sustainableHNL
Sustainable Management Plan
A flight plan for the DOT-A flagship airport
STATE OF HAWAI‘I
2016

Created in partnership between the Department of Transportation-Airports Division and the KYA Sustainability Studio.

Disclaimer: KYA Sustainability Studio obtained data from a variety of sources to produce this sustainability plan. The reporting team did not have access to all source data directly from the airport, and thus was not able to verify all data sets fully against the source documents. Due to these constraints, it is possible that performance metrics in the baseline may not be accurate.
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HOW TO USE THIS DOCUMENT

PURPOSE

The Honolulu International Airport (HNL) Sustainable Management Plan (SMP) has been developed to support SustainableDOT-A and its ongoing mission to incorporate the principles of sustainability in all aspects of airport operations. This SMP provides the framework for a management plan rooted in the best practices of sustainability that can serve as a model in design and process for state-run airports across the country. The goal of the SMP is to leverage design, construction, operations, and maintenance dollars through proven business practices, goals, and initiatives in order to pay benefits to the customers, employees, industry and local community. Through the SMP, HNL will align with the State and local goals, policies, and initiatives by conducting a comprehensive analysis of how and where sustainability management is implemented into long-term planning.

DOCUMENT STRUCTURE

This document gives a general overview of the main phases of the SMP process and offer a look at the current state of sustainability performance at HNL. The contents and practical application of each section are summarized below.

EXECUTIVE SUMMARY includes an overview of the SMP, as well as a comprehensive table of SMP’s focus areas, goal statements, objectives, targets, key performance indicators (KPI’s), and initiatives.

SUSTAINABILITY PLANNING gives an overview of the Sustainable HNL Program and its latest effort in airport sustainability, the creation and adoption of the SMP.

AIRPORT PROFILE describes the various attributes of HNL, its recent trends in passenger growth, and the Department of Transportation organizational hierarchy. This section also includes a boundary map of the areas effected by the HNL sustainability program.

SUSTAINABILITY PERFORMANCE summarizes the baseline assessment that provided the observations, metrics, and indicators necessary to develop this SMP. The summary includes the assessment findings of the top priority sustainability categories, Energy, Carbon, Water, Waste, and Storm Water, as well as a general overview of the additional, longer-term sustainability focus areas.

GOALS, OBJECTIVES & TARGETS describes the goal selection process and outlines the goal statement, objectives, and targets for each sustainability focus area.

ENGAGEMENT explains how stakeholders were engaged during the SMP planning phase and how they can be engaged during the implementation of the SMP initiatives. For guidance on determining appropriate communication activities, refer to the Implementation section.

INITIATIVES goes over the general initiative selection process, explaining how the initiatives were identified and then evaluated. This section lists the initiatives selected for immediate implementation.

IMPLEMENTATION introduces the Plan-Do-Check-Act cycle that informs the SMP Implementation Plan, as well as the outline of the general implementation schedule.

MONITORING & REPORTING PERFORMANCE introduces the Performance Monitoring Tool that will be used to track the success of the SMP and covers the KPI’s and metrics for the top five sustainability focus areas.
SUSTAINABILITY POLICY FOR THE HONOLULU INTERNATIONAL AIRPORT

MISSION
To promote sustainability in Hawai‘i by empowering airport projects, fostering collaboration and communicating progress through education and outreach.

VISION
As the most isolated landmass on earth with abundant natural resources, Hawai‘i is ideally located to become a thriving regenerative community with capacity for self-reliance. As Honolulu International Airport (HNL) serves as the international gateway for the Pacific Region and plays a vital role in Hawai‘i’s local community, HNL will become a world leader in airport sustainability. The HNL Sustainability Program will instill a sense of pride among airport stakeholders, the general public, and visitors alike, thereby proactively inspiring tenants, government agencies, businesses, and individuals to transition to a model of sustainable living.

POLICY
The State of Hawai‘i Department of Transportation – Airports Division (DOT-A) will actively pursue opportunities for airport sustainability at the State’s busiest airport, HNL. The DOT-A intends to lead by example as it incorporates the principles of sustainability into all aspects of airport operations as outlined in the Sustainable Management Plan (SMP). The policy and SMP document are in alignment with local legislation, airport community initiatives, Federal Aviation Administration goals, and the global movement for aviation sustainability. HNL created the SMP to initially focus on sustainability initiatives directly under DOT-A control. In the future, DOT-A will work to support and guide stakeholders and business partners to plan, act, monitor, and report on sustainability at HNL.

COMMITMENT
• DOT-A will implement initiatives and maintain best practices to strive to achieve sustainability goals.
• DOT-A will set aside funds for implementing initiatives, monitoring progress, and creating annual sustainability progress reports.

The Accountable Manager for the implementation of this policy is the Oahu District Airport Manager. This policy will be communicated to DOT-A employees and the airport community through electronic and other means.

Ford N. Fuchigami
Director
State of Hawai‘i Department of Transportation
Honolulu International Airport serves as the international gateway for the Pacific Region and plays a vital role in Hawai‘i’s local community. HNL has a vision to become a world leader in airport sustainability and to instill a sense of pride among customers, employees, industry, and the community.

HNL SUSTAINABLE MANAGEMENT PLAN SUMMARY

The Hawai‘i Department of Transportation - Airports Division (DOT-A) intends to serve as an example for the airport industry and Hawai‘i by incorporating the principles of sustainability into all aspects of HNL operations, as outlined in this Sustainable Management Plan (SMP).

Previously, the DOT-A has been successful at measuring sustainable performance and implementing actions to address areas of opportunity. The reason why the DOT-A was interested in preparing the SMP was to design a management system that established the airport’s sustainability goals, identified measurable targets, and outlined the process for selecting and implementing appropriate sustainability initiatives. Such a system would support and further develop the efforts of HNL’s existing sustainability program, Sustainable HNL. The DOT-A seeks to unite all on-going and future sustainability initiatives under the SMP.

Under the management of Sustainable HNL, and with the assistance of the Federal Aviation Administration, the DOT-A has created this SMP based on the EONS framework for airport sustainability, which is based on the principles of economic viability, operational efficiency, natural resource conservation, and social responsibility.

The first step in developing the HNL SMP was establishing a baseline by assessing the status of sustainable airport performance. This baseline assessment was completed in 2014 and looked at data from the past five years, back to 2009. Next HNL leaders selected sustainability focus areas, and defined a mix of quantitative and qualitative goals and related performance targets. Initiatives to achieve the SMP goals were designed and then evaluated using airport management criteria. Once scored, initiatives were given a time line for implementation. The highest scoring initiatives were then planned, approved, and executed. Performance is tracked using monitoring tools created for the SMP continuous improvement. Effectiveness of initiatives will be communicated via annual sustainability reports.
SUSTAINABILITY DEFINED

This SMP is informed by HNL’s definition of airport sustainability, which is leveraging design, construction, operations, and maintenance dollars through proven business practices that pay benefits to the customers, employees, industry, and community.

The DOT-A has given priority to the five sustainability categories of Energy, Carbon, Water, Waste, and Storm Water. Targets for Energy, Carbon, Water and Waste have already been set for 2020, while measurable targets for Storm Water are still in development. After 2020, other sustainability categories will be prioritized. Table 1 on the following two pages presents the commitment that the DOT-A is making to the continuous, sustainable improvement of HNL through this SMP.

FIGURE 1. SMP GOALS FOR ENERGY, CARBON, WATER & WASTE

NOTES:
- Energy: 10% reduction in electricity use per passenger (enplaned plus deplaned) from 2014 baseline by December 31, 2020.
- Carbon: 2009 GHG levels for scope 1 and scope 2 emissions per passenger (enplaned plus deplaned) from 2014 baseline by December 31, 2020.
- Water: 10% reduction in potable water use per passenger (enplaned plus deplaned) from 2014 baseline by December 31, 2020.

GOALS, OBJECTIVES AND TARGETS SOURCES
- Aloha Plus Challenge
- Hawaii Lead by Example State Initiative
- Hawaii Clean Energy Initiative (HCEI)
- Global Warming Solutions Act
- Hawaii 2050 Sustainability Plan
- Airports Council International - North America (ACI-NA) Sustainability Committee

GUIDING RESOURCES
- Federal Aviation Administration (FAA)
- Transportation Research Board: Airport Cooperative Research Program (TRB ACRP)
- Sustainable Aviation Guidance Alliance (SAGA)
- Global Reporting Initiative (GRI)
# Table 1. Summary of Focus Areas, Goal Statements, Objectives, Targets, Key Performance Indicators, and Initiatives

