

## APPENDIX 5

### AIRPORT STAKEHOLDER INTERVIEWS

#### LEE COUNTY PORT AUTHORITY

Wednesday | September 16, 2015

Interviewed:

**Ellen Lindblad**, *Lee County Port Authority*

**James Furio**, *Lee County Port Authority*

**Alicia Dixon**, *Lee County Port Authority*

- LCPA had Sustainability Inventory and Analyses developed in 2012 and 2014 by interns; electronic version to be provided to project team
- Lee County has started a sustainability planning process (<http://www.leegov.com/environmentalpolicy/sustainability>)
- LCPA does not have a designated leader/champion of sustainability planning process (no directive from Executive Director or the Board)
- The idea of the guidebook sounds very good; it should focus on cost savings
- LCPA started the "Airport Conservation Team (ACT)" years ago but there was some apprehension about continuing further because the Authority didn't want to be held or forced into standards, targets, or goals
- Nice to have a template for a plan that is flexible
- Need to identify who spearheads the direction of the program
- Southwest Florida International Airport has implemented lighting changes by evaluating return on investment and life-cycle cost analyses; it is often more economical to install most efficient lighting into new construction as opposed to retrofitting existing facilities
- Existing Sustainability efforts
  - Training for Maintenance
  - Asset Management
  - Energy efficiency for any new spaces developed
- LEED certification for new aircraft rescue and firefighting facility (supported by County Commissioner)
- Helpful content for inclusion in the Guidebook
  - Sustainability is all encompassing
    - Comprehensive approach should be taken
  - Metrics
    - Convert to per passenger or per space
  - Need a guide for each department/division-specific role in sustainability

GIS tracking should be used where applicable

SARASOTA-BRADENTON INTERNATIONAL AIRPORT

Wednesday | September 16, 2015

Interviewed:

**Lionel Guilbert**, *Sarasota-Bradenton International Airport, Manager, Airport Operations*

- Impetus of sustainability
  - Efforts evolved over time during different projects
  - Since the airport is self-sustaining (no ad-valorem taxes to fund airport), the initiatives are economically driven
  - Understanding new tech and efficiencies is highly important
  - Economically driven as a decision
- The Airport tracks electricity usage on a weekly basis
  - The rate charged by the utility is based on peaks, so the Airport constantly tries to keep electrical use as constant as possible
  - Any spikes in electrical usage due to equipment malfunction or other temporary issue is brought to the attention of the utility as soon as possible so rates are not reset based on temporary condition
  - LEDs in taxiway lights and in 25% of airport signs
- Look into thermal storage (Atlas Consultant)
  - Store cold water from chillers and Recycle water through, based on peak energy usage
- The Airport does not have a sustainability plan, but rather a list of initiatives. Most sustainability efforts occur when the opportunity for improvement arises.
  - The main goal is to save money
- Return on Investment
  - The ROI and analysis is left to the consultant or engineer; only for part of the overall project
- Sustainability comes from senior management as well as everyday employees top-to-bottom
  - Geo-thermal idea came from on the ground employees
- Implementing recycling facilities in airport to show public that the airport is sustainable
  - Recycling is an overall cost but done for public relations
    - Program did reduce solid waste amount
  - Implementing recycling and waste removal is difficult
    - Stakeholders
      - Airlines have asked for facilities to accommodate the recycling of on-board waste
      - The Airport wants to put recycling bins inside the terminal area for passengers
- Public Relations
  - Outreach plans in place for tenants
  - No outreach plan for the general public
    - External reporters typically develop stories about the facility
  - Green business member designation is seen as a benefit
- SRQ looking at long term strategic and business planning

