Letter from the Director

Every year, the City of Phoenix Aviation Department expands its environmental stewardship, both visibly and through behind-the-scenes efforts. This, while continuing to deliver a world class airport experience for our customers and economic benefits to our community. We are now excited to share our updated Sustainability Management Plan (SMP), which takes note of our recent achievements as well as the next steps in our journey.

Phoenix Sky Harbor International Airport, America’s Friendliest Airport®, served over 46 million passengers in 2019. As a busy airport that has greater than a $38.7 billion impact on Arizona’s economy, we recognize that our operational decisions, no matter how small, have a lasting effect. This is why sustainability is a crucial component of our business plan.

Since 2015 when we formalized our first Sustainability Management Plan using this focused approach, Phoenix Sky Harbor International Airport (PHX) has reduced its water use by more than 43 million gallons a year, even with an increase in passengers served. Because of our concentrated efforts on energy conservation, PHX has also been able to reduce electricity use by 20 gigawatt hours a year.

We also deliver exceptional service by aligning our values with the needs of our community. Ranked the top airport among the nation’s largest airports by the Wall Street Journal, as well as having received numerous other accolades, there are many reasons to celebrate. In fact, last year I had the honor of attending Airports Council International – North America’s Carbon Accreditation Ceremony. I am pleased that Phoenix Sky Harbor maintained a Level 2 Reduction status and is now working toward achieving a Level 3 Optimization.

Looking to 2020 and beyond, we are excited for what lies ahead. We hope you enjoy reading about our updated commitment to sustainability.
AIR QUALITY

2015 GOALS

- Develop a management plan for new generators and other stationary source emissions
- Meet or exceed the draft City of Phoenix Sustainable Fleet Strategy requirements
- Encourage airline and cargo carrier efforts to reduce ground service equipment emissions
- Maintain and improve upon current “clean vehicle / alternative fuel vehicle” requirements in new ground transportation contracts
- Enlarge the ground transportation trip fee program for permitted vehicles
- Improve the Rideshare Program

Maintaining healthy air quality is a priority for the City of Phoenix. Due to the region’s population, topography and meteorological conditions, dust and other air pollutants degrade air quality. The Aviation Department has a long history of taking voluntary actions that improve air quality. PHX was one of the first airports in the U.S. to have an all-alternative fuel bus fleet, and at the time, the largest publicly accessible CNG fueling station in the country. Since the 1990’s, the airport implemented emissions standards in ground transportation contracts at PHX. The Sustainability Management Plan Update looked at additional voluntary measures that could be taken by the airport, airlines and ground transportation providers to improve local air quality.

Accomplishments/Metrics

The Aviation Department is addressing air quality through a variety of approaches. Some of the noteworthy accomplishments include:

- Extending the PHX Sky Train® to the west will complete the full extent of its service, giving access from the Valley Metro Light Rail to all terminals, and soon from terminals to the Rental Car Center. Completion of this project will allow retirement of the airport’s compressed natural gas bus fleet.
- Among City departments, the Aviation Department fleet uses the highest percentage of alternative fuels and is prepared to invest in electric vehicles as a next step.
- The PHX Trip Fee program imposes a charge on ground transportation providers accessing the airport, reducing airport roadway congestion and ground transportation vehicle “circling” while waiting for passenger pickups.
- To reduce emissions while on the ground, airline partners adhere to an aircraft pushback and one engine taxi policy. PHX also has 100% electric passenger bridges in place of commonly used fuel-driven equipment.
- Other best practices that reduce air contaminants by limiting on-airport movement are the use of passenger pick-up cell phone lots, free bus passes for Aviation Department employees and some tenant employees, and Express Pay options in garages.

2020 GOALS

- Develop a procurement program for an Aviation Department electric vehicle fleet
- Continue teaming with airlines and cargo carriers on electrifying ground support equipment
- Form a committee for a revised ground transportation provider “clean vehicle” standard

Sustainability Management Plan Update Report
Progress Report

The Aviation Department continues to make progress towards the 2015 air quality goals. Recent activities include:

• During the Sustainability Management Plan Update, the Aviation Department reviewed the viability of purchasing electric vehicles. The vehicles scheduled for replacement were evaluated against FAA grant funding criteria and electric vehicle availability.

• For Aviation Department owned generators, the review of generator type, age and capacity resulted in older units being phased out for models with more stringent emissions standards.