<table>
<thead>
<tr>
<th>Focus Areas</th>
<th>Goal Statements</th>
<th>Objectives</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Energy</strong></td>
<td>Maximize efficiency and increase renewable energy.</td>
<td>• Reduce energy consumption through efficiency.</td>
</tr>
<tr>
<td></td>
<td>Reduce greenhouse gas emissions of DOT-A controlled operations.</td>
<td>• Harness renewable energy resources.</td>
</tr>
<tr>
<td><strong>Carbon</strong></td>
<td>Consumption and cost.</td>
<td>• Reduce DOT-A carbon footprint.</td>
</tr>
<tr>
<td></td>
<td>Reduce the use of potable water.</td>
<td>• Establish an alternative-fuel strategy.</td>
</tr>
<tr>
<td><strong>Water</strong></td>
<td>Reduce the solid waste stream prior to disposal and increase recycling and reuse</td>
<td>• Reduce potable water use.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Encourage efficient water use and reduce water waste.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Increase the use of reclaimed water.</td>
</tr>
<tr>
<td><strong>Waste</strong></td>
<td></td>
<td>• Increase the recycling rate.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Reduce total amount of waste generated at HNL.</td>
</tr>
<tr>
<td><strong>Storm Water</strong></td>
<td>Minimize the downstream impacts of storm water.</td>
<td>• Meet National Pollutant Discharge Elimination System permit compliance requirements.</td>
</tr>
<tr>
<td><strong>Financial Sustainability</strong></td>
<td>Ensure long-term financial viability.</td>
<td>• Optimize existing resources and reduce utilities costs</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Increase non-aeronautical revenue.</td>
</tr>
<tr>
<td><strong>Day-to-Day Operations</strong></td>
<td>Incorporate sustainable principles and practices into airport governance.</td>
<td>• Create a green revolving fund for sustainability projects.</td>
</tr>
<tr>
<td><strong>Design and Construction</strong></td>
<td>Incorporate sustainability planning, design, and construction best practices</td>
<td>• Meet 3rd party certification and achieve certification where possible for airport projects.</td>
</tr>
<tr>
<td></td>
<td>into airport projects.</td>
<td>• Incorporate the Sustainable High Performance Guidelines for projects.</td>
</tr>
<tr>
<td><strong>Ground Transportation</strong></td>
<td>Provide public transportation infrastructure to achieve district-wide sustainability.</td>
<td>• Plan for future ways to reduce congestion on the roadways by supporting public transportation.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Embrace hybrid and electric vehicle infrastructure for DOT-A, tenant and public vehicles.</td>
</tr>
<tr>
<td><strong>Climate Resiliency</strong></td>
<td>Plan for climate change resiliency.</td>
<td>• Incorporate climate change impacts and vulnerabilities into the management.</td>
</tr>
<tr>
<td><strong>Community</strong></td>
<td>Maintain a safe and healthy HNL for passengers and employees.</td>
<td>• Engage employees and airport community stakeholders in sustainability activities of the Airport.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Provide opportunities for health and wellness education and support of work site wellness.</td>
</tr>
<tr>
<td><strong>Food and Beverage</strong></td>
<td>Increase organic &amp;/or locally sourced &amp; produced food &amp; beverages sold at HNL.</td>
<td>• Encourage concessionaires to serve healthy, locally grown, and/or produced food options.</td>
</tr>
<tr>
<td><strong>Social-Cultural</strong></td>
<td>Honor local culture and heritage</td>
<td>• Encourage designs that perpetuate the local culture.</td>
</tr>
</tbody>
</table>

**Notes:**
The wording on the objectives, targets, key performance indicators, and initiatives has been shortened for display purposes. For full text, see the Goals, Objectives, and Targets section.

Source: KYA Sustainability Studio 2016
<table>
<thead>
<tr>
<th>TARGETS</th>
<th>KEY PERFORMANCE INDICATORS</th>
<th>NEW INITIATIVES</th>
</tr>
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<tbody>
<tr>
<td>• Reduce energy by 10 percent by 2020.</td>
<td>• Annual electricity consumption.</td>
<td>• Pursue efficiency, conservation, and PV.</td>
</tr>
<tr>
<td>• DOT-A emissions at or below 2009 levels by 2020.</td>
<td>• Annual carbon emissions inventory.</td>
<td>• Develop a reduced vehicle idling plan.</td>
</tr>
<tr>
<td>• Establish an alternative-fuel strategy by 2020.</td>
<td>• Annual fuel purchased.</td>
<td>• Study feasibility of alternative fuel vehicles.</td>
</tr>
<tr>
<td>• Reduce potable water consumption by 10 percent by 2020.</td>
<td>• Annual water consumption.</td>
<td>• Extending the DOT-H's greywater line.</td>
</tr>
<tr>
<td>• Increase water reclamation by 2020.</td>
<td>• Annual water reclamation.</td>
<td>• Sustainable landscaping guidelines/specifications.</td>
</tr>
<tr>
<td>• Reduce waste generation by 4% by 2020.</td>
<td>• Annual waste disposal.</td>
<td>• Waste Management Plan and policy.</td>
</tr>
<tr>
<td>• Increase the recycling rate to 4% by 2020.</td>
<td>• Recycling rate.</td>
<td>• Paper use reduction program.</td>
</tr>
<tr>
<td>• Implement sustainability strategies by 2030.</td>
<td>• Value of materials purchased.</td>
<td>• Print on recycled paper.</td>
</tr>
<tr>
<td>• Increase building space that achieves sustainable design guidelines by 2030.</td>
<td>• Projects verified using 3rd party sustainability criteria.</td>
<td>• Donate surplus food &amp; goods to charity.</td>
</tr>
<tr>
<td>• Increase project achievement of the SHPG by 2030.</td>
<td>• Projects verified using DOT-A sustainability criteria.</td>
<td>• Paper recycling awareness campaign.</td>
</tr>
<tr>
<td>• Increase hybrid and electric vehicles by 2030.</td>
<td>• Infrastructure investments provided primarily for public benefit.</td>
<td>• Waste receptacle branding.</td>
</tr>
<tr>
<td>• Create a Climate Action Plan by 2030.</td>
<td>• Preparations for weather-related short-term hazards and long-term adaptability.</td>
<td>• Hi-5 recycling program improvement.</td>
</tr>
<tr>
<td>• Educate staff on the potential effects and efforts.</td>
<td>• Outreach with employees around sustainability.</td>
<td></td>
</tr>
<tr>
<td>• Implement a Sustainable Food &amp; Beverage Guideline by 2030.</td>
<td>• Concessionaires with local and organic options.</td>
<td></td>
</tr>
<tr>
<td>• sDOT-A Cultural Appropriate Guidelines use.</td>
<td>• Adoption of Cultural Appropriate Guidelines.</td>
<td></td>
</tr>
</tbody>
</table>

TBD: To be determined.

GOAL, OBJECTIVES AND TARGETS SOURCES
1. Aloha Plus Challenge
2. Hawai‘i Lead by Example State Initiative
3. Hawai‘i Clean Energy Initiative
4. Global Warming Solutions Act
5. Hawai‘i 2050 Sustainability Plan
6. Airports Council International - North America (ACI-NA) Sustainability Committee
SUSTAINABILITY DEFINED

HNL airport sustainability leverages design, construction, operations, and maintenance dollars through proven business practices that pay benefits to the customers, employees, industry, and community.

SUSTAINABLE HNL MISSION

To promote sustainability in Hawai‘i by empowering airport projects, fostering collaboration, and communicating progress through education and outreach.

SUSTAINABLE HNL VISION

As the most isolated landmass on earth with abundant natural resources, Hawai‘i is ideally located to become a thriving regenerative community with capacity for self-reliance. As Honolulu International Airport serves as the international gateway for the Pacific Region and plays a vital role in Hawai‘i’s local community, HNL will become a world leader in airport sustainability. The Sustainable HNL program will instill a sense of pride among airport stakeholders, the general public, and visitors alike, thereby proactively inspiring tenants, government agencies, businesses, and individuals to transition to a model of sustainable living.

SUSTAINABLE HNL PROGRAM

Sustainable HNL (sHNL) is an airport-wide initiative dedicated to promoting sustainability across HNL and Hawai‘i. A part of the larger, state-wide Sustainable DOT-A Program, it oversees all sustainability-related efforts at HNL and builds community support and internal collaboration across stakeholder groups. The sHNL program was established in 2011 in accordance with the Sustainable Aviation Guidance Alliance (SAGA) recommendations for airport management, which fosters an approach to organizational design from the perspective of sustainability.

BENEFITS OF AIRPORT SUSTAINABILITY

- Improved capital asset life cycle & operating costs
- Better design
- Increased competitiveness & productivity
- Better customer service & satisfaction
- More effective use of resources
- Elimination of waste
- Optimized technologies
- Enhanced relationships with customers and staff
SUSTAINABILITY COMMITTEE

At the forefront of sHNL is the HNL Sustainability Committee (HNL-SC)—a dynamic, interdisciplinary, and consensus-based team of DOT-A stakeholders inspired by the vision of HNL as a leader in sustainability. The committee is responsible for facilitating a common perspective of airport sustainability, engaging stakeholders, identifying goals and strategies, organizing project initiatives through developed action plans, and implementing protocols for measuring, evaluating, and communicating progress over time. The committee meets voluntarily to represent the various perspectives of each airport department at HNL.

NOTABLE HNL SUSTAINABILITY ACHIEVEMENTS

- **Energy Savings Program**
  - LED Lighting, solar photovoltaic (PV) panels, air conditioning & ventilation system upgrades, transformer replacement, and automated building controls
- **Airport Carbon Accreditation**
  - Level 2 - Reduction (2016)
- **Use of reclaimed water for landscaping irrigation**
- **Recycling Program**
  - Ramp side: paper, scrap metal, cardboard,
    - Public side: cans, and plastic bottles
- **Electric vehicle charging stations in Public parking lots**
- **Oahu Climate Change Planning**

**FIGURE 2. SUSTAINABLE HNL TIMELINE**

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Airport Modernization Program: HNL Sustainability Committee</strong></td>
<td><strong>Sustainable HNL Program</strong></td>
<td><strong>2014 HNL Baseline Assessment</strong></td>
<td><strong>Identify goals, targets, and initiatives</strong></td>
<td><strong>Develop implementation and management plans</strong></td>
</tr>
<tr>
<td>sHNL idea born</td>
<td><strong>Sustainable Management Plan</strong></td>
<td><strong>Second sustainability assessment report</strong></td>
<td><strong>Development and implementation phases of the SMP</strong></td>
<td><strong>Measurement, verification, and monitoring</strong></td>
</tr>
<tr>
<td><strong>Strategy creation</strong></td>
<td><strong>2009 HNL Baseline Assessment</strong></td>
<td><strong>First sustainability assessment report</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: KYA Sustainability Studio 2016
SUSTAINABLE MANAGEMENT PLAN

The leadership role demonstrated by the DOT-A and its sHNL program has been recognized by the Federal Aviation Administration (FAA). In 2014, the DOT-A received a grant from the FAA Master Plan Pilot Program to incorporate sustainability into HNL planning through the creation of a Sustainable Management Plan (SMP). Based on SAGA recommendations and the ACI-NA definition of airport sustainability, this SMP is built on the EONS framework, which encompasses the principles of Economic Viability, Operational Efficiency, Natural Resource Conservation, and Social Responsibility. The DOT-A aims to unite all sustainability initiatives under the SMP. The SMP presents an opportunity for a strategic sustainability program unique to HNL, which can serve as a model in design and process for state-run airports across the country.

