

## APPENDIX 9

### SAMPLES AND TEMPLATES

#### INTRODUCTION

Initiating sustainability at an airport is typically driven through a planning effort, whether it is a standalone airport sustainability plan or a sustainability component of a master plan or other airport planning study. While each airport and situation is unique, there is a basic framework to help ensure a successful plan is developed or improved upon if there is already a sustainability plan in place. The overall process and the individual elements can be tailored for the size of the airport, the operating characteristics, the region, the available resources, and many other factors.

To assist airports in the development of sustainability plans or sustainability related projects, this section was developed to provide overall guidance and sample language and suggestions on the following:

- Requests for Proposals and Scopes of Work
  - Provides samples and examples that can be utilized by airports developing either an airport sustainability plan or a sustainable airport master plan
- Design Guidelines
  - Used to establish an organizational framework for implementing sustainable initiatives in future projects as well as guidance on how it can be implemented airport-wide
- Leases, Minimum Standards, and Rules and Regulations
  - Provides sample language that can be used when developing contract and governing documents for the airport

When an airport decides to develop a sustainability plan, it is ideal for the airport to know what level of effort is desired and whether it will be a standalone document or incorporated within another planning study. The level of effort may be specified by the funding amount and allow consultants or staff to tailor the product based on that budget. The FAA's 2010 Interim Guidance for FAA's Sustainable Master Plan Pilot Program<sup>22</sup> requires specific content to be addressed as part of a federally funded sustainability plan. This includes a sustainability policy or mission (vision) statement, sustainability categories, baseline assessment, measurable goals, initiatives, and public participation and community outreach. In general, a sustainability plan should contain the following sections:

- I. Setting the Stage
  - a. Develop the strategy
  - b. Define sustainability for the organization
  - c. Identify and convene stakeholders (organization wide for plan; targeted airport group for project or focused effort)
  - d. Develop and identify vision, priorities, and guiding principles

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[www.faa.gov/airports/environmental/sustainability/media/interim\\_guidance\\_sustainable\\_master\\_plan\\_pilot.pdf](http://www.faa.gov/airports/environmental/sustainability/media/interim_guidance_sustainable_master_plan_pilot.pdf)

- e. Define focus areas, goals, objectives, performance measures, and performance indicators
- f. Obtain stakeholder buy-in
- g. Identify and allocate resources
- II. Baseline Assessment
  - a. Based on goals, objectives, performance measures, and performance indicators, collect relevant data for a baseline assessment
- III. Plan/Program development
  - a. Identify initiatives, prioritize them based on results of Steps I and II (show case studies)
  - b. If necessary, refine goals, objectives, performance measures, and performance indicators
  - c. Select action items (who, what, when, where, why, how)
  - d. Set performance targets
  - e. Develop an action plan and a monitoring plan
  - f. Complete the plan/program (obtain approval, buy-in, communicate the plan and the roles and responsibilities to relevant parties)
- IV. Implementation and Monitoring
  - a. Implement the plan
  - b. Monitor performance and evaluate the program
  - c. Communicate progress and achievements
  - d. Refine the program/plan

## REQUEST FOR QUALIFICATIONS

If the airport is not utilizing internal resources to complete the sustainability plan, an on-call services consultant can be utilized or an outside consultant can be hired through the standard procurement process. For an existing on-call services consultant, sustainability planning must be defined in the original Request for Qualifications (RFQ) or Request for Proposals (RFP) per FAA procurement regulations. For the new selection of a consultant to conduct a plan or study outside of an on-call contracting arrangement, the airport may release a RFQ/RFP that outlines the airport's needs and desires and how it will evaluate the consultant for selection. The RFQ/RFP process should follow the municipality's standard process and legal language and documentation requirements with certain sections such as the scope of work (SOW) and evaluation criteria tailored to the specific project.