• The airport installed 28 charging stations for electric ground support equipment (GSE) with funding from the FAA’s Voluntary Airport Low Emissions (VALE) Grant and the support of Southwest Airlines and American Airlines, who replaced 76 diesel-powered GSE with electric models.

• The Trip Fee Program is now fully implemented across the range of ground transportation providers, hotel shuttles, Transportation Network Companies (TNCs) and off-airport parking companies. In addition to reducing on-airport vehicle movement and emissions, trip fees generate revenue to improve airport roadways and passenger drop off areas.

• Clean Vehicle / Alternative Fuels Standards – Analysis of EPA emissions standards was conducted, and ground transportation policies were updated for fleets that originated at the airport.

• Researching commuter rideshare options concluded that using the established Maricopa County Travel Reduction Program is still the best option for the Aviation Department.

Upcoming initiatives include:

1. **Teaming with Airline Partners to Expand Electric GSE at PHX**: In 2019, the airport was notified that it will receive a second FAA VALE grant. United Airlines and Southwest Airlines have committed to retiring 31 fuel-driven GSE, replacing them with electric in support of this grant. At the planned Terminal 4 eighth concourse, infrastructure for more GSE chargers will be installed.

2. **Fleet Electrification**: Upgrade the Aviation Department’s fleet with electric vehicles.

3. **Revise Ground Transportation Policy during new contracts**: Perform emissions analysis and develop an updated policy.

4. **Optimize Product Delivery to PHX Terminals**: Consider adding a centralized sally port to reduce the number of delivery trucks to terminal tenants.

5. **Construction**: Continue to implement best practices associated with low-emission construction equipment requirements.
Energy is used extensively at an airport to power key equipment, lighting and cooling systems. Increasing efficiency of these systems leads to decreased costs and associated emissions from the generation source of energy purchased. Using the Airport Carbon Accreditation program showed that purchased energy accounts for 90% of PHX’s “carbon footprint”. The Aviation Department focuses on both energy efficiency and sourcing of renewable energy as part of a comprehensive strategy.

2015 GOALS
- Improve the energy efficiency of existing airport facilities 20% by 2020 as part of the City’s commitment to the Better Building Challenge, and minimize greenhouse gas emissions from operations.
- Determine and obtain available grant funding for cost effective energy projects.

2020 GOALS
- Continue reducing energy use year to year by implementing energy conservation measures.
- Increase the use of renewable energy, either through on-site or “green power purchases” to meet the 15% renewable energy use by 2025.
- Establish a new energy use baseline after the completion of the PHX Sky Train® in 2021 and set a new reduction goal.

Accomplishments/Metrics

As of 2019, the Aviation Department decreased energy used in its buildings by 17.3% since 2009 and reduced greenhouse gas emissions associated with electricity purchases. The following key accomplishments contributed to this reduction:

**Development of a Strategic Energy Management Plan**
The Aviation Department performed energy audits at PHX and developed a comprehensive list of energy conservation measures that could be taken. The Strategic Energy Management Plan documents these actions, available funding and other energy conservation planning.

**Full Implementation of Energy Software**
Staff completed the upgrade of energy data analytical software to better track usage and areas where improvements can be made.
Accomplishments/Metrics (cont.)

Electrical LED Lighting Replacement Program
LED lighting conversions, including lighting control systems, are almost complete at Terminal 4, Terminal 4 Garage, in the East Economy Garage, and on the airfield. Annual energy savings of one million dollars were achieved from LED lighting conversions. The airfield ramp lighting and the Rental Car Center Garage conversions are scheduled next.

Onsite Renewable Electricity
Solar rooftop installations at the Rental Car Center and East Economy Garages produced 8,039,793 kilowatt hours of renewable energy in 2019, which is the equivalent of powering 656 homes, and avoiding over 5,600 metric tons in CO2 emissions. An additional 580 kilowatts of solar covered parking arrays was recently installed at the Consolidated Office Building parking lot.

Progress Report
Investing in high impact efficiency measures have contributed to reduced energy use. Installing onsite renewable electricity has decreased greenhouse gas emissions associated with electricity purchased by the airports. Following the Strategic Energy Management Plan and working to meet the City’s goal of using renewable energy sources for 15% of the electricity needs at the airport by 2025, remains an ongoing focus.