The goal is to provide the framework for an airport management plan rooted in the best practices in sustainability. Through the SMP, HNL will align with the State and local goals, policies, and initiatives.

**FIGURE 4. OVERVIEW OF SUSTAINABLE HNL THROUGH THE SMP**

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**FIGURE 3. EONS MODEL FOR AIRPORT SUSTAINABILITY**

*E* - Economic viability
*O* - Operational efficiency
*N* - Natural resource conservation
*S* - Social responsibility

Source: KYA Sustainability Studio (2015)

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**FIGURE 2.2 SUSTAINABLE MANAGEMENT PLAN DOCUMENT PROCESS**

1. Executive Summary
2. Introduction
3. Water Element
4. Waste Element
5. Energy Element
6. Carbon Element
7. Rec. Reading/Resources

**FIGURE 3. EONS MODEL FOR AIRPORT SUSTAINABILITY**

*E* - Economic viability
*O* - Operational efficiency
*N* - Natural resource conservation
*S* - Social responsibility

Source: KYA Sustainability Studio (2015)
HNL SUSTAINABLE FOCUS AREAS

The driving factors of this SMP are its sustainability categories, or focus areas. They have been identified by the HNL-SC as the areas in which the airport hopes to affect change. To select the categories, a list of potential focus areas was identified based on best practices currently in the aviation industry, an assessment of DOT-A sustainability activities, state government goals, and FAA and ACI goals. After a comprehensive review, the 13 categories listed below were chosen. The HNL-SC ranked the categories in order of importance to identify the top 5 strategic priorities, Energy, Carbon, Water, Waste, and Storm Water.

### TABLE 2. SUSTAINABILITY FOCUS AREAS & SUMMARIES

<table>
<thead>
<tr>
<th>Category</th>
<th>Summary</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ENERGY</strong></td>
<td>Electricity consumption and cost</td>
</tr>
<tr>
<td><strong>CARBON</strong></td>
<td>The total greenhouse gas (GHG) emissions generated from activities and resource consumption under DOT-A control, including the following sources: electricity, natural gas, propane, gasoline, diesel, compressed natural gas, biodiesel and refrigerants.</td>
</tr>
<tr>
<td><strong>WATER</strong></td>
<td>Water consumption and cost.</td>
</tr>
<tr>
<td><strong>WASTE</strong></td>
<td>Waste management and recycling activities from the following sources: MSW, Scrap Metal, Pallets, Hazardous Waste, Office Paper, Newspaper, Cardboard, Green Waste, E-Waste.</td>
</tr>
<tr>
<td><strong>STORM WATER</strong></td>
<td>Water runoff from HNL that affects the quality of downstream waters.</td>
</tr>
<tr>
<td><strong>FINANCIAL SUSTAINABILITY</strong></td>
<td>The ability of an airport to finance its capital needs and to cover its annual cost of operations to meet existing as well as future demand.</td>
</tr>
<tr>
<td><strong>DAY-TO-DAY OPERATIONS</strong></td>
<td>Sustainable operation requires airport spaces that are operated based on best practices.</td>
</tr>
<tr>
<td><strong>DESIGN AND CONSTRUCTION</strong></td>
<td>Sustainable design recognizes airport spaces that are intentionally conceived based on integrated sustainability approaches.</td>
</tr>
<tr>
<td><strong>GROUND TRANSPORTATION</strong></td>
<td>Promotes alternative passenger transportation to decrease passenger travel to and from an airport site by conventional fuel, single-occupancy vehicles.</td>
</tr>
<tr>
<td><strong>CLIMATE RESILIENCY</strong></td>
<td>Resiliency to episodic events and longer term meteorological and environmental shifts, thereby avoiding service interruptions in air service and ground transportation. Climate change impacts may include changes in temperature, precipitation levels, storm frequency, and storm severity; sea level rise; habitat impacts; and changes in wildlife.</td>
</tr>
<tr>
<td><strong>COMMUNITY</strong></td>
<td>Workplace and environmental health and safety.</td>
</tr>
<tr>
<td><strong>FOOD AND BEVERAGE</strong></td>
<td>Concessionaires offering local and organic options to support resiliency and bring identity to HNL food.</td>
</tr>
<tr>
<td><strong>SOCIOCULTURAL</strong></td>
<td>Incorporating the local culture into airport planning.</td>
</tr>
</tbody>
</table>
ABOUT

Honolulu International Airport (HNL) is located four miles west of the downtown business district in Honolulu, Hawai‘i. Approximately 19.6 million passengers (domestic and international) passed through the Airport in 2014. HNL covers 4,520 acres of fast and submerged land which contain a total of four runways, including the 12,000 ft. Reef Runway, 2 sea lanes, 450,000 square feet of warehouse space, one million square feet of cargo ramp area, and 3.7 million square feet of terminal space. Within this area are nine cargo terminals, three passenger terminals with three airside concourses and 55 aircraft gates. Transportation between terminals, main lobby areas, and baggage claim is provided by a free shuttle service known as the Wiki-Wiki shuttle. Additional amenities include airline lounges, retail stores, restaurants and bars, a barbershop, business center, post office, sheriffs office, and other miscellaneous business facilities.

AIRPORT GROWTH

The airport has been steadily increasing in traffic over the last few years despite global economic uncertainty. Air traffic, cargo and passengers enplaned and deplaned increased since this SMP’s baseline year of 2009. Forecasts indicate the airport may see 22 million passengers in the very near future due to the increasing number of travelers coming from developing countries around the pacific rim and the steady supply of domestic arrivals.

OWNERSHIP

The State of Hawai‘i Department of Transportation – Airports Division (DOT-A) manages Honolulu International Airport (HNL). Unique among its peers on the US Mainland, HNL is a state owned and operated airport. The DOT-A manages 15 airports in 4 Districts throughout the State. At HNL, the DOT-A owns and controls the main terminal spaces (terminals and concourses), non-terminal spaces (parking structures, maintenance base yard, and chillers), and airfields.
BASELINE ASSESSMENT SUMMARY

Note: Both the complete 2014 Elements Baseline Update and the 2009 Elements Baseline Report can be found on the Sustainable HNL website (http://hawaii.gov/hnl/airport-information/sustainablehnl).

In 2009, HNL commissioned a sustainability baseline report, known as the Elements Baseline. Five years later, the 2014 Elements Baseline Update was completed using the same methodology. Comparison of the two baseline assessments showed that between 2009 and 2014, the DOT-A made great strides in reducing the impact of HNL operations in the top priority focus areas of Energy, Carbon, Water, and Waste. It should be noted that though the Storm Water category was not quantified in the 2009 or 2014 baselines, the HNL-SC has designated it as a high priority focus area moving forward, in line with best practices.

Overall, HNL demonstrated improvement through decreased per passenger energy consumption and carbon emissions, however potable water consumption and waste generation increased. There is room for improvement in processes and procedures, thus the HNL-SC seeks to identify those opportunities by setting goals and implementing initiatives, then monitoring and improving the program.

The performance summary on the next page is a snapshot view of quantitative data that was gathered in the baseline and will continue to be monitored and recorded. The five year baseline trend is presented both as a percentage and in a red-yellow-green performance visualization. Performance is either Green (improving) or Red (in decline). Yellow symbolizes data collection issues.