The RFQ/RFP does not require a detailed SOW as the airport may request that the consultant develop the SOW. The RFQ/RFP may state the specific topics the airport would like to review such as administration and planning policies, design and construction practices, maintenance and operations practices, or tenant and user leases or agreements and any additional assessments that need to be completed such as an energy audit and/or waste management and recycling audit. The RFQ/RFP may also identify the end users of the document so that final deliverables are presented in an appropriate manner. An example of a detailed project purpose and description for an RFQ/RFP for an airport sustainability plan:

*"The [Airport or Agency] is seeking a qualified firm to develop an [airport sustainability plan (the Plan)] for the Airport, which will provide a framework to integrate sustainable practices into planning, design, construction, maintenance, and operation of the airport.*

*The Plan will guide the [Airport or Agency] in integrating airport sustainability as a core objective in future planning, operational, and business strategies. The plan will promote design, project implementation, and financial decisions that will help the [Airport or Agency] identify ways to reduce natural resource consumption, vulnerability to the changing climate, environmental impacts and carbon footprint. In addition, the plan will identify ways to promote resiliency and adaptive capacity, and increase local value proposition.<sup>23</sup>*

*"The [Airport or Agency] is seeking proposals for a qualified vendor to provide Sustainability Consulting Services at [Airport or Agency]. The Consultant will provide in-house support for a wide variety of sustainability, planning, and implementation activities, and to support the [Airport or Agency] in advancing its Airport Sustainability Advancement Program ("ASAP") for [Airport or Agency]. In some cases, the selected Consultant maybe directed to serve in a program and/or project management role to other Consultants already hired under existing contracts. For the purposes of this solicitation, the services are being classified within the categories listed within the scope. This list is intended to provide each Respondent with a general idea of services needed, and does not necessarily represent a comprehensive list of sustainability consulting services the Consultant maybe directed to perform during the duration of the Agreement.<sup>24</sup>"*

Examples of the final deliverable requirements for an RFQ/RFP:

*"The final product will include guidance and templates to be used by [Airport or Agency] that will allow airport staff to incorporate sustainability initiatives that meet the local circumstances and needs.<sup>25</sup>"*

*"Consultant shall provide a handbook that explains the mission, vision, and guiding principles of the organization and how sustainable use of site, water, energy, materials, environment, and other resources supports the [Airport or Agency]'s strategic theme of efficient resource management."*

*"An update to the Plan is needed to evaluate current conditions and forecast future aviation needs for the [Airport or Agency] and surrounding region, provide vision for the next 20 years of development, and estimate the timing of major airfield projects and other airfield and non-airfield development. The updated Plan will guide comprehensive development to maximize the economic viability, operational efficiency, and social responsibility of the Airport."*

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<sup>23</sup> City of Flagstaff Request for Statement of Qualifications for Planning of Airport Sustainability Master Plan Project, January 2014

<sup>24</sup> City of Chicago, Request for Proposal for Sustainability Consulting Services, 2013

<sup>25</sup> Colorado Department of Transportation RFQ Airport Sustainability Plan for Colorado General Aviation Airports.

## SCOPE OF WORK – SUSTAINABILITY MANAGEMENT PLANS

Typically, after a consultant is selected, a detailed SOW is developed between the airport and the consultant. The SOW outlines each step in the plan's development process and should clearly define the topics to be reviewed and the final documentation to be delivered, as well as the public outreach effort to discuss and present the findings. The SOW is used as part of the contractual obligation between the two parties for what will be completed and delivered. In addition to the example SOW text displayed below for each section of the Plan, a full template SOW is provided in **Appendix X**.

## DEFINITION AND STAKEHOLDER ENGAGEMENT

The first steps of developing an airport sustainability plan are defining sustainability for that airport and determining the key stakeholders. As there are several definitions of sustainability within the industry, the airport must determine what sustainability means to their organization. SOW language for defining sustainability might look like this:

*"The purpose and meaning of sustainability will be defined early in the planning process. A draft definition will be prepared during the initial project coordination meeting and refined during the advisory committee meeting."*

This definition process may be done by a team within the airport, with key stakeholders, or elected officials. Just as every plan is different, the public involvement effort must be tailored to the individual airport and community. In most cases, the airport must, at a minimum, provide notice to the public regarding the plan and allow for comment on the plan's recommendations. Identifying the appropriate stakeholder involvement needs, level of effort, and time constraints is essential to a successful plan. A comprehensive stakeholder involvement process helps build support for the plan and further assists in implementation and support for identified initiatives. These components would be addressed in the SOW by outlining the definition or steps to assist with defining sustainability, identifying the appropriate stakeholders, and defining the stakeholder and public engagement program. As a standalone plan, it may also be useful at this stage to define how the plan will integrate with other planning projects such as the Airport's Master Plan to ensure compatibility. Example SOW language for developing a stakeholder involvement plan could include:

*"The Consultant shall work with the [Airport or Agency] to identify and contact the appropriate federal, state, and local agencies and stakeholders that should be involved in this study. Representatives may include [agency]."*

*"The Consultant shall oversee a program of public outreach efforts for this project. This program will be structured to obtain key public input at critical points within the study, so that the public concerns and ideas can be fully considered as part of the Plan. Outreach will include Mailing Lists, Public Information Meetings, Newsletters, and a Plan website."*

## VISION STATEMENT AND GUIDING PRINCIPLES

Establishing the vision statement and guiding principles is important to provide the foundation of the goals and initiatives. A new statement may be developed or the local municipalities may be adopted. The scope should also describe how the vision statement will be communicated to the airport employees, tenants, and community. An example SOW for the definition of a vision:

*“This effort will revalidate the [Airport or Agency]’s vision and mission for the future of the Airport. The vision will set the framework by which the Study and any development and alternatives will be crafted, evaluated, and refined. This visioning revalidation effort will reflect input from both internal and external stakeholders as determined by the [Airport or Agency].”*

## GOALS AND OBJECTIVES

Once the vision is set, the focus areas, goals, and objectives can be outlined. The focus areas would be related to the airport’s chosen definition of sustainability, such as Economic Vitality, Operational Efficiency, Natural Resource Conservation, and Social Responsibility, or the location or process within the airport such as the terminal, ground transportation, community relations, procurement, or stormwater. Goals for each focus area can be developed and refined based on the airport’s intent. The scope of work should describe the methodology, schedule, and stakeholder involvement to develop the goals and objectives. This task should also include a review of the feasibility of the goals based on the airport’s available budget and manpower. An example SOW for the development of goals:

*“The Consultant will work with the [Airport or Agency] to identify specific strategic goals that the [Airport or Agency] would like to achieve for the Airport over the planning horizon. The strategic goals will be focused on operational, development, and market-related objectives. These goals will then be used to assist the Airport in revalidating or refining the vision statement and/or mission statement in a manner that reflects the [Airport or Agency]’s current desires for the future direction of the Airport.”*

*“The Consultant will work with the [Airport or Agency] to define goals for the Airport towards sustainability within the identified target elements. Specific methods for measuring and monitoring success in meeting these goals will be drafted at this time and further refined once initiatives are identified.”*

## BASELINE ASSESSMENT

Based on the focus areas discussed and how the goals will be measured, a baseline assessment should be conducted. This may include a formal Greenhouse Gas (GHG) emissions assessment, energy audit, waste management and recycling audit, ground access study, or other assessments. An RFQ/RFP may list the types of assessments desired or may request the consultant to suggest assessments to be completed. For the purposes of this Guidebook, ACRP Report 19A, *Resource Guide to Airport Performance Indicators*, was used to determine categories or subject areas that airports can use to collect data. When possible, the source of the baseline assessment categories should be stated in the SOW. The SOW should detail the specific types of analysis that will be performed, if known. If the assessments are not determined at the start of the sustainability study, then additional scope and fee may be added to the project, the

assessments may be completed separately, or a placeholder fee may be held within the project's budget until it is decided. An example SOW for a baseline assessment:

*"The objective is for the Consultant to develop an understanding of the type and level of sustainable planning, design and construction, energy and water conservation upgrades, or other methods to improve performance that have occurred at the [Airport or Agency]. Part of the information gathering will include identifying the locations and approximate sizes of the existing waste refuse facilities serving the [Airport or Agency]. The Consultant will document the number of haulers, tipping fees, and approximate schedule for removing waste from the [Airport or Agency]. Data will be used to review additional efforts proposed in later tasks."*

If the project is an update to the airport sustainability plan or is utilizing the sustainability plan's information in another planning study, the SOW should reflect that.

