES AND CONTRACTS

Policies and contracts present an opportunity to promote sustainability. Policies guide the Aviation Department's business decisions and affect everything from capital improvements to purchasing supplies used for day-to-day airport operations. Contracts are the means by which the Aviation Department can both promote and coordinate sustainability efforts with its suppliers, tenants, and other business partners.



POLICIES AND CONTRACTS GOALS

- Implement the Design and Construction Services (DCS) Green Guide for applicable civil projects
- Target 20% minimum diversion of demolition and construction waste recycling (for non-LEED projects) by June 2015
- Support sustainability in spaces rented to new tenants by updating the Tenant Improvement Handbook
- Increase the use of Environmentally Preferred Products (EPP) and services at the Aviation Department and establish an EPP utilization baseline
- Incorporate sustainability priorities into the Capital Improvement Program ranking process by January 2015














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The Aviation Department has already taken significant steps to promote sustainability in its policies and contracts. For example, to incorporate sustainability into its construction activities, the Aviation Department uses LEED certification requirements for building construction projects, maintains a robust training and accreditation program on LEED for staff, and promotes

the use of cleaner, quieter construction equipment through its Design and Construction Services (DCS) Green Guide for non-LEED certified projects.

This Sustainability Management Plan includes five goals for incorporating sustainability into specific policies and contracts, emphasizing the application of the DCS Green Guide, reducing construction waste, tracking the purchase of environmentally-preferred products, and promoting sustainability during airport tenant construction projects and in airport capital improvement decisions.



	INITIATIVES	OBJECTIVES	BENEFITS
1	Develop a policy for the DCS Green Guide and implement it for civil projects as applicable (June 2015)	Improve green design and construction practices during airport horizontal construction projects	 
2	Require diversion plan preparation and tracking for all non-LEED construction projects	Track recycling of demolition and construction waste to support the city's diversion rate goal and minimize waste from airport projects	 
3	Update Tenant Improvement Handbook to include common landlord practices on energy and water conservation	Promote resource conservation by engaging tenants in sustainability during new leasehold construction	    
4	Report the use of Environmental Preferred Purchasing (EPP) for products and services and integrate EPP language into related contracts	Increase the use of environmentally sustainable products and services at the Aviation Department	 
5	Update Capital Improvement Program ranking criteria to assign points to projects addressing sustainability goals	Consider sustainability in Capital Improvement Program project prioritization	 

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WASTE AND RECYCLING

As hubs of industrial and commercial activity, airports can generate a significant amount of solid waste. Much of this waste, including cardboard, paper, glass bottles, aluminum cans, and organic materials, can be recycled or reused rather than sent to landfills.



WASTE AND RECYCLING GOAL

- Achieve 40% waste diversion by 2020 at Phoenix Sky Harbor, Phoenix Deer Valley, and Phoenix Goodyear Airports

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The Aviation Department has a proven track record in reducing waste and promoting recycling. The Aviation Department's efforts are led by a dedicated recycling manager, who coordinates waste reduction at all three airports.

As a result of waste reduction efforts undertaken by the Aviation Department, currently 28% of the waste generated by tenants and passengers at Phoenix Sky Harbor is recycled. Examples of waste reduction efforts include:


- Co-locating recycling bins with trash cans in the passenger terminals
- Recycling and reusing asphalt and construction waste
- Developing innovative solutions for recycling runway rubber waste
- Providing recycling infrastructure to tenants



**Sky Harbor
currently
recycles 28%
of all waste.**

The Aviation Department’s Sustainability Management Plan pushes the Department to go even further, establishing a goal of diverting 40% of its waste stream by 2020. To achieve this, the Aviation Department will develop a formal Strategic Waste Management Plan to re-assess existing waste streams with input from tenants, identify opportunities for further reduction, and specify a means to achieve the 40% waste diversion rate.



	INITIATIVE	OBJECTIVE	BENEFITS
1	Develop a Strategic Waste Management Plan by November 1, 2015	Minimize the impact of airport operations on the environment and meet the city-wide goal of 40% waste diversion by 2020	

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WATER CONSERVATION

The Phoenix region's arid, hot climate places a significant premium on water, especially during Phoenix's summer months. Conserving water is essential for the long-term sustainability of the Phoenix metropolitan area.



WATER CONSERVATION GOAL

- Reduce water consumption intensity 10% by 2020

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Water conservation is especially important for the Aviation Department. With total consumption exceeding an average of 30 million gallons per month, past conservation efforts include the installation of low-flow plumbing fixtures and automatic shutoff valves in public restrooms and the addition of low-irrigation xeriscape landscaping at Phoenix Sky Harbor.

The Sustainability Management Plan specifies the overall goal of reducing water consumption by 10% by 2020. To achieve this goal and focus its conservation efforts, the Aviation Department will use a detailed assessment of water usage at Phoenix Sky Harbor, Phoenix Deer Valley, and Phoenix Goodyear Airports.





The Aviation Department will develop this assessment by installing sub-meters, revising and improving a water usage database, and employing software tools to manage consumption. Once the assessment is complete, the Department will develop a Strategic Water Conservation Management Plan based on the best opportunities for water conservation at the three airports.

	INITIATIVES	OBJECTIVES	BENEFITS
1	Develop a Strategic Water Conservation Management Plan by November 1, 2015	Optimize the Aviation Department's water use and prioritize water conservation measures	  
2	Establish and maintain a comprehensive water usage database of Phoenix Sky Harbor, Phoenix Deer Valley, and Phoenix Goodyear Airports by July 1, 2015	Measure the performance of ongoing water reduction strategies	

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Thank You

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Phoenix Deer Valley Airport



Phoenix Goodyear Airport

www.phoenix.gov/transportation/airports