A baseline is a set of critical observations, performance metrics, and indicators used as a benchmark for measuring progress over time.
<table>
<thead>
<tr>
<th>Indicator</th>
<th>2009</th>
<th>2014</th>
<th>Baseline</th>
<th>Trend</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ENERGY</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Electricity Consumption kWh</td>
<td>101,650,852</td>
<td>97,330,250</td>
<td>-4%</td>
<td></td>
</tr>
<tr>
<td>Renewable Energy Generation kWh</td>
<td>8,474</td>
<td>-</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td><strong>Total Energy Use (DOT-A)</strong></td>
<td>101,650,852</td>
<td>97,330,250</td>
<td>-4%</td>
<td></td>
</tr>
<tr>
<td>kWh / passenger</td>
<td>5.6</td>
<td>5.0</td>
<td>-11%</td>
<td></td>
</tr>
<tr>
<td><strong>CARBON</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mobile Sources Emissions mtCO2e</td>
<td>2,569</td>
<td>2,475</td>
<td>-4%</td>
<td></td>
</tr>
<tr>
<td>Stationary Sources Emissions mtCO2e</td>
<td>84,539</td>
<td>80,969</td>
<td>-4%</td>
<td></td>
</tr>
<tr>
<td><strong>Total Emissions (DOT-A)</strong></td>
<td>87,108</td>
<td>83,444</td>
<td>-4%</td>
<td></td>
</tr>
<tr>
<td>lbs. CO2e / passenger</td>
<td>10.6</td>
<td>9.4</td>
<td>-11%</td>
<td></td>
</tr>
<tr>
<td><strong>WATER</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Potable Water Use kgal.</td>
<td>399,969</td>
<td>431,060</td>
<td>8%</td>
<td></td>
</tr>
<tr>
<td>Non-potable Water Use kgal.</td>
<td>61,967</td>
<td>86,214</td>
<td>39%</td>
<td></td>
</tr>
<tr>
<td>Sewer Water Discharge kgal.</td>
<td>399,969</td>
<td>344,846</td>
<td>-14%</td>
<td></td>
</tr>
<tr>
<td><strong>Total Water Use (DOT-A)</strong></td>
<td>461,936</td>
<td>517,274</td>
<td>12%</td>
<td></td>
</tr>
<tr>
<td>gal. / passenger</td>
<td>25.4</td>
<td>26.4</td>
<td>4%</td>
<td></td>
</tr>
<tr>
<td><strong>WASTE</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Waste tons</td>
<td>3,126</td>
<td>5,231</td>
<td>67%</td>
<td></td>
</tr>
<tr>
<td>Municipal Solid Waste Stream tons</td>
<td>2,795</td>
<td>5,000</td>
<td>79%</td>
<td></td>
</tr>
<tr>
<td>Scrap Metal Recycled tons</td>
<td>14</td>
<td>20</td>
<td>42%</td>
<td></td>
</tr>
<tr>
<td>Pallets Incinerated tons</td>
<td>68</td>
<td>174</td>
<td>156%</td>
<td></td>
</tr>
<tr>
<td>Hazardous Waste Treated tons</td>
<td>-</td>
<td>10</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Office Paper Recycled tons</td>
<td>20</td>
<td>5</td>
<td>-76%</td>
<td></td>
</tr>
<tr>
<td>Newspaper Recycled tons</td>
<td>2</td>
<td>6</td>
<td>228%</td>
<td></td>
</tr>
<tr>
<td>Cardboard Recycled tons</td>
<td>8</td>
<td>16</td>
<td>100%</td>
<td></td>
</tr>
<tr>
<td>Green Waste Composted tons</td>
<td>39</td>
<td>-</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Waste Diversion Rate (DOT-A) percent diverted</td>
<td>2.7%</td>
<td>0.9%</td>
<td>-67%</td>
<td></td>
</tr>
<tr>
<td><strong>Diverted from Landfill and Incineration (DOT-A)</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>tons</td>
<td>83</td>
<td>46</td>
<td>-44%</td>
<td></td>
</tr>
<tr>
<td>lbs. / passenger</td>
<td>0.01</td>
<td>0.01</td>
<td>-48%</td>
<td></td>
</tr>
<tr>
<td>Incinerated off-site (DOT-A)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>tons</td>
<td>2,576</td>
<td>4,657</td>
<td>81%</td>
<td></td>
</tr>
<tr>
<td>lbs. / passenger</td>
<td>0.31</td>
<td>0.52</td>
<td>68%</td>
<td></td>
</tr>
<tr>
<td>Landfilled (DOT-A)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>tons</td>
<td>279</td>
<td>500</td>
<td>79%</td>
<td></td>
</tr>
<tr>
<td>lbs. / passenger</td>
<td>0.03</td>
<td>0.06</td>
<td>66%</td>
<td></td>
</tr>
</tbody>
</table>

For methodologies on how the data in Table 3 was collected and quantified, see the 2014 Elements Baseline Update document. [http://hawaii.gov/hnl/airport-information/sustainablehnl](http://hawaii.gov/hnl/airport-information/sustainablehnl)

Source: KYA Sustainability Studio 2016
ENERGY

HNL-SC HIGH PRIORITY

Findings

• DOT-A 2014 managed electricity consumption has been reduced by 4% and 11% per passenger since 2009.

• Energy conservation measures in 2014 were responsible for the reduced electricity consumption from 2009-2014.

• Despite efforts to reduce energy use since 2009, the cost of energy continued to rise until 2014, when the energy savings initiatives were implemented.

FIGURE 9. ENERGY CONSUMPTION AND COST PER PASSENGER (2009-2014)

Source: DBEDT, 2015

FIGURE 10. ENERGY USE BY TERMINAL (2014)

ANNUAL SAVINGS GUARANTEED AT HNL FROM ENERGY CONSERVATION MEASURES (2013):

$10.8 Million Dollars
38.5 Million kWh


Source: DBEDT, 2015
CARBON

HNL-SC HIGH PRIORITY

Findings

- DOT-A 2014 direct and indirect greenhouse gas emissions (carbon) have been reduced by 4% and 11% per passenger since 2009.

- Energy conservation measures reduced carbon emissions related to electricity consumption by 4%.

- Most of the electricity recommendations from the 2009 Elements Baseline were taken into consideration and contributed to reducing GHG emissions at the airport.

- Airport management has purchased more fuel-efficient vehicles and designed an emergency power facility to operate on 100% biodiesel, beginning in late 2015.

- Changes in operations, combined with unexpected vehicle maintenance and repair, reduced fuel purchased for ground support resulting in a 21% carbon emissions reduction.

FIGURE 11. GSE FLEET FUEL CONSUMPTION AND COST (2009-2014)

![Graph showing fuel consumption and cost for GSE fleet 2009-2014](Source: DOT-A AIR-OSU 2015)

FIGURE 12. CARBON EMISSIONS PER PASSENGER (2009-2014)

![Bar chart showing carbon emissions per passenger 2009-2014](Source: KYA Sustainability Studio 2016)
Findings

- DOT-A 2014 managed water consumption increased overall by 12% and by 4% per passenger. The increase may be due to leaks and unmetered user consumption.
- Water management at HNL continues to face some of the challenges as mentioned in the 2009 Elements Baseline.
- Lack of an automated management and control system to remotely track performance.
- Metering and management of tenant spaces.
- Unknown condition and location of all potable water infrastructures.
- Unknown volume of wastewater generated.
- The distinction of actual water consumption versus leaks is unknown without an effective leak detection program.

FIGURE 13. POTABLE WATER CONSUMPTION PER PASSENGER AND POTABLE WATER & SEWER COST PER PASSENGER (2009-2014)

FIGURE 14. WATER SOURCE TYPE (2014)
WASTE

HNL-SC HIGH PRIORITY

Findings

• DOT-A 2014 managed MSW increased absolutely by 79%, due to changes in methodology of calculations.

• The waste diversion rate decreased 67% from 2009 due to the weight increase of MSW in the 2014 calculations.

• While the MSW goes to incinerator first, the ash goes to the landfill, accounting for 10-20% of disposal by weight.

• Most waste data is based on estimates from contractors as opposed to disposal manifests.

FIGURE 15. DOT-A WASTE DIVERSION (2009 AND 2014)

FIGURE 16. DOT-A WASTE DISPOSED BY WEIGHT (2014)
STORM WATER
DOT-A owns and operates the Small Municipal Separate Storm Sewer System (Small MS4) to drain storm water from structures, runways, taxiways, and roadways at HNL.
The HNL Storm Water Management Program Plan (SWMPP) was designed to minimize the discharge of storm water and pollutants from HNL and ensure compliance with state and federal regulations. The DOT-A Environmental Section manages the HNL SWMPP and tests the quality of storm water at HNL when weather conditions permit.

OTHER SUSTAINABILITY CATEGORIES

FINANCIAL SUSTAINABILITY
HNL provides convenient and affordable air travel to local, domestic, and international travelers. Economically, HNL generates a significant amount of benefits for the entire state through about 600 DOT-A Oahu District employees and over 20,000 Airport Employees. The Airport plays an important role in the local and state business community as the primary mode of transporting people, cargo, and mail to and from the rest of the world.

DAY-TO-DAY OPERATIONS
The DOT-A has put into place systems and processes that make HNL a well-run and efficient airport. HNL benefits from fairly consistent weather and has a low number of delays for travelers, thereby reducing air pollutant emissions from aircraft engine idling. The FAA runs an efficient air side operation with a state of the art air traffic control facility.

DESIGN AND CONSTRUCTION
In 2009 the DOT-A created the Sustainable DOT-A program, which established policies and procedures. The first is the Cultural Appropriateness Guidelines, a document which addresses how Hawai‘i’s cultural heritage is portrayed throughout the airport system. The second is the Hawai‘i Sense-of-Place Primer, a document that introduces place sensitive considerations as it pertains to airport design and construction. And lastly the Sustainable High Performance Guidelines, a performance standard and rating system guide that addresses best practices and green building criteria considerations unique to airport facilities in Hawai‘i.
In 2014, approximately 19 million people traveled through HNL, along with about 20,000 airport employees who work for the DOT-A and airport tenants. The 2009 Elements Baseline identified most of these people arriving and leaving via single occupancy vehicles, buses and taxi’s. Electric vehicle (EV) charging stations in parking garages have dedicated EV-only stalls. The C&C Honolulu bus currently provides island-wide transport to and from HNL.

The waterfront property at HNL is vulnerable to future climate change impacts. To date, initiatives are in the areas of assessment and planning with the Oahu Metropolitan Organization Risk Assessment and the State of Hawai‘i Office of Planning. Since 2012, the DOT-A has been considering the state Climate Change Adaptation Policy (2012) in its land use, capitol improvements, and decisions.

The airport is comparable in land size and workforce to a small city, with the land area being larger than Waikiki, and the workforce the size of a small army (about 20,000). As one of the largest employers, both directly and indirectly in the state, the DOT-A maintains a safe and healthy HNL for passengers and employees. Community initiatives include employee and tenant engagement through recycling and foreign object debris (FOD) cleanup events, airport artwork exhibit program in the terminals, and indoor air quality improvement through LEED buildings. The workplace culture of HNL is focused on safety first.

The DOT-A maintains a contract with HMS Host to operate and maintain concessions at the airport. HMS host, whose mission is “making the traveler’s day better”, has a variety of local brands and national chains to meet the needs of travelers. Hours of operation are based on flight schedules. Food and beverage initiatives at HNL include but are not limited to locally grown products and locally packaged Hawaiian foods, diverse offering of restaurants, tenant restaurant food waste sent to a local piggery, and fryer oil from restaurants sent to a local biofuel plant.

The DOT-A has completed a number of initiatives that enhance, strengthen, and perpetuate the local culture and heritage of Hawai‘i.

- Hawai‘i Sense of Place Primer (DOT-A 2011)
- Cultural Appropriateness Guidelines (DOT-A 2011)
- Hawaiian language spoken in airport messaging throughout the airport
- Three gardens (Hawaiian, Japanese and Chinese) with a culturally symbolic landscape connected by waterways
- Various local artworks and exhibits throughout the terminals

**GROUND TRANSPORTATION**

**CLIMATE RESILIENCY**

**COMMUNITY**

**FOOD AND BEVERAGE**

**SOCIOCULTURAL**

---

**GROUND TRANSPORTATION**

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**SOCIOCULTURAL**

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- Various local artworks and exhibits throughout the terminals
The Sustainable HNL Sustainability Committee identified realistic quantitative and qualitative goals, objectives, and related performance targets in sustainability to gauge progress towards the HNL sustainability mission and vision.