Development and construction projects regularly include the purchase of equipment that requires energy to operate. Accounting for the long-term total cost of ownership (TCOO) of new equipment during project design and procurement is anticipated to prioritize high efficiency equipment. Following feedback from a multi-division working group, staff modeled how changes in equipment choice affect both cost and environmental impact for the Terminal 3 Modernization Project. The next step is to integrate the TCOO evaluation into current engineering design and procurement processes.

New and renovated Aviation Department facilities are required to be at least LEED silver and/or Envision certified.

WHAT’S NEXT
Upcoming initiatives include:

1. **Controls Improvement**: Improve the 44 Street PHX Sky Train® Station HVAC controls to optimize efficiency.

2. **Upgrade HVAC**: In 2020, fund HVAC system upgrades using various contract methods at Terminal 4, the Rental Car Facility, and Corporate Office Building.

3. **Install Solar**: In 2020, fund solar array installation using various contract methods at the new Emergency Operations Center.

4. **Retro-commissioning**: Continue the retro-commissioning of Terminal 4 into 2021. Airfield ramp lighting and the Rental Car Center Garage conversions are scheduled next.

5. **Integrate Total Cost of Ownership Into Project Processes**: In 2020, formalize use of TCOO alternatives evaluation.

6. **Encourage Business Partners to Use Less Energy**: Engage with tenants and business partners to decrease electricity use via conservation measures.

7. **Update Energy Use Baseline**: After meeting the 2020 Better Building Challenge and completing the PHX Sky Train® in 2021, the Aviation Department will establish a new energy use baseline.
Greenhouse gas emissions are emitted as part of typical airport operations, primarily from the burning of fossil fuels. Approximately 90% of the airport owned and operated greenhouse gas emissions are indirect emissions attributable to electricity bought for use by the Aviation Department. The remaining 10% is from airport fleets.

Accomplishments/Metrics

The Aviation Department continues to demonstrate a reduction in greenhouse gas emissions annually. Predominately due to energy conservation efforts, PHX exceeded its 2015 goal and emissions have been reduced by 13% per passenger since a 2014 baseline year. Taking into account the increase in solar and natural gas power plants by the local utility supplying power to PHX (i.e., “greening of the grid”), the net result of PHX’s GHG reduction is 25% per passenger between 2014 and 2018.

In 2016, the Aviation Department joined the internationally recognized third-party verified Airport Carbon Accreditation Program. Phoenix Sky Harbor achieved certification for years 2014 and 2015 and has maintained certification at Level 2 – Reduction of airport owned and operated CO2 emissions year over year since. There are only 14 airports in North America that have achieved Level 2 as of 2019.
Progress Report

The Airport Carbon Accreditation Program is a voluntary initiative for airports to demonstrate their commitment to reducing greenhouse gas emissions. Reporting via this program at Level 2, the airport was able to more accurately determine activities creating GHGs, and focused airport initiatives on reducing emissions from the purchase of non-renewable produced electricity. PHX’s Carbon Policy describing the commitment and approach is linked here on the Phoenix Sky Harbor website.

Implement Energy Conservation Measures
Beyond the airport’s replacement of less efficient equipment, discussions during the Sustainability Management Plan Update highlighted that new construction must take into account the Total Cost of Ownership – long term energy conservation and cost reduction - during design and procurement. (See Energy section for details.)

Greenhouse Gases per Passenger

<table>
<thead>
<tr>
<th>Year</th>
<th>Reduction</th>
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<tbody>
<tr>
<td>2016</td>
<td>8.4%</td>
</tr>
<tr>
<td>2018</td>
<td>13%</td>
</tr>
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Note: 2025 Goal for City Operations uses a 2005 baseline, which is inconsistent with the Aviation Department goal (2014 baseline). In addition, the Aviation Department is also currently reporting reductions in GHGs per passenger. This methodology is consistent with many airports.

WHAT’S NEXT

The Aviation Department has committed to reducing their emissions by 40% by 2025. To achieve this ambitious city-wide goal, the airport will develop a program of collaboration with terminal tenants to reduce their use of electricity. Upcoming initiatives include:

1. **Report Progress in ACA Program Level 3 – Optimization**: In 2020, the Aviation Department will report its progress via the Airport Carbon Accreditation Program at Level 3 – Optimization. Level 3 will include the GHGs from airport tenant activities.