*"The Consultant will work with the [Airport or Agency] to assess progress on sustainability across each of the areas: air emissions, energy, water conservation, water quality, noise, landscape management, solid waste and recycling, indoor environmental quality, hazardous materials, surface transportation management, socioeconomics and outreach, and sustainable sites and land use compatibility. We will summarize progress made in each category and lessons learned. We will then use the information to update action plans in the context of the overall Master Plan Update and current local conditions and initiatives."*

The FAA Modernization and Reform Act of 2012 required an analysis of existing solid waste recycling programs, which is reflected in Change 2 of FAA AC 150/5070-6, *Airport Master Plans*. Sample SOW language to address this is:

*"As required by the FAA Modernization and Reform Act of 2012 (Public Law 112-95), an analysis of existing solid waste recycling programs and the identification of methods to minimize the generation of airport solid waste at the Airport, consistent with applicable State and local recycling laws, will be conducted. The analysis will be performed per the FAA's "Guidance on Airport Recycling, Reuse and Waste Reduction Plans" (September 2014, APP-400). This analysis [will/will not] include a waste audit<sup>26</sup> and does not address hazardous wastes, but will address the following issues related to municipal solid waste and construction and demolition solid waste recycling at the airport:*

- *Minimizing the generation of solid waste at the Airport;*
- *Operation and maintenance requirements associated with waste recycling;*
- *Review of waste management contracts; and*
- *Potential cost savings or revenue generation."*

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<sup>26</sup> It should be noted that while master plans may not include a waste audit, stand-alone sustainability plans typically do.

## INITIATIVES

Once the airport has set goals and conducted the baseline assessment, a series of initiatives will be established to achieve the goals. A rating system can be developed to evaluate and prioritize the initiatives. ACRP's Airport Sustainability Assessment Tool<sup>27</sup> may provide additional data to assist in the decision making and implementation process for specific initiatives such as reducing water usage or construction waste management. The Sustainable Aviation Guidance Alliance (SAGA)<sup>28</sup> also provides a sort feature for over 900 initiatives with several filters that allow the user to sort by location on the airport, airport characteristics, and practice details. Based on industry information, such as costs, staffing requirements, energy reduction, social benefits, reporting ability, and more, a ranking of each initiative is provided. SAGA also provides information on improving a sustainability program and its measurements. An example SOW of identifying and prioritizing sustainability initiatives:

*"Identify a range of specific sustainability initiatives to assist with achieving the goals outlined in the previous tasks. It is anticipated that up to [number] initiatives will be identified for each goal. This may include refinement of initiatives already in place. A rating system will be developed with advisory committee guidance to evaluate and prioritize each initiative. Initiatives will be reviewed to ensure they are feasible within the airport's budget and manpower availability and are measurable to demonstrate future progress."*

## ACTION AND MONITORING PLAN

Based on the final initiatives, the goals, objectives, and measures should be refined and finalized. A sustainability plan may be considered complete at this stage depending upon the SOW. Public outreach would be provided at this time to present the plan and inform staff, tenants, and users of the goals and desired outcomes. The plan may also include an Action and Monitoring Plan, which would outline specific action items for each initiative, their priority and schedule, who is responsible, what is to be delivered, and the resources needed to complete the action. The Action and Monitoring Plan may streamline the process of determining the status of the sustainability initiatives and also sets accountability. Monitoring of initiatives is typically handled by the airport and is outside of the SOW for a sustainability plan, however consultant teams can assist airports in setting up a tracking process to be utilized when the project is complete. Example SOWs for an Action and Monitoring Plan:

*"The Consultant, with assistance from the [Airport or Agency], will develop an Action and Monitoring Plan that outlines the responsibility, timeline, resource requirements such as labor and funding, and baseline data for each initiative."*

*"Consultant shall incorporate the findings of the sustainability assessment into a long-term sustainability strategic plan. Consultant shall outline the plan goals as a strategy framework for implementation of the plan. The plan will provide opinions of cost for each recommendation and prioritize the projects by feasibility (low, medium, high) and other potential parameters identified by the client. The plan will include the development of*

<sup>27</sup> [www.trb.org/Publications/Blurbs/168044.aspx](http://www.trb.org/Publications/Blurbs/168044.aspx)

<sup>28</sup> [www.airportsustainability.org/](http://www.airportsustainability.org/)

*key performance indicators to monitor the progress of the plan and metrics to measure progress against the goals.”*