- Sustainability efforts/initiatives are always included in projects presented to the Board and are not sold as separate initiatives
- A plan is currently being pursued due to higher management retiring. Mid-level employees are being asked to provide their opinions for the Strategic Plan.
- They do not implement GIS/Asset management system
- Helpful content for inclusion in the Guidebook
  - Descriptions of economic benefit (comparative analysis)
  - What is out there
    - New/growing technology (geothermal, chillers)
    - Benefits from implementation
  - Open communication between organizations
    - Finance, Development, Operations, Engineering
  - Include ideas/efforts from other airports (case studies) and new technology used
    - What worked/what didn't? A "stay away from" list is viewed as important as a BMP list.
  - Solar and alternative fuels
    - Solar is being explored for the Airport
      - Lakeland may be a good case study
    - Alternative fuels not economically feasible, as conditions change, this will be monitored
      - Electric vehicles
      - Providing charging stations for public in parking areas

TAMPA INTERNATIONAL AIRPORT

Thursday | September 17, 2015

Interviewed:

**Melissa Solberg**, *Tampa International Airport, Sustainability Manager*

<http://www.tampaairport.com/sustainability>

- Lessons learned from the implementation process
  - During the implementation process, we narrowed the focus from 36 initiatives to the top 10-11 initiatives to have in place by September 30, 2015
    - From this, specific goals were developed to guide implementation
    - Tools developed have a lot of information and may not be able to be filled in
    - All departments met to discuss sustainable initiatives/management plans
    - Focus on reporting the benefits/successes of sustainability initiatives
  - The Airport used a series of Microsoft Excel files as a tool, however they seem to be very detailed and the Airport does not have enough information to fill out all areas yet
  - Great support from across the airport organization
  - Reporting is a big component for next year. Gathering data is important to demonstrate the Airport's sustainability efforts.
    - Not sure what method of reporting will be used
    - Tool used for implementation will help with reporting
      - Annual Report Card
    - M. Solberg has found that there are efforts currently on-going that need to be put into a category but isn't sure where to put them yet
  - Initiative Implementation plan:
    - Description, tactic, goals, implementation considerations, funding (capital, return on investment, annual operations and maintenance, primary funding sources), approvals/stakeholder coordination (not as detailed as what tool asks for), performance monitoring
  - A report card template is used
- Everyone is very supportive
  - No roadblocks encountered
- Melissa Solberg has explored some of the ACRP reports
- TPA is interested in a sustainability rating system
  - No specific meetings with department heads
    - People throughout the airport are taking initiative and enjoy having a dedicated person to come to with ideas and concerns
- The airport has created a Legacy of Environmental Actions for our Future "LEAF" Team from different departments. The team is comprised of 24 people in rotation that meet quarterly to discuss what is going on in each area of the Airport.

- Sustainability efforts GA airports
  - Not an official use at the GA airports. The ideas have been discussed at Safety and Security Meetings with Marilyn Gauthier.
  - The airport has also been able to put a story into the Authority's E-newsletter about sustainability
  - Tampa Jet Center and Black Diamond (FBOs at GA Airports) are interested in solar
- Public relations efforts
  - Currently working on ways to reach out, but no formalized plan as of yet. Only small efforts have been made.
  - Some community involvement activities include: Friday Flights, 5K on the runway; Clean Air Fair; and more
  - Utilize Communications department to promote the airport
    - Social media campaign
    - Promotional material
    - Clean Air fair
- Outreach to tenants (waste management/ recycling)
  - The airport has 65 new concessionaires. Sustainability was a part of the request for proposals and the selection process. Their contract requires that they use the Airport Authority's Sustainability Criteria Manual.
  - Sustainable Design Criteria Manual (SDCM) could also be applied to non-aeronautical development
    - TPA design criteria
    - Applicable to all projects, runways, roads, concessions etc.
- New development can be beacon of sustainability
  - Metrics are used to ensure project directors are completing projects consistent with goals for LEED Design criteria manuals are separated by all project types
- Do GA airports use the design criteria manual?
  - It is not required, but could be eventually
  - GA airports are not required to get employees/divisions to promote sustainability
- Incentive programs for employees or tenants, etc.
  - No, not yet, but it is being considered
- Employee engagement – recognition

GREATER ORLANDO AVIATION AUTHORITY

Monday | September 21, 2015

Interviewed:

**Judith-Ann Jarrett**, *Orlando International Airport, Manager of Sustainability and Noise Abatement*

**Jeff Daniels**, *Orlando International Airport, Assistant Manager, Maintenance Department*

**Alexa Stone**, *Consultant, ecoPreserve*

GOAA has recently updated its Sustainability Management Plan, which focuses on waste management, sustainable development (LEED certification of existing buildings and new construction), energy use, commuting/alternative transportation, and water use.