SUSTAINABLE HNL GOALS PROCESS
The goal-setting process for HNL began by identifying the 13 sustainability categories, or focus areas, and ranking them in order of importance to identify the highest priority focus areas. The resulting top five strategic priorities have served as the drivers for the baseline and initiatives identification at the airport. Each of the 13 categories can be placed within at least one division of the EONS framework for airport sustainability.

The goals are organized using the following framework:

- SUSTAINABILITY CATEGORY
- GOAL STATEMENT
- OBJECTIVES
- TARGETS & METRICS

SUSTAINABILITY CATEGORIES: focus areas identified by the airport that align with guiding frameworks.

GOAL STATEMENTS: general statements about a long-term desired outcome.

OBJECTIVES: types of feasible & attainable near-term actions to drive progress toward goal achievement.

TARGETS & METRICS: used to measure and track current status & future achievements.
ENERGY

GOAL: MAXIMIZE ENERGY EFFICIENCY AND INCREASE THE USE OF RENEWABLE ENERGY.

1. OBJECTIVE: Reduce energy consumption.
   • TARGET: Reduce energy consumption per passenger (normalized for growth and weather) in DOT-A controlled operations by 10 percent by 2020.

2. OBJECTIVE: Harness renewable energy resources.
   • TARGET: Increase the percent electricity generated on site from renewable sources.

CARBON

GOAL: REDUCE GREENHOUSE GAS EMISSIONS OF DOT-A CONTROLLED OPERATIONS.

1. OBJECTIVE: Reduce DOT-A carbon footprint.
   • TARGET: Reduce DOT-A carbon emissions at or below 2009 levels by 2020.

2. OBJECTIVE: Establish a sustainable alternative-fuel strategy.
   • TARGET: Establish an alternative-fuel strategy & measure annual fuel consumption of vehicle fleet & emergency generators by 2020.

WATER

GOAL: DECREASE THE USE OF POTABLE WATER.

1. OBJECTIVE: Reduce potable water used for landscaping.

2. OBJECTIVE: Encourage efficient water use and reduce water waste.
   • TARGET: Reduce potable water consumption per passenger (normalized for growth and weather) by 10 percent by 2020.

3. OBJECTIVE: Increase the use of reclaimed water.
   • TARGET: Increase water reclamation by 2020.

WASTE

GOAL: REDUCE THE SOLID WASTE STREAM PRIOR TO DISPOSAL AND INCREASE RECYCLING AND REUSE.

1. OBJECTIVE: Reduce total amount of waste generated at HNL per passenger.
   • TARGET: Reduce MSW per passenger by 4% by 2020.

2. OBJECTIVE: Increase the recycling rate.
   • TARGET: Increase the recycling rate to 4% by 2020.

STORM WATER

GOAL: MINIMIZE THE DOWNSTREAM IMPACTS OF STORM WATER.

1. OBJECTIVE: Meet National Pollutant Discharge Elimination System (NPDES) permit compliance requirements.
   • TARGET: Identification in next baseline assessment.
FINANCIAL SUSTAINABILITY

GOAL: PROMOTE EFFICIENCIES IN CAPITAL COSTS, OPERATION, AND MAINTENANCE TO OPTIMIZE THE FINANCIAL PERFORMANCE OF HNL AND ENSURE LONG-TERM FINANCIAL VIABILITY.

1. **OBJECTIVE:** Optimize existing resources and reduce utilities costs.
   - **TARGET:** Decrease utility costs per passenger by 5% by 2030 from 2014.

2. **OBJECTIVE:** Increase non-aeronautical revenue opportunities from sustainability.

3. **OBJECTIVE:** Create a green revolving fund for sustainability projects.
   - **TARGET:** Establish a green revolving fund for sustainability projects from 2020 through 2030.

DAY-TO-DAY OPERATIONS

GOAL: INCORPORATE SUSTAINABLE PRINCIPLES AND PRACTICES INTO AIRPORT GOVERNANCE (MANAGEMENT, OPERATIONS, AND DEVELOPMENT).

1. **OBJECTIVE:** Measure the purchase of goods and services from locally owned businesses.
   - **TARGET:** Identification in the next assessment.

2. **OBJECTIVE:** Reduce overall life cycle cost for capital investments.
   - **TARGET:** Identification of life cycle costing process and measurement in next baseline assessment.

3. **OBJECTIVE:** Provide organizational commitment around sustainability implementation.
   - **TARGET:** Implement sustainability strategies throughout organization by 2030.

DESIGN AND CONSTRUCTION

GOAL: INCORPORATE SUSTAINABILITY PLANNING, DESIGN, AND CONSTRUCTION BEST PRACTICES INTO AIRPORT PROJECTS.

1. **OBJECTIVE:** Meet 3rd party certification and achieve certification where possible for airport modernization, construction, and civil infrastructure projects.
   - **TARGET:** Increase the amount of building space that achieves self, 2nd, and/or 3rd party sustainable design guidelines certification by 2030.

2. **OBJECTIVE:** Incorporate the Sustainable High Performance Guidelines for modernization and construction projects.
   - **TARGET:** Increase the amount of building space that achieves the DOT-A requirements in the Sustainable High Performance Guidelines by 2030.
   - **TARGET:** Maintain quality of nearby natural resource areas.
GROUND TRANSPORTATION
GOAL: PROVIDE PUBLIC TRANSPORTATION INFRASTRUCTURE TO ACHIEVE DISTRICT-WIDE SUSTAINABILITY.

1. OBJECTIVE: Plan for future ways to reduce congestion on the roadways by supporting public transportation infrastructure.
   • TARGET: Identification in the next assessment.

2. OBJECTIVE: Embrace hybrid and electric vehicle infrastructure for DOT-A, tenant and public vehicles.
   • TARGET: Increase the amount of hybrid and electric vehicle charging stations within the airport boundary by 2030.

CLIMATE RESILIENCY
GOAL: PLAN FOR CLIMATE CHANGE RESILIENCY.

1. OBJECTIVE: Incorporate a scientifically sound understanding of climate change impacts and vulnerabilities into the management of HNL's assets and operations
   • TARGET: Create a Climate Action Plan by 2030.
   • TARGET: Educate staff at HNL on the potential effects of climate change and HNL’s efforts to improve organizational and operational resiliency.
   • TARGET: Identification in next baseline assessment.

COMMUNITY
GOAL: MAINTAIN A SAFE AND HEALTHY HNL FOR PASSENGERS AND EMPLOYEES.

1. OBJECTIVE: Engage employees and airport community stakeholders in sustainability activities of the Airport.

2. OBJECTIVE: Provide opportunities for health and wellness education and support of work site wellness.

FOOD AND BEVERAGE
GOAL: INCREASE THE PERCENTAGE OF ORGANIC AND/OR LOCALLY SOURCED & PRODUCED FOOD & BEVERAGES SOLD AT HNL.

1. OBJECTIVE: Encourage concessionaires to serve healthy, locally grown, and/or produced food options.
   • TARGET: Identification in next baseline assessment.
   • TARGET: Create and implement a Sustainable Food & Beverage Guideline by 2030.

SOCIOCULTURAL
GOAL: HONOR LOCAL CULTURE AND HERITAGE BY PROVIDING A UNIQUE, MEMORABLE AND ENRICHING VISITOR EXPERIENCE.

1. OBJECTIVE: Encourage designs that enhance, strengthen and perpetuate the local and Hawaiian culture.
   • TARGET: Identification in next baseline assessment.
   • TARGET: Integrate the DOT-A Cultural Appropriate Guidelines throughout the airports operations, design, and construction.
ENGAGEMENT AT HNL

The efforts that sHNL makes now and in the future considers the DOT-A stakeholders involved, as well as the future impacts of its actions on employees, tenants and passengers. In particular, sHNL has made every effort to involve DOT-A stakeholders in the SMP across the largest departments of the Oahu District and Division offices as applicable. Sustainability works best when stakeholders have a chance to be a part of the decision making process and without their involvement, sHNL would not be where it is today.

The DOT-A will rely on stakeholder feedback to measure the success of engagement efforts. One example is to work with employees to incorporate staff ideas for new initiatives and projects to the sHNL program. The table on the next page shows how stakeholders were engaged during the SMP planning and how they can be engaged in the implementation of the SMP and its initiatives.

Initiatives, or actions, will come from various stakeholders.

- Staff
- Directors
- Tenants
- Industry

Every stakeholder is important to the airport and their feedback will be incorporated into annual plans.

OPPORTUNITIES FOR ENGAGEMENT THROUGH SMP

The current processes and procedures in place at the DOT-A were reviewed for additional opportunities to incorporate sustainability into the day-to-day operations and long term planning of the DOT-A. Best practices were identified and a list of recommendations was developed for the three main stakeholder groups. The opportunities below focus on education and awareness of sustainability and the efforts the DOT-A is making at HNL.

- Display all sustainability efforts on the website.
- Educate employees and tenants on sHNL goals and the initiatives through the HNL staff trainings, airport announcements, and various outreach materials.
- Consider incorporating the use of social media to communicate and gather feedback on sustainability efforts.
- Recognize sustainability efforts of tenants.
- Encourage tenants to create a sustainability plan and implement a successful program that aligns with the sHNL program goals.
- Incorporate green building and sustainable design into tenant design and construction project guidelines.
- Highlight sHNL efforts on displays throughout the airport that showcase the goals, targets, metrics, and initiatives at HNL.
THE HNL SUSTAINABILITY COMMITTEE (HNL-SC) CAME TOGETHER TO IDENTIFY THE MOST IMPORTANT GOALS FOR THE AIRPORT TO PURSUE AND SELECTED INITIATIVES FOR IMPLEMENTATION.