2. **Reduce Energy Use**: To continue to achieve year over year emission reductions, the highest level priority is to continue energy conservation activities and increase the supply of renewable electricity both onsite and through “green power purchases.”


4. **Carbon Inventory Verification**: In 2020, the airport will secure a third-party to verify the Phoenix Sky Harbor emission inventory as part of the Airport Carbon Accreditation Program application process.

5. **Encourage Business Partners to Decrease Emissions**: Engage with tenants and business partners to decrease electricity and fuel use via conservation measures. While not in control of their business partner’s decisions, the Aviation Department will look for opportunities to influence best practices that decrease GHG emissions.
Accomplishments/Metrics

Outreach activities are part of the Aviation Department’s comprehensive communication approach to play a positive, active role in the Phoenix community. Highlights from the past year include:

**69 Airport Tours**
The airport tours of Phoenix Sky Harbor International Airport (PHX) include a ride on the PHX Sky Train® and a visit to all pre-security levels of a terminal building.

**84 Speaking Engagements and Community Events**
Speaking engagements include an overview of the City of Phoenix airport system such as historical background, customer amenities, capital improvements, and initiatives like sustainability and air service development. Participation in community events range from literacy events, health and/or community and job fairs, and major parades.

**Expanding School Partnerships**
The Aviation Department expanded its neighborhood School Partnership Program to include Herrera Elementary School. Aviation staff assisted with speakers, tours, classroom readers, and the Reindeer Run Reading Event, which included donating hams and turkeys to the students. Seventeen aviation career presentations and six tours of PHX were attended by the Wilson School and the South Mountain High School Aerospace and Engineering Academy.
Accomplishments/Metrics (cont.)

Hosting an 8-week Aviation Academy
The Phoenix Aviation Academy is offered to a diverse group of business and community leaders that participate in an eight-week Academy. Attendees get a first-hand look at what it takes to run a major international airport by touring areas of the airport, from Customs and Border Protection to Fire Station #19 (largest fire station in the state of Arizona).

PHX Comprehensive Asset Management Plan (CAMP) and Land Reuse Plan Outreach
In 2019, the Aviation Department presented development ideas for PHX and the surrounding Aviation Department owned land. Taking comments from the community, business partners, government agencies and other groups, the airport has a strategic roadmap for the future.

Progress Report

Progress towards each of the three 2015 goals continues. The Aviation Department tailors outreach activities to passengers, employees, tenants and the greater Phoenix metro community. A sample of the breadth of activities and strategies include:

Passengers
Regular passenger communications are done via social media, website and passenger assistance technologies. In preparation for a possible extreme event that disrupts travel for passengers or other difficulties, an irregular operations plan is updated annually with the airlines. Also, Sky Harbor Navigators are a group of friendly volunteers at PHX whose mission is to make guests’ experience at Sky Harbor Airport faster, easier and more enjoyable by providing directions and information. In September 2017, a dog therapy program was launched called the Navigator Buddies. Several art exhibitions are also located in the terminals for passenger enjoyment.

Tenants
Meetings are held regularly with tenants to discuss issues and opportunities and how the airport can support tenants’ own sustainability goals. To that end, following a suggestion during the Sustainability Management Plan Update, a voluntary program, encouraging collaboration between the Aviation Department and airport tenants on sustainability goals is being developed.

Community
Identified in the community outreach plan and prioritized for action, expanding the number of small business and local retailers and concessionaires at PHX provides a sought-after opportunity and a tailored Arizona experience for travelers while supporting regional economic development.

Upcoming initiatives include:

1. **2020 Launch of Green Tenant Program:**
   Explore ways to partner with tenants to share sustainability related best practices as part of a Green Tenant Program. Include tracking and reporting of waste diversion, energy conservation and water conservation successes. Program branding and participation incentives will be included in the anticipated 2020 Green Tenant Program launch.

2. **Expand Local Retailers and Concessionaires at PHX:**
   Continue to grow the number of local retailers and concessionaires at PHX.

3. **Continue Community Engagement Activities:**
   In 2020, continue to seek opportunities to develop outreach programs that are enjoyed by a cross-section of the local community.