## SCOPE OF WORK – SUSTAINABLE AIRPORT MASTER PLANS

If sustainability is to be completed as part of a Master Plan, the above scope items should be included in addition to the standard Master Plan components. Sustainability may be discussed as a standalone chapter within the master plan that outlines goals, the assessments completed, and initiatives. While the SOW may list sustainability as a single task as shown in the example below, it is commonly integrated into each step of the Master Plan. Baseline assessments are typically completed as part of the inventory effort and the vision statement and goals outline prior to the alternatives development to ensure the recommended plan incorporates the airport’s vision. The facility requirements section of the Master Plan can be expanded beyond the traditional analysis of infrastructure to review the deficits between the sustainability goals and baseline assessment, which leads to a series of initiatives that are evaluated for feasibility and applicability as development alternatives are. Below are examples of sustainability initiatives being included within a Master Plan SOW. Full generic SOW are available in **Appendix X** that may be used as samples, including a basic SOW for a GA airport and a much more expansive SOW for a commercial airport.

*“This analysis will assess the potential opportunities to enhance sustainable practices at the airport to minimize the environmental impact footprint of the airport. The analysis will include developing a sustainability framework defining the opportunities available to the [Airport or Agency]. A baseline will be developed for each option that is identified. An action and monitoring plan will be developed for each of the options selected for implementation. The analysis will include a review of existing recycling programs within the community and how they may be leveraged, coordinated with, or implemented at the airport.”*

*“The Consultant will prepare a working paper summarizing the results of the facility requirements and sustainability analysis. This will be focused on the airport facilities needed to meet projected activity levels, FAA design standards, and the [Airport or Agency] strategic goals. The information in this working paper will be used in subsequent elements of the MPU and will ultimately become a chapter of the final MPU document.”*

*“Our Consultant will work closely with the [Airport or Agency], the Florida Department of Transportation, and the Federal Aviation Administration (FAA) to achieve results that meet their respective requirements and to create a plan that enhances the operational sustainability of the Airport.”*

*“The recommendations of the alternatives developments will be reviewed against the baseline sustainability considerations identified for the study such as energy use or environmental impacts.”*

## IMPLEMENTATION GUIDELINES FOR SUSTAINABILITY PROJECTS

No matter the size or activity level of an airport, sustainability can be implemented with a tailored approach. To implement a sustainability plan, an airport must look at:

- Budget, scope, and time required to develop and implement the sustainability plan
- Organization and structure of the project team and airport staff
- How to monitor and improve performance over time

Engaging stakeholders is an important element of a successful sustainability plan as it allows for buy-in by the end users of the vision, goals, and metrics to be implemented. Continued support from different levels of the community will help provide an organizational culture that desires a successful outcome of the plan.

An evaluation and prioritization of the goals and measures prior to implementation should include a review of the time and budget it will take to implement the initiatives across the airport, including passengers, tenants, and other users. This can also be utilized to help determine the size and organization of the implementation team. Some initiatives may be simple and low cost such as promoting a recycling program through signs and flyers or installing occupancy sensors to reduce power usage. Other initiatives may be complex with the need for significant funding, planning, and coordination such as converting shuttles to natural gas or installing LED airfield lighting. Being aware of state and federal funding programs will help when determining what projects are eligible for funding and the steps needed to obtain that funding. More information on potential funding sources is provided in this Guidebook. Projects that may require substantial funding should be documented and input into the airport capital improvement plan as early in the process as possible.

An airport must prioritize the goals and initiatives with the knowledge that there is typically a limited budget and available time. Prioritization should also include a review of the urgency and steps necessary to implement. If a goal will allow the airport to obtain certain funding, is tied to other requirements or goals, or is highly supported by stakeholders, more emphasis may be placed on its achievement than that of others. ACRP's Airport Sustainability Assessment Tool<sup>29</sup> may provide additional data to assist in the decision making and implementation process for specific initiatives such as reducing water usage or construction waste management.

Determining the organization of the team is an important step within the implementation process. Depending on the airport's staffing ability this may be an additional role for an existing staff member, a single dedicated staff member, or a team. Stakeholders in the initial planning may be involved as team members or as an advisory committee that continues to provide input and support to the goals and initiatives. Team members would be responsible for directing the initiatives, providing feedback to the committees and external stakeholders, ensuring future planning and projects include sustainability, and encouraging support of the overall goals. All team members need to be familiar with the airport's sustainability vision, goals, initiatives, and measures.