- Original interest came when city/county officials came on board
- Human resources – most of the work to implement sustainability has been done by volunteer groups (Green Team, etc.) at the Airport
- Green Team (100 People)
  - Includes concessionaires, tenants, airlines, WM, and the City
  - Education and outreach
  - Tradeshows, community events, etc.
  - Earth day, America recycles day
  - Volunteer task force
    - Conducting waste audits
  - Constant effort to keep things going
    - Momentum is key
  - Buy in at all levels is very important
- Greenworks program started at city level
  - Large airline company initiated
- Waste management providers can't provide the level of reporting outputs that can feed into United States Green Building Council LEED reporting guidelines
- All new development/construction is LEED
- Sustainable initiatives
  - Developed off using other BMPS
  - Used Greenworks guidelines
  - Limited coordination
  - Goals include the entire airport community
- New procedures for maintenance
- Contract out to develop design guidelines
- Implementing sustainability into capital project will increase sustainability
- Pervious surfaces

- Sustainable purchasing
  - No major successes
  - Recommend a “how to” on proper implementation
- Use of a logo to brand the sustainability effort
- New signage with educational information
- Quarterly “The Diet” disseminates information
- Speaking series on sustainable efforts
  - Whole foods
  - Solar energy loan fund
  - Office Depot
- Individual sustainability a byproduct of overall effort
- No partnership with University of Central Florida
- Executive is currently not included in the Sustainability Management Plan initiatives
  - Have a totally different set of goals
  - Fragments audience
- Add sustainability components to request for proposals
  - Sustainability guidelines
- GOAA Human Resource department has a number of healthy workplace initiatives
  - Gym membership
  - Bus pass
- Mobile app to promote livability
- Waste services cannot provide reports that are standard for LEED certification
  - Reporting as requirement for RFPs
- There are so many options for things to do and not enough staff or hours
  - Incorporate into reviews
- Funding for staff
  - Create a team to implement initiatives
  - Most employees are currently contracted out
    - Lack direct control
- Helpful content for inclusion in the Guidebook
  - Case studies of other airport’s success stories
  - Boilerplate policy or contract language to incorporate sustainability
  - Metrics or key performance indicators (KPIs) most applicable to an airport environment
  - Recommendations for appropriate pervious pavement design standards/products for airports
  - Lists and ideas on “low hanging fruit”
  - Award program
  - When possible, include step by step instructions
  - Provide stumbling blocks
  - Boilerplate language for bids/RFOs/etc.
  - Green Team a huge driving force behind efforts
    - Emphasize the benefits of groups like this
  - Incentivize employees to carpool
  - LEED is a good vehicle for promoting sustainability

**BROWARD COUNTY AVIATION DEPARTMENT**

Tuesday | September 22, 2015

Interviewed:

**Scarlett Hammons**, *Broward County Aviation Department, Principal Planner*

- Broward County is forward thinking in regards to sustainability
  - Climate compact (multi-county region)
  - Top down approach
  - Comprehensive plan has a climate change element
- County has a group that meets on environmental issues
- Ft. Lauderdale-Hollywood International Airport missed pilot program funding
- Sustainability will be incorporated as a standalone chapter in the Master Plan
  - Develop tools for monitoring various components
- Much of the county's sustainability efforts have not been related to airports
- No sustainability design guidelines
  - When feasible, designed to LEED standards
  - Not a county standard
- Limited tracking is conducted
  - Mitigation is monitored
- No sustainability champion or team
  - Former champion is no longer involved
  - No sustainability teams are currently formed
- The county supports sustainability but does not push it
- No inclusion of GA airport into sustainability efforts
- State implementing policy on requiring sustainability?
  - Deferring to FAA; obligated airports must have some of FAA's components
- General issues with implementation
  - Staff, time, and funding
  - Further information can be found at:

<http://www.broward.org/Airport/FLLair/Environmental/Pages/Sustainability.aspx>

<http://www.broward.org/Airport/Community/Documents/Sustainabilityvisionjune2012.pdf>

<http://www.broward.org/Airport/FLLair/Environmental/Pages/GreenActivities.aspx>

VERO BEACH REGIONAL AIRPORT

Wednesday | September 23, 2015

Interviewed:

**Eric Menger**, *Vero Beach Regional Airport, Director*

**Danielle Gernert**, *Vero Beach Regional Airport, Grant Administrator*

- Vero Beach Regional Airport is nearing the completion of their Sustainable Master Plan – <http://verobeachairport.org/>; the Airport emailed a presentation of the Master Plan to the Authority Board after the interview
- Impetus of the Sustainability Plan?
  - The FAA asked the airport if they would like to implement a Sustainability Master Plan (SMP) as part of FAA’s Pilot Program
  - The Airport wanted to conduct a master plan that was different than a typical one
  - The Airport wanted to have a proactive connection with the community and incorporate them into the planning process
  - The Airport wanted to define what sustainability means to them
    - This was suggested as the first step for airports to do: define what sustainability means to their airport
  - The Airport focused the project around the economic and environmental benefits, which allowed the other components to fall into place
  - It was noted that the Return on Investment (ROI) is critical to move forward with sustainability initiatives
- Community input regarding sustainability
  - The Airport received a broad range of input from the community, while most of the comments were positive. The Airport already has support from the community, which may have helped in the community’s perception of the project.
  - Some expressed interest in lead pollution
  - Received a large amount of support for the solar initiative
  - The Airport sent out an internet survey and received over 200 responses, which is relatively large for a small airport. Incentive was provided by giving away a Kindle e-reader.
  - Commission was able to understand the cost savings
- Sustainability Goal
  - The Airport created a matrix and set up an advisory panel to create goals
    - The advisory panel was very interactive and provided input into the goals matrix
  - The Airport started with nearly 24 goals and finalized with eight goals
  - Desire to be economically sustainable for the duration of the Master Plan
- Sustainability is included throughout the master plan document
- Coordination with the FAA Airports District Office (ADO)
  - Coordination with the scope of work at the ADO level was very positive

- Made edits to tasks and dollar amounts
- Public input is very important
  - Best if done early in the process
- Solar feasibility was not part of the Sustainability grant
  - It is being completed by a private firm that is interested in installing the solar facility
- No tools were created to track the success or monitoring of the sustainability initiatives
- Creation of sustainable design guidelines
  - The Airport is looking at implementing guidelines for different parts of the airport
- Coordination with the tenants
  - A Piper and Flight Safety representative were on the advisory panel
  - The Airport included non-aviation tenants, but did not have the same amount of representation
- No specific sustainability efforts in city/county
  - Did coordinate with them
    - Using city utilities not Florida Power and Light
  - County going through branding process
  - Using this to market commercial service
- Benefits of the sustainable initiatives
  - Only time will tell
  - The Airport had previously implemented some sustainable initiatives, including LED lighting
  - The best part of including the community is educating about sustainability and the Airport
  - Money was well spent
- A general sustainability screening process was used
- Must provide guidance to consultants in the guidebook as well
  - Create guidelines for consultants to follow
- Does not think that benefits will be seen at smaller airports
  - Concern over how much funding is needed to be cost effective

TALLAHASSEE INTERNATIONAL AIRPORT

Friday | October 2, 2015

Interviewed:

**Erik Treudt**, *Tallahassee International Airport*  
**David Pollard**, *Tallahassee International Airport*

- Currently finalizing scope for a sustainable master plan
  - Initially thought to update management plan
  - Highlights the relationship between NEPA process and sustainability
- Would like FDOT guidance and procedures on integrating sustainability at airports
- Solar will be looked at highly in the next session
  - Decrease costs for little-to-no investment
- Pay stormwater permitting costs
  - Reduction of impact fees
  - Reductions of permits
- City of Tallahassee design standards
  - Environmental Policy and Energy Resources Department
- Installing electric charging stations
- Strive for “zero maintenance”
  - Streamline entryway
  - Turn planters into sitting areas
  - Be conscious of where trees and plants are being placed to minimize future maintenance
- Education of the applicable Commission/Board will be key to being successful
- Standardization of elements used on the airport
- Incorporate sustainability into request for proposals when projects are being completed at the airport
- Break old habits in order to pursue sustainability
- Put information on websites to promote what the airport is doing
- Involve the staff
- Coordinate with the implementing staffs

JACKSONVILLE AVIATION AUTHORITY

Tuesday | October 13, 2015

Interviewed:

**Davey Jones**, *Jacksonville Aviation Authority*  
**David Dunkley**, *Jacksonville Aviation Authority*

- Trying to sell sustainability
  - Get the process started
  - How to keep the process going
- Develop - Implement - Track (Process)
- Needs due to lack of direction from FAA
  - Why?
  - How?
  - Results?
- How do you view sustainability?
  - Years ago, performed a greenhouse gas (ERM) inventory – began the journey
  - Last three years began sustainability planning
    - All related to waste/recycling
    - Have plan that tracks metrics
    - Large effort to track sustainability efforts
      - Next steps: what should be done with the data?
    - Only internal planning; have not rolled it to the board yet
- Previously, no recycling bins at the airport
- How can sustainability affect the bottom line?
  - How can costs be reduced?
    - Involve all staff
  - Quick on and off taxiway lights
  - Efforts have been received very well (cost savings/money making)
  - Starts with bottom line
    - Environmental benefits just a bonus
  - City Environmental Symposium
  - Facilities maintenance group included in the efforts
  - What can you do? – learning and location of information
  - EECDG program (Energy Efficient and Conservation Block Grant Program)
    - Funding source to reduce local spending
- Point in process when they decided to do a greenhouse gas inventory
  - Higher-ups were skeptical, and needed a big push
    - Had a lot of ideas originally
      - Kiosk in lobby
      - Champion group

- Were able to settle on a tracking project
  - Would rather do a complete sustainability study
- Sustainability is about all people making a small difference together
  - Project established benchmarking items and tracked them
- Unless people can feel/touch the project they will not be interested
- Limited coordination between all departments; was discussed but not a huge part of the study
- Energy analysis at term
- All airports in authority were included in the study
- Next step is to involve corporate groups
- Never had a follow-up from major airlines
- Some local airlines already voluntarily participating
- Knowing what you know now
  - Work with local authority (power authority)
  - Replace chillers – get rebates
  - FedEx replaced lights; JAA helped them get rebates
  - How can they get money to develop a plan
  - Streamlining funding process
  - Easy fixes
    - If you do this.... This will happen
    - Return on Investment, payback period, savings
    - Life cycle cost analysis
      - 75% of cost is maintenance
- Are people more receptive now than before?
  - Yes, Europe has been in front of this and the US is now getting there
  - People are beginning to support sustainability
    - The data will be used to support the plans
- Limitations to moving forward with the Plan?
  - Finance is always a problem
  - It's all money
    - \$900K to replace lights
    - Multiple projects going at the same time; funding gets thin
- When looking at projects, always look at ways to save money
  - Look at keeping material on-site during construction
- A management plan should be done prior to a master plan to set the mindset of the organization
  - Incorporate sustainable thinking into the Master Plan process
  - A lot is applied during design and construction
- Local requirements for LEED or design guidelines
  - No
  - Executive director did not support it
- One struggle is certifying existing buildings as LEED certified

- Development of performance Measures
  - Previous plan had goals; but not much came of them because it was so new
  - Have to be aware of what is occurring at the airport (new tenants, may increase costs)
    - Must understand what the discrepancies mean
- For templates – ACRP has developed a lot
- Template to qualify for grant funding
  - Minimum requirements to receive grant funding
  - Could be tiered for different funding levels
  - Realized difference between airports
  - Scalability of deliverables
  - Education on what is out there
  - Sustainability training