4. **Sustainability and Innovation Group:**
   Revisit staff engagement in an educational program and lecture series on sustainability issues.
Accomplishments/Metrics

The Aviation Department has achieved many of the 2015 goals. Key recent accomplishments include:

**Commercial Transportation Contract (Air Quality Initiative)**
PHX’s trip fee program for ground transportation providers servicing Airport passengers is now fully implemented. This results in reduced on-airport vehicle movement and gives a fee reduction for alternative fueled or electric vehicles.
Progress Report

Accounting for sustainability during contract renewals with suppliers, tenants and other business partners is currently addressed by contract type.

Opportunities to expand the number and types of contract conditions and policies for a more sustainable airport continue to be explored. For example, the proposed voluntary Green Tenant Program would be the first step to partnering with tenants to achieve common sustainability goals. Information from these initiatives will guide the development of potential sustainability policies.

Accomplishments/Metrics (cont.)

Design and Construction Green Guide (Recycling)
Pavement and asphalt recycling during heavy civil airfield rehabilitations has far exceed the 20% goal set in 2015.

Carbon Reduction Policy and Strategy (Greenhouse Gas)
Signed by the Director of Aviation Services, PHX’s Carbon Reduction Policy and Strategy describes the commitment to reduce greenhouse gas emissions from airport activities.

Roadmap to Resiliency
During the Sustainability Management Plan Update, staff reviewed several FAA-funded climate and resiliency models and produced an executive summary titled Roadmap to Resiliency and draft recommendation for the Aviation Department to address anticipated local climate change impacts. The document is an initial step on the path forward to mitigate those risks.

Tenant Improvement Handbook
This tenant construction guideline now links to an updated Aviation Department Design Standard, including water and energy efficiency requirements.

WHAT’S NEXT

Upcoming initiatives include:

1. **2020 Launch of Green Tenant Program**: Explore ways to more fully partner with tenants in water and energy conservation measures and waste diversion activities as part of a voluntary Green Tenant Program.

2. **Upgrade HVAC and Install Solar**: In 2020, review the use of energy service company (ESCO) contracts for upgrades of energy equipment.

3. **Integrate Total Cost of Ownership into Capital Improvement Project Processes**: Improve new construction contracts by requiring Total Cost of Ownership analysis as part of equipment selection reviews.
There is a lot that happens at an airport, much of which results in some sort of waste. Whether it is from passengers grabbing a meal on the go, restaurants and shop owners maintaining inventories, cargo handlers moving goods, or aircraft food service, there is waste to be managed.

With proper sorting and handling, some waste can be recycled or reused rather than being sent to landfills. This creates a cost savings and a way to minimize the impact of airport operations on the environment. All and all, a win-win situation.

Accomplishments/Metrics

The Aviation Department met their goal to achieve 40% waste diversion by 2020 in 2019, a year early. Guided by a comprehensive Waste Management Plan, the waste diversion rate has increased to 40.2% since 2015 – a 12.2% jump – and resulted in a savings of over $143K in 2018 from the sale of recyclable materials and avoided landfill tipping fees.

In 2017, the City of Phoenix was honored with the C40 Cities Bloomberg Philanthropies Award for the Reimagine Phoenix Initiative to divert 40 percent of waste away from the landfill by 2020 and reach zero waste by 2050. The prioritized focus of the Aviation Department to implement effective waste reduction strategies contributed to this global recognition.
Progress Report

Dedicated Recycling Coordinator
The Aviation Department’s efforts are now led by a dedicated Recycling Coordinator who facilitates waste reduction at the three airports.

Upgraded Recycling Infrastructure
Knowing what to recycle and how, especially for the traveling public, is not always obvious. Updated signage to guide passenger participation along with new larger capacity bins were added to Terminal 4 concourses. Both passengers and custodial staff cited the upgrades make it easier to recycle.

Nearing Launch of a Green Tenant Program
As a suggestion of the SMP Update, a voluntary “Green Tenant” program is being developed to encourage greater collaboration between the Aviation Department and airport tenants on airport sustainability goals. A tenant checklist containing waste diversion activities along with program branding and logistical features, such as participation incentives, will be included in an anticipated 2020 Green Tenant Program launch.