Based on the sustainability plan, which outlines the goals, initiatives, and measures, an Action and Monitoring Plan should be developed. The Action and Monitoring plan shows how the goals

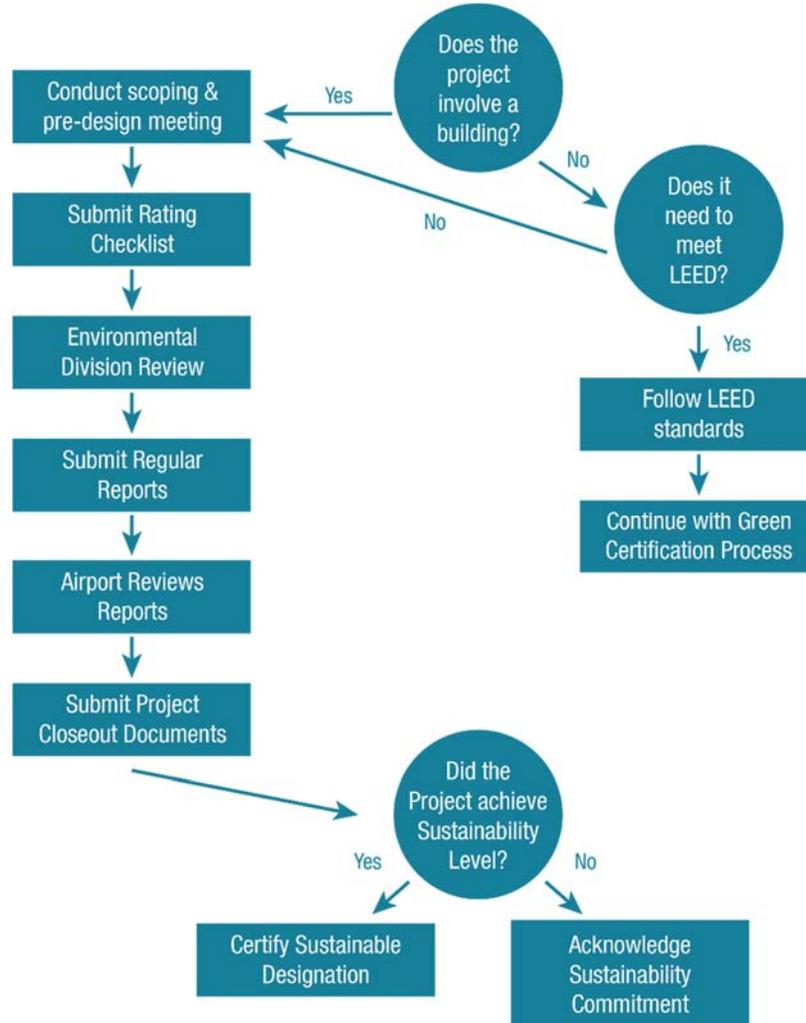
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<sup>29</sup> [www.trb.org/Publications/Blurbs/168044.aspx](http://www.trb.org/Publications/Blurbs/168044.aspx)

will be achieved within the allotted timeframe and how they will be measured and reported. Depending on the airport, the plan may be complex, detailing the team and vision, specific steps to achieve the goals, financial and stakeholder requirements, reporting and monitoring techniques, and published reports. It may also be simple enough to be included as a section in the master plan. An airport will need to balance its resources to provide the level of service it can provide with fulfilling stakeholder expectations. The Action and Monitoring plan may also provide the process for determining how sustainability may apply to the project or initiative.

**Figure 1**, provides an example of a flow chart that details what steps and documentation are necessary depending on the projects' scope and requirements.

Figure 1. Sample Flowchart of Project – Chart will be updated during final development



An initial or baseline assessment is conducted as part of the initial sustainability plan (See Section XXX). This assessment provides quantifiable values or procedures for specific elements based on the current status of the airport. This assessment should be conducted periodically to determine how the airport has improved compared to the initial baseline assessment. The frequency and type of assessments should be documented in the Action and Monitoring Plan. Findings from these assessments are typically documented in a report to demonstrate the effectiveness of the sustainability plan.