**TABLE 4. STAKEHOLDER ENGAGEMENT TABLE**

<table>
<thead>
<tr>
<th>DOT-A DIVISION &amp; OAHU DISTRICT STAFF</th>
<th>DOT DIRECTOR AND DOT-A DEPUTY DIRECTOR</th>
<th>TENANTS, BUSINESS PARTNERS &amp; COMMUNITY GROUPS</th>
<th>TRAVELING PUBLIC</th>
<th>AIRPORT INDUSTRY COMMUNITY</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Strategies</td>
<td>• Goal alignment</td>
<td>• View outreach materials</td>
<td>• View outreach material</td>
<td>• Benchmarking</td>
</tr>
<tr>
<td>• Goals</td>
<td>• Policy direction</td>
<td>• Implementation coordination</td>
<td></td>
<td>• Industry conference presentation</td>
</tr>
<tr>
<td>• Initiative ideation</td>
<td>• Funding assistance</td>
<td>• Initiative ideation</td>
<td></td>
<td>• View outreach materials</td>
</tr>
<tr>
<td>• Implementation</td>
<td></td>
<td></td>
<td></td>
<td>• Case study sharing</td>
</tr>
<tr>
<td>• Monitoring</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Reporting</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**FIGURE 17.** THE HNL SUSTAINABILITY COMMITTEE (HNL-SC) CAME TOGETHER TO IDENTIFY THE MOST IMPORTANT GOALS FOR THE AIRPORT TO PURSUE AND SELECTED INITIATIVES FOR IMPLEMENTATION.

Source: KYA Sustainability Studio, 2016

“Sustainability is... Preserving our natural resources so future generations can experience our lifestyle of Hawai‘i today”

— HNL Sustainability Committee
PROCESS

Initiatives are actions that can be taken to achieve the sustainability goals, thereby contributing to the overall performance of HNL. Compiling all the initiatives into one place and evaluating through a standardized process provides for a pragmatic and logical selection process. The process draws on other airports who have implemented a Sustainable Management System (SMS), such as Denver, Dallas Fort Worth, Salt Lake City, and Massport to name a few.

INITIATIVES IDENTIFICATION

Initiatives were sourced from a mix of staff ideas, baseline recommendations, and industry best practices, making for a diverse mix of initiative sources.

- Sustainable Aviation Guidance Alliance SAGA best practices database; Transportation Research Board Airport Cooperative Research Program reports & case studies (SAGA, see Table 6)
- Baseline reports 2009 and 2014 recommendations (BASE, see Table 6)
- Staff ideation (STAFF, see Table 6)

EVALUATION

The Initiatives are stored in the Initiatives Register, a spreadsheet database. Once in the database, the initiatives are evaluated using the Criteria for Initiative Scoring Criteria, seen below. This screening tool estimates feasibility and considers costs and benefits, producing a weighted score that informs the timeline for initiative implementation.

<table>
<thead>
<tr>
<th>TABLE 5. INITIATIVE SCORING CRITERIA (2016)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Level 1</td>
</tr>
<tr>
<td>Meets Goals</td>
</tr>
<tr>
<td>Feasible</td>
</tr>
<tr>
<td>Level 2</td>
</tr>
<tr>
<td>Capital cost</td>
</tr>
<tr>
<td>O&amp;M cost</td>
</tr>
<tr>
<td>Payback period</td>
</tr>
<tr>
<td>Staffing requirements</td>
</tr>
<tr>
<td>Benefits (effects) on focus areas: Energy, GHG, water, waste, storm water</td>
</tr>
<tr>
<td>Social benefits</td>
</tr>
<tr>
<td>Level 3</td>
</tr>
<tr>
<td>Implementation schedule/ timeframe</td>
</tr>
</tbody>
</table>

Source: KYA Sustainability Studio 2016
The first 34 initiatives selected by the HNL-SC for immediate implementation are listed below.

**TABLE 6. INITIATIVE SELECTION FOR IMMEDIATE IMPLEMENTATION (2016)**

<table>
<thead>
<tr>
<th>Initiative Identifier</th>
<th>Practice</th>
</tr>
</thead>
<tbody>
<tr>
<td>STAFF - 1</td>
<td>Office paper, newspaper: improve outreach and education of office paper and newspaper recycling program in division and district offices.</td>
</tr>
<tr>
<td>STAFF - 2</td>
<td>Sustainability branding program: recycling signage, displays of efforts.</td>
</tr>
<tr>
<td>STAFF - 3</td>
<td>Identify and repair water leaks.</td>
</tr>
<tr>
<td>STAFF - 4</td>
<td>Develop a reduced vehicle idling plan and purchase and install vehicle air fresheners, placards, stickers, and/or decals (non-toxic) that promote and remind vehicle operators of a &quot;&quot;no-idling&quot;&quot; or &quot;&quot;engines off&quot;&quot; campaign.</td>
</tr>
<tr>
<td>STAFF - 5</td>
<td>Paper use reduction program.</td>
</tr>
<tr>
<td>STAFF - 6</td>
<td>Create a project decision tool for evaluating cost benefit.</td>
</tr>
<tr>
<td>STAFF - 7</td>
<td>Airport-wide recycling program for HI-5 recyclables: aluminum, plastic, glass.</td>
</tr>
<tr>
<td>BASE - 1</td>
<td>Develop a comprehensive water management plan and policy.</td>
</tr>
<tr>
<td>BASE - 2</td>
<td>Conduct a cooling tower water analysis.</td>
</tr>
<tr>
<td>BASE - 3</td>
<td>Conduct a comprehensive water audit.</td>
</tr>
<tr>
<td>BASE - 5</td>
<td>Evaluate the feasibility of extending the DOT-H’s greywater line for increased irrigation throughout the terminals.</td>
</tr>
<tr>
<td>BASE - 8</td>
<td>Develop storm water quality management and water conservation signage along with education campaigns for stakeholders airport-wide.</td>
</tr>
<tr>
<td>BASE - 10</td>
<td>Continue to install energy efficient lighting throughout the airport.</td>
</tr>
<tr>
<td>BASE - 11</td>
<td>Sustainable buildings maintenance requirements.</td>
</tr>
<tr>
<td>BASE - 15</td>
<td>Generate clean and renewable sourced electricity for facilities.</td>
</tr>
<tr>
<td>BASE - 17</td>
<td>Develop a comprehensive waste management plan and policy.</td>
</tr>
<tr>
<td>BASE - 28</td>
<td>Study the feasibility of using alternative fuels in fleet vehicles.</td>
</tr>
<tr>
<td>SAGA - 2</td>
<td>Connect monitors, printers, and other accessories to a power strip/surge protector. Turn off the power strip to prevent them from drawing power (even when shut off) when they are not in use.</td>
</tr>
<tr>
<td>SAGA - 3</td>
<td>Unplug cell phone chargers, fans, coffeemakers, desktop printers, radios, and other equipment that drains energy even when not in use.</td>
</tr>
<tr>
<td>SAGA - 4</td>
<td>Select a power-down or “sleep mode” feature on the computer central processing unit and monitor.</td>
</tr>
<tr>
<td>SAGA - 5</td>
<td>Purchase and use printers and fax machines that have power-down or standby features.</td>
</tr>
<tr>
<td>SAGA - 6</td>
<td>Achieve direct line of sight to vision glazing for building occupants in 90 percent of all regularly occupied spaces.</td>
</tr>
<tr>
<td>SAGA - 7</td>
<td>Require a U.S. Green Building Council LEED (Leadership in Energy and Environmental Design) or equivalent building standard and green operating commitment from non-airport controlled buildings that are undergoing construction activities, including renovations.</td>
</tr>
<tr>
<td>SAGA - 8</td>
<td>Do not use computer screen savers since they consume more energy than not using one and/or they may disable power-down or “sleep mode” features.</td>
</tr>
<tr>
<td>SAGA - 10</td>
<td>Inscribe “printed on recycled paper” on the footers of applicable documents.</td>
</tr>
<tr>
<td>SAGA - 14</td>
<td>Develop a comprehensive operation and maintenance (O&amp;M) manual, including record logs, for all systems and operations.</td>
</tr>
<tr>
<td>SAGA - 16</td>
<td>Minimize the use of printed materials.</td>
</tr>
<tr>
<td>SAGA - 17</td>
<td>Designate a majority of printers as general purpose to be loaded with 20 pound or 22 pound weight paper with only one or two printers to be loaded with higher quality paper.</td>
</tr>
<tr>
<td>SAGA - 18</td>
<td>Only purchase copiers or printers that offer double-sided printing options. Set all print drivers to default to double-sided printing.</td>
</tr>
<tr>
<td>SAGA - 20</td>
<td>Print documents in “draft mode” to reduce the use of printer ink.</td>
</tr>
<tr>
<td>SAGA - 23</td>
<td>Purchase reusable/recyclable printer cartridges.</td>
</tr>
<tr>
<td>SAGA - 33</td>
<td>Develop and implement sustainable landscaping guidelines/specifications that require plantings to be low-maintenance, drought resistant, and native species that are non-wildlife attracting.</td>
</tr>
<tr>
<td>SAGA - 39</td>
<td>Change soap dispensers to units that dispense soap foam instead of liquid soap.</td>
</tr>
<tr>
<td>SAGA - 82</td>
<td>Donate surplus equipment and other goods to charity.</td>
</tr>
</tbody>
</table>
FUTURE INITIATIVES

Using best practices and baseline findings, management has over 150 initiatives in the register that meet the SHNL evaluation criteria. After the 2016 initiatives have been implemented, the airport will consider on an annual, or biennial, basis the implementation of the other sustainability initiatives. Most initiatives will be evaluated in the way previously explained in this section. In some cases they may not, and will be pushed through, circumventing the Initiative Scoring Criteria. On the next page, the process for selecting initiatives for implementation is illustrated in a decision tree format.