Waste Management Impact Hierarchy
Source: U.S. EPA, Developing and Implementing an Airport Recycling Program, April 2009

- Source Reduction
- Reuse (Food & Other Donations)
- Recycling (Liquid Collection)
- Compost
- Energy Recovery

Low implementation effort, high waste avoidance/diversion impact
High implementation effort, low waste avoidance/diversion impact

WHAT’S NEXT

The recycling market in the United States is in flux as of 2019 due to changes in collected material quality requirements. Maintaining the 40% diversion rate beyond 2020 remains the focus. Future initiatives will address source reduction, increasing the quality of recyclables collected and food composting. The Sustainability Management Plan goal will be updated as additional recycling vendor options and/or waste avoidance opportunities are developed.

Upcoming initiatives include:

1. **Refresh Recycling Infrastructure**: Upgrade signage and bin capacity in other terminals, similar to Terminal 4, to increase passenger recycling participation.

2. **Avoid Liquid Contamination of Recyclables**: Install multiple liquid collection bins to capture liquids that otherwise would contaminate collected recyclables.

3. **Ongoing Education**: Continue to expand waste diversion best practice education for Aviation Department employees, tenants, and passengers.

4. **Compost Food Waste**: Partner with concessionaires to collect food waste for composting at the new City of Phoenix Compost Facility.

5. **2020 Launch of Green Tenant Program**: Include tracking and reporting of waste diversion successes as part of the program.

6. **Source Reduction Measures**: Assess and implement high impact source reduction measures such as airside water filling stations to replace water bottle use.
The Aviation Department met their goal to reduce water consumption ahead of the 2020 target date. As of 2018, water consumption decreased by 10%, which, with an increase in the number of passengers, is a reduction of 15.5% per passenger, compared to the 2014 baseline year. Guided by a Drought Plan, three milestone projects are conserving millions of gallons of water annually.

A reliable water supply is critical for continued economic growth. Most water used in the City of Phoenix is sourced from rivers, reservoirs and a small amount from groundwater. The Sonoran Desert receives only about eight inches of rain annually. With a total consumption averaging 25 million gallons of water a month, the Aviation Department is aggressively minimizing water consumption at the three airports.

Accomplishments/Metrics

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**Terminal 4 Cooling Tower Soft Water Pre-treatment System**

This new system doubles the recirculation of cooling tower water. This approach is anticipated to prolong equipment life while reducing the use of chemical additives. The upgrade saves more than 22 million gallons of water annually. This initiative was recognized with the receipt of the 2019 Airports Going Green Award - Green Cooling Tower Program.

**Xeriscape Landscape**

The transition to 100% xeriscape and desert vegetation is complete, estimated to save more than $400,000 annually in labor and materials and more than 5 million gallons of water each year. Desert vegetation, including 61 saguaro cacti transplanted from the Rental Car Center area, contribute to the low-water use landscaping.

**Building Water Efficiency**

Renovation of Terminal 4 restrooms to low-flow fixtures is complete, and procedures to keep these low-flow fixtures in good repair is given annually to maintenance staff. The Terminal 3 Modernization Project installed new water fixtures and cooling equipment to these more stringent standards.
Progress Report

Most airport water consumption occurs as a result of irrigating landscape, circulating water for cooling, and daily use in restrooms and restaurants. Recent efforts to address water consumption in these areas are a success.

PHX Water Usage per Calendar Year

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<thead>
<tr>
<th>Gallons in millions</th>
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<tr>
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Per Enplaned Passenger

<table>
<thead>
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<th>2014</th>
<th>2017</th>
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<tbody>
<tr>
<td></td>
<td>7.93</td>
<td>7.19</td>
<td>6.71</td>
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</table>

PHX Water Usage per Calendar Year

WHAT’S NEXT

Upcoming initiatives include:

1. **Annual Training**: Continue training of Building Maintenance staff on low-flow fixture parts selection during repairs.

2. **Rental Car Center Cooling System Soft Water Pre-treatment**: Implement a new soft water pre-treatment program for the Rental Car Center. Calculate the amount of water conserved annually.

3. **Ongoing Monitoring of Water Usage**: Continue review of water usage to target improvements that minimize water loss.

4. **2020 Launch of Green Tenant Program**: Explore ways to partner with tenants to participate in water conservation measures as part of a Green Tenant Program, especially at airport restaurants.

Xeriscape Turf Replacement

5 million gallons of water saved annually

$400,000 saved annually

Visitors arriving from around the world are now welcomed by the sight of terrain that reflects our natural Sonoran Desert habitat and commitment to environmental sustainability.

James E. Bennett,
Director of Aviation Services

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