Findings should be reviewed when published to determine the successes and note where the initiatives may have fallen short. Specific questions may include:

- Were the initiatives implemented? If not, what prohibited its implementation?
- What other initiatives may be useful to implement based on the current progress?
- Are the expected benefits being realized?
- Are there other ways to track the goals?

This review and feedback can allow the airport to determine the methods that work best so it may improve in other areas. Improvement may include different methods of monitoring or reporting information, additional training, or refinement of the goals and initiatives.

Additional information and specific action plans for Administrative Procedures, Planning, Design and Construction, Operations and Maintenance, and Concessions and Tenants are available through Airports Going Green<sup>30</sup>.

## **SAMPLE LEASE, MINIMUM STANDARDS, AND RULES AND REGULATIONS LANGUAGE**

Sustainability can be integrated into more than just the airport's plans, projects, and action items. Airport tenants reach numerous passengers and users of the airport through their day to day activities whether they are providing line services to corporate aircraft, concessions to passengers, storing aircraft, advertising local businesses, or renting cars.

Airports can include language on sustainability initiatives in leases, minimum standards, and rules and regulations to further drive their sustainable goals and performance. Certain language within these contracts can increase awareness, improve compliance, minimize impacts, and drive innovation of sustainability. Airports should, at the same time, review the potential impacts with the tenants and users before inclusion into contracts to ensure they are realistic and feasible.

These efforts have been found to be more successful when the airport has a set of sustainable policies, goals, and measures, a record of contract renewal and negotiation dates, a database of impacts by activity and stakeholder, education activities, and a committee that reviews contract language. The airport's legal advisors should be consulted to ensure local regulations are being properly followed. An airport must also remember that any measures implemented within these contracts must be monitored for compliance which in some cases may require additional man-hours to manage.

Utilizing their established goals and measures, the airport should focus on the types of sustainable topics they wish to have tenants assist with or improve upon as well as the enforcement of them.

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<sup>30</sup> [www.airportsgoinggreen.org/sustainable-airport-manual.aspx](http://www.airportsgoinggreen.org/sustainable-airport-manual.aspx)

For example, minimum standards may include energy efficiency, recycling, using compostable packaging, handling of hazardous materials, or operational efficiency. Some initiatives may be enforceable while others may be incentivized or voluntary. Another consideration is whether or not an initiative is directed at a service or action or a physical product. Encouraging language is stated in the form of “the tenant shall seek to...” while required language is “the tenant is required to...” One example of incentivizing is reducing cost of municipal services such as recycling or garbage pickup if the initiative is achieved.

The airport must then determine if they wish to provide technical criteria on how to meet the initiative or simply provide a goal to be met. An example of this would be “*Tenants are required to provide to the airport a recycling plan that specifies the methods they will enact to increase recycling to at least 35%*” compared to “*Tenants must achieve a 35% recycling rate.*” Typically, by listing performance based initiatives, tenants and users are given flexibility on how to achieve the goal in a manner that works best for them or in a manner that the airport may not have been aware of and, in some cases, this flexibility leads to innovation.

Examples of other contract language related to various sustainability topics include:

## ECONOMIC VITALITY

*“Complete preventive and regular maintenance on all infrastructure to reduce deferred maintenance costs.”*

*“Regularly conduct a market analysis to ensure providing competitive pricing on goods and services.”*

When the airport is unsure of specific initiatives at the time of the agreement, a more general set of conditions may be included that allows the municipality to place future sustainability initiatives upon the tenant.

*“[Tenant] operating at the Airport may also pursue various sustainability measures. City encourages such initiatives and from time to time may call upon [Tenant] to cooperate with City where practicable in implementing sustainability measures that impact [Tenant] operations such as tenant improvements to LEED Silver or better standards, energy and water conservation, solid waste reduction and recycling, electrification of ground services equipment, maximizing the use of preconditioned air, or single engine taxiing, provided that such sustainability measures are lawful. [Tenant] shall agree to implement sustainability measures as required to meet City, State and federal regulations.<sup>31</sup>”*

## OPERATIONAL EFFICIENCY

*“Provide incentives to employees for carpooling or utilizing public transportation.”*

*“Sustainability goals should be reviewed as part of the annual Capital Improvement Program.”*

*“Prohibit idling of vehicles.”*

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<sup>31</sup> San Francisco International Airport airline use and lease agreement.