The Process Flow Chart on page 29 shows how to identify and implement new sustainability initiatives or document existing initiatives and track their implementation progress and performance. This process is further explained in the Implementation Section.

FIGURE 18. CHAMPION FILTER: SELECTING INITIATIVES FOR IMMEDIATE IMPLEMENTATION

Decision Tree

Decision Making Criteria
- Cost-effectiveness
- Ease of implementation
- Manpower availability

Source: KYA Sustainability Studio 2016
Stakeholder Engagement
Yields new initiatives ideation. Initiatives are either new or existing.

New Initiative
Has not been implemented yet at HNL

Sustainability Champion Filter
If initiative is under SMP, it is placed into the Initiatives Register Tool

Register
The database where potential initiatives are evaluated and stored

Evaluation for Feasibility / Ranking
Initiatives are scored and ranked according to airport selected criteria

Selected Initiative
The top scoring initiatives are assigned a time frame for implementing

Identify Initiative Owner
An initiative owner is identified to carry out the work

Report Card Template
Placed into Champions tracking Tool

Initiative Tracking
Champions request updates and record in Report Card Tool

Initiative Action and Monitoring Plans
Owners complete the template and submit to the Champions for approval

Approval of Plans
Champions approve plans and direct resources

Data from Monitoring
Owners collect data and provide quarterly progress for performance reports to Champions

Performance Analysis
Progress is analyzed and compared against goals, objectives and targets

Annual Report
Goals, objectives and targets progress is published

Source: KYA Sustainability Studio 2016
FUTURE INITIATIVES

Using best practices and baseline findings, management has over 150 initiatives in the register that meet the sHNL evaluation criteria. After the 2016 initiatives have been implemented, the airport will consider on an annual, or biennial, basis the implementation of the other sustainability initiatives.

Most initiatives will be evaluated in the way previously explained in this section. In some cases they may not, and will be pushed through, circumventing the Initiative Scoring Criteria. On page 27, the process for selecting initiatives for implementation is illustrated in a decision tree format.

The Process Flow Chart on page 28 shows how to identify and implement new sustainability initiatives or document existing initiatives and track their implementation progress and performance. This process is further explained in the Implementation Section.
SMP IMPLEMENTATION PLAN

The DOT-A views sustainability implementation as a process or journey, not an end goal or destination. As such, the SMP Implementation Plan details how the DOT-A must operationalize sustainability using a continuous improvement process. The process chosen is based on the current Environmental Management System Plan-Do-Check-Act cycle (PDCA), which creates goals, identifies initiatives and actions, records the results and refines the initiatives. Selected initiatives will start as pilot projects initially, and if successful will move toward airport-wide implementation.

The implementation of the SMP takes the first step in the new management system for the Sustainable HNL Program. Previously the management system of sHNL captured all sustainability-efforts under one umbrella but did not have a process for creating goals, evaluating initiatives for implementation, monitoring progress, and improving the process. The new management system will address all four short-comings thereby improving the resiliency of the sHNL program.

OUTLINE OF IMPLEMENTATION PLAN ACTIONS

- Input of monthly data
- Review initiative progress
- Input of annual data
- Produce annual report of initiatives and performance tracking
- Refine goals and initiatives
- Add new initiatives to register
- Adjust reporting tools, templates, and implementation steps as needed

RESOURCES AND TOOLS

- Sustainability Policy (p iii)
- Initiatives Register (p 26)
- Initiative Implementation Plan Template
- Communications Plan (p 44)
- Performance Tracking Tool

FIGURE 20. ORGANIZATIONAL CHART FOR SUSTAINABLE HNL (2016)
FIGURE 21. IMPLEMENTATION ACTIVITIES OVERVIEW (2016)

PLAN

PLAN PROGRAM AND INITIATIVES

P1 Review and update sustainability priorities and goals
P2 Review and update Sustainable HNL Program
P3 Review and update Sustainability Initiatives
P4 Review and update Sustainability Communications Plan
P5 Develop individual Initiative Implementation Plans
P6 Plan Sustainable HNL Program Calendar

DO

IMPLEMENT PROGRAM AND INITIATIVES

D1 Implement Sustainable HNL Program
D2 Implement Sustainability Initiatives
D3 Implement Communications Plan
D4 Update and maintain calendar of Sustainable HNL Program

CHECK

MONITOR AND EVALUATE PROGRAM AND INITIATIVES

C1 Monitor and evaluate SHNL program
C2 Monitor and evaluate the performance of initiatives
C3 Ask for and gather feedback from communications activities

ACT

REVIEW AND REPORT ON PROGRAM AND INITIATIVE PROGRESS

A1 Assess Sustainable HNL Program gaps and opportunities
A2 Assess Initiatives gaps and opportunities
A3 Assess communication gaps and opportunities
A4 Report Sustainable HNL Program progress
A5 Communicate initiative progress and achievements
A6 Communicate Sustainable HNL Program achievements

Source: KYA Sustainability Studio 2016
SMP Approach
The approach of the SMP Implementation Plan was to first develop an understanding of the Sustainable HNL and Sustainable DOT-A management structure through a gap assessment and then make a recommended approach. The findings of the assessment suggest the SMP and initiatives use the Plan-Do-Check-Act (PDCA) process to implement change in a controlled way. This process builds on the successful implementation of the Hawai‘i Department of Transportation’s (DOT) Environmental Program, Environmental Management System (EMS). The management process will customize the structure and organization of the SMP to fit its needs. Since the SMP is a living document, in the future the Sustainable HNL can revise the structure of the Implementation Plan as needed.

THE OUTLINE FOR THIS SECTION IS SUMMARIZED BELOW:
- PLAN-DO-CHECK-ACT CYCLE OVERVIEW
- GAP ASSESSMENT OUTCOMES
- RECOMMENDED APPROACH FOR DOT-A
- STEPS FOR IMPLEMENTATION
- ROLES AND RESPONSIBILITIES OF SUSTAINABLE HNL SUSTAINABILITY COMMITTEE
- COMMUNICATIONS PLAN

Plan-Do-Check-Act Cycle Overview
Best practices recommend using a model for carrying out change called the Plan-Do-Check-Act cycle. The cycle is used for continuous improvement when implementing any change; be it starting a new project, developing a process, and problem solving with data analysis.

The four steps are explained below:
- Plan: Establish objectives and processes required to meet policy and vision
- Do: Implement the process
- Check: Measure and monitor the processes and report results
- Act: Take action to improve performance of the sustainability management system based on results

Once the cycle completes, needed changes are identified in the “Act” step and addressed in the next cycle, starting with the “Plan” step. The circular process should be repeated for continuous improvement. This chapter explains the process as it applies to Sustainable HNL Program.

Gap Assessment Outcomes
In order to define the management process to implement the SMP, information was collected on the current organizational and management structure in the DOT-A Division and District. The SMP team first worked on developing an understanding of the business practices, systems, and guidance structures, as related to sustainability. In general, there were two areas of focus:
1. Sustainable HNL management system: policy, plans, operations, monitoring, and performance review
2. Initiative implementation: strategy, programs, processes, tools, data and information collection

KEY FINDINGS
- The long term success of Sustainable HNL will depend on the DOT-A’s ability to dedicate resources sufficient enough to meet and exceed the goals and objectives set for each planning cycle. It also requires senior level leadership and effective communication to DOT-A employees.
- The results of the Sustainable HNL management systems analysis found specific elements need improvement:
  - A policy directing resources
  - A unified planning process that drives management decisions and sustainability initiatives with long term overarching goals, short term objectives, and measurable targets
  - The authority, staffing, and resources to implement and maintain initiatives
  - A centrally located and utilized process for tracking the impacts of non-environmental sustainability initiatives
  - Continual improvement process of non-environmental initiatives implementation
  - Management review processes for non-environmental initiatives
• An evaluation tool for managers to understand risks and opportunities of a project on airport, tenant, and community using the EONS framework of economic viability, operational efficiency, natural resource conservation, and social responsibility
• Sustainability is tied to every division and section, thus having one section to manage the program is difficult as evidenced by previous projects. Sustainability is better managed and communicated from the senior staff level, where District is responsible for implementation, and Division supports with resources and technical expertise.
• Non-environmental key performance indicators (KPIs) are currently not tracked in a central location. The process for gathering data is not always documented. Effective implementation of the SMP will require monthly tracking of KPIs in one place with a written process.
• The EMS is operated by DOT-A Division Environmental and could implement the environmental components of the SMP. But the authority, resources, and staffing are not in place to manage and maintain environmental and SMP goals, targets, and initiatives.

Despite the gaps, HNL is building on the strengths of its sHNL Program thus far. Now that gaps have been identified, the recommended approach is explored.

Recommended approach for DOT-A
The SMP Implementation Plan is the strategy that will manage the sHNL Program. Goals are established to direct change, and initiatives are the means to achieve the program goals. Initiatives are managed by the Plan-Do-Check-Act cycle, establishing a process for continual improvement. The Implementation Plan is the means to do so. Given the current state of the sHNL Program, this new approach will help to unite sustainability related initiatives under one approach, ultimately creating a stronger sustainability program. As part of the SMP project, the first step of the Implementation Plan, “Plan”, was done. After the SMP is published, the DOT-A will be in charge of taking the next steps by implementing the initiatives, collecting data, establishing a check process, and reporting performance.

The sHNL Program is outlined in the form of the Plan-Do-Check-Act four step process.
• Plan: Identifying initiatives, refining goals, selecting initiatives, developing initiative implementation plans, budgeting and directing resources
• Do: Implementation of initiatives: roles and responsibilities & communications plan
• Check: Track and evaluate progress: initiative monitoring and data tracking
• Act: Add or revise goals and initiatives, sustainability reporting, start process again

MANAGEMENT STRUCTURE
The sHNL Program goals and initiatives process will be managed by the Sustainability Champions, influenced by the Advisory Council, steered by the Sustainability Committee (HNL-SC), and executed by DOT-A Oahu District and Airports Division staff.