## NATURAL RESOURCES

*"All supplies and materials used in cleaning must be in compliance with 'Green Cleaning' requirements and continue to achieve the [Airport or Agency] environmental strategic goals<sup>32</sup>."*

*"Tenants are required to report wildlife sightings to airport staff."*

*"The natural landscape of the site shall be preserved to the extent possible. Landscaping must consist of at least 75% native vegetation and 100% of nuisance and invasive vegetation from the site must be removed.<sup>33</sup>"*

*"Build on previously developed sites to the extent possible to reduce new disturbance."*

*"Tenants are required to utilize Sustainability and Environmental Best Management Practices (BMP) for all improvement projects."*

*"It is encouraged for correspondences and notices to be transmitted electronically."*

## SOCIAL RESPONSIBILITY

*"Tenants must promote healthy eating and environmental stewardship through their food displays and offerings."*

*"All tenants must comply with the Federal, State, and Local Laws and Ordinances with regard to equal opportunity practices that all programs, services, employment opportunities, and volunteer positions and contracts are open to all persons without regard to race, religion, color, national origin, sex, age, marital status, handicap, or political affiliation."*

*"Tenants are encouraged to participate in the annual [airport event] to show support and help promote the benefits of the airport and strengthen community relations. Tenants are offered free entry and meal with their participation."*

*"Tenants are required to participate in the following required training courses."*

More general language may also be used in contracts to promote sustainability and relate it back to the sustainability plan or goals. Example language includes:

*"The [Airport or Agency] promotes the use of environmentally friendly products or processes and encourages suppliers, organizations, and contractors to become ISO 14001 registered. The [sustainability plan] is an integral part of the [Airport or Agency's] infrastructure and operational procedures. All airport users and tenants are requested to follow initiatives to the extent possible through all stages of use, business, and projects. [Airport or Agency] encourages the use of the [Plan] for all aspects of its projects and day to day activities."*

Similar to a zoning overlay, contract language can specify new requirements that come into effect when new buildings are constructed or existing structures are improved under the lease or minimum standards. This may include a reference to Leadership in Energy & Environmental

<sup>32</sup> Portland International Airport janitorial contract

<sup>33</sup> Florida Native Plant Society's Model Native Plant Landscape Ordinance Handbook

Design (LEED) standards or a Green Building Code as shown below. The American Institute of Architectures publishes a series of sample forms<sup>34</sup>, including some between owners and contractors, on Sustainable Projects.

*“Within [days] days after execution of this Agreement, Architect [Contractor] shall provide, for Owner’s review and approval, a Green Building Plan for the design [construction] of the Project which is consistent with the Silver Certification level of the U.S. Green Building Council’s LEED for New Construction Rating System. Owner does not anticipate that LEED Certification will be sought for the Project. However, Architect [Contractor] shall track LEED points informally, and provide Owner with such information on a periodic basis. Upon its approval by Owner, Architect’s [Contractor’s] Green Building Plan shall be deemed to be attached to this Agreement as an Exhibit and incorporated herein by reference. Thereafter, Architect shall perform its Services [Contractor shall perform the Work] in a manner consistent with the approved Green Building Plan.”<sup>35</sup>”*

ACRP Synthesis 42, *Integrating Environmental Sustainability into Airport Contracts*, provides further information and examples on integrating sustainability language into contracts and agreements. The Airports Going Green’s Sustainable Airport Manual – Concessions and Tenants<sup>36</sup> provides additional examples of how to implement goals through design and construction and operations and maintenance for concessionaires and tenants as well as current baseline standards within the industry.

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<sup>34</sup> <http://www.aia.org/contractdocs/aiab093903>

<sup>35</sup> Project Owners Strategies for “Greening” Design and Construction Contracts, PLI Green Real Estate Summit 2009

<sup>36</sup> [www.airportsgoinggreen.org/documents/5ConcessionsandTenants.pdf](http://www.airportsgoinggreen.org/documents/5ConcessionsandTenants.pdf)