The SMP Implementation identifies an organizational structure for the new sHNL Program management system, seen in Figure 20 (p 31).

THE ORGANIZATIONAL STRUCTURE FOR THE SUSTAINABLE HNL PROGRAM
The management structure is based on recommendations from SAGA, the Project Portfolio Management System, and the existing Sustainable DOT-A & Sustainable HNL programs. Structuring this way keeps builds on the existing top down initiative management structure, where:
• DOT influences decisions,
• DOT-A Division strategizes, manages, and supports, and
• Oahu District carries out the initiative tasks.

In the next pages we explore in depth the steps of the Plan-Do-Check-Act cycle for sHNL.
STEPS FOR IMPLEMENTATION

PLAN

Planning ("Plan") is the first step in the Implementation Plan PDCA cycle, involving the organizing of program goals and initiatives. This section focuses on how goals will be managed and how new initiatives will be identified through a process supported by tools. As part of the SMP project, there were five tools developed which support planning activities – the Initiatives Register, the SMP Initiative Action and Monitoring Plan Template, the sHNL Performance Monitoring Tool, the Report Card Template, and the SMP Program Calendar.

RECOMMENDED ACTIVITIES

- **P-1: REVIEW AND UPDATE SUSTAINABILITY PRIORITIES AND GOALS**
- **P-2: REVIEW AND UPDATE SUSTAINABILITY PROGRAM**
- **P-3: REVIEW AND UPDATE SUSTAINABILITY INITIATIVES**
- **P-4: REVIEW AND UPDATE SUSTAINABILITY COMMUNICATIONS PLAN**
- **P-5: DEVELOP INDIVIDUAL INITIATIVE IMPLEMENTATION PLANS**
- **P-6: PLAN SUSTAINABILITY PROGRAM CALENDAR**

![Figure 22. Steps 1-6 for Implementation of “Plan”](image)
### P.3: Review and Update Sustainability Initiatives

**Description**
Following any changing categories, high priority focus areas, goals and objectives, targets, KPIs, and metrics, review and update initiatives as needed. Assess the performance of previous initiatives and ensure resources and staffing are available to implement initiatives.

**Roles & Responsibility**
- **Sustainability Champions**: Responsible for engaging stakeholders to bring new initiatives to the program for evaluation and to review existing initiatives implemented already. Champions designate staff to update and maintain the initiatives register using the tools available.
- **Sustainability Committee**: Responsible for participating in initiatives review and update.
- **Advisory Council**: Responsible for bringing champions new initiatives prior to meeting.

**Frequency**
Annually or biennially as needed

**Resources & Tools**
- Tool: Initiatives Register

### P.4: Review and Update Sustainability Communications Plan

**Description**
Review and update Communications Plan based on any changing categories, high priority focus areas, goals and objectives, targets, KPIs, metrics, and initiatives. Gather feedback and assess the performance of previous communications activities and ensure new and existing communication activities are necessary.

**Roles & Responsibility**
- **Sustainability Champions**: Responsible for coordinating with Division Marketing and Outreach team to update communication plan.
- **Marketing and Outreach Team**: Revise Communications Plan based on comments and feedback.

**Frequency**
Annually or Biennially, or as needed for new communications.

**Resources & Tools**
- Resource: Communications Plan
- Tool: Report Card Template

### P.5: Develop Individual Initiative Implementation Plans

**Description**
Working to fill out initiative implementation templates for each of the initiatives that were identified in the activity P-3.

**Roles & Responsibility**
- **Initiative Owner**: Responsible for coordinating with Sustainability Committee and Champions to get the approval and resources identified when completing the initiative implementation plan template.
  - **To Be Identified**: For each initiative, determine parties that need to approve the initiative implementation plan other than Champions and Sustainability Committee.

**Frequency**
Annually or Biennially.

**Resources & Tools**
- Tool: Initiative Implementation Plan Template
- Resource: Completed Initiative Implementation Plans

### P.6: Plan Sustainability Program Calendar

**Description**
Create a calendar to schedule sustainability implementation activities.

**Roles & Responsibility**
- **Sustainability Champions**: Create a calendar to schedule activities.

**Frequency**
Annually or Biennially.

**Resources & Tools**
- Tool: SMP Program Calendar Template
  - Recommended activities include: SHNL Program meetings, staff workshops, stakeholder presentations, program gap and opportunity review sessions.
DO

The implementation of the initiatives represents the second step ("Do") of the PDCA cycle in the Implementation Plan. This section provides clear path for successful implementation of the SMP, the Program, Initiatives, Communications Plan, and any calendar updates.

RECOMMENDED ACTIVITIES OUTLINED

D-1: IMPLEMENT SUSTAINABLE HNL PROGRAM
D-2: IMPLEMENT SUSTAINABILITY INITIATIVES
D-3: IMPLEMENT COMMUNICATIONS PLAN
D-4: UPDATE AND MAINTAIN CALENDAR OF SUSTAINABLE HNL PROGRAM

FIGURE 23. STEPS 1-4 FOR IMPLEMENTATION OF "DO"

<table>
<thead>
<tr>
<th>D-1: IMPLEMENT SUSTAINABLE HNL PROGRAM</th>
</tr>
</thead>
<tbody>
<tr>
<td>DESCRIPTION</td>
</tr>
<tr>
<td>ROLES &amp; RESPONSIBILITY</td>
</tr>
<tr>
<td>FREQUENCY</td>
</tr>
<tr>
<td>RESOURCES &amp; TOOLS</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>D-2: IMPLEMENT SUSTAINABILITY INITIATIVES</th>
</tr>
</thead>
<tbody>
<tr>
<td>DESCRIPTION</td>
</tr>
<tr>
<td>ROLES &amp; RESPONSIBILITY</td>
</tr>
<tr>
<td>FREQUENCY</td>
</tr>
<tr>
<td>RESOURCES &amp; TOOLS</td>
</tr>
</tbody>
</table>
### D-3: IMPLEMENT COMMUNICATIONS PLAN

**DESCRIPTION**
Engage the various stakeholders with appropriate messaging regarding sustainability, Sustainable HNL, and the DOT-A. Record any data and information relevant to communications.

**ROLES & RESPONSIBILITIES**
- **SUSTAINABILITY CHAMPION**: Responsible for coordinating the communications plan implementation. Follows the guidance of the communications plan and utilizes the key messages, announcements, and marketing that needs to be delivered and or should be included with routine or ongoing communications.
- **MARKETING AND OUTREACH DEPARTMENT**: Works with the Champions to ensure the messaging is consistent across the DOT-A before communicating with the stakeholders and general public.

**FREQUENCY**
- Ongoing

**RESOURCES & TOOLS**
- Resource – Communications Plan

### D-4: UPDATE AND MAINTAIN CALENDAR OF SUSTAINABLE HNL PROGRAM

**DESCRIPTION**
Updating and maintaining the SMP Program Calendar

**ROLES & RESPONSIBILITIES**
- **SUSTAINABILITY CHAMPIONS**: Responsible for updating and maintaining the SMP Program Calendar by scheduling meetings, workshops, staff sessions, etc.

**FREQUENCY**
- Ongoing

**RESOURCES & TOOLS**
- Resource – Completed SMP Program Calendar Template
CHECK

In the “Check” step of the PDCA cycle, the sHNL Program will evaluate the data and information to determine whether implementation of initiatives is improving performance in KPIs and metrics. Depending on the success of the initiative at the time of checking, it may be determined that the “do” step must be repeated. The targets for each initiative would be defined in the SMP Initiative Action and Monitoring Plans.

ACTIVITIES

C-1: MONITOR & EVALUATE THE SUSTAINABLE HNL PROGRAM

C-2: MONITOR & EVALUATE THE PERFORMANCE OF INITIATIVES

C-3: ASK FOR AND GATHER FEEDBACK FROM COMMUNICATIONS ACTIVITIES

**FIGURE 24. STEPS 1-3 FOR IMPLEMENTATION OF “CHECK”**

<table>
<thead>
<tr>
<th><strong>C-1: MONITOR &amp; EVALUATE THE SUSTAINABLE HNL PROGRAM</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>DESCRIPTION</strong></td>
</tr>
<tr>
<td>Collect performance data and lessons learned for SHNL Program and program elements, and assess outcomes</td>
</tr>
<tr>
<td><strong>ROLES &amp; RESPONSIBILITY</strong></td>
</tr>
<tr>
<td>SUSTAINABILITY CHAMPIONS: Responsible for collecting and analyzing data for the program and initiatives to understand effectiveness of initiatives. Directs owners to update the SMP Initiative Action and Monitoring Plan Templates. Uses up-to-date SMP Initiative Action and Monitoring Plan Templates to gather the metrics and KPIs for input into SHNL Performance Monitoring Tool.</td>
</tr>
<tr>
<td><strong>FREQUENCY</strong></td>
</tr>
<tr>
<td>Ongoing, with review and data analysis annually or biennially</td>
</tr>
<tr>
<td><strong>RESOURCES &amp; TOOLS</strong></td>
</tr>
<tr>
<td>Tool: SMP Initiative Action and Monitoring Plan Templates</td>
</tr>
<tr>
<td>Tool: SHNL Performance Monitoring Tool</td>
</tr>
<tr>
<td>Resource: Completed initiative implementation Plans</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>C-2: MONITOR &amp; EVALUATE THE PERFORMANCE OF INITIATIVES</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>DESCRIPTION</strong></td>
</tr>
<tr>
<td>Monitoring and Evaluating performance of initiatives using the individual SMP Initiative Action and Monitoring Plan Templates, and sharing performance with the Sustainability Champions at initiative update meetings, as necessary.</td>
</tr>
<tr>
<td><strong>ROLES &amp; RESPONSIBILITY</strong></td>
</tr>
<tr>
<td>INITIATIVE OWNERS: Responsible for tracking, evaluating, and reporting performance data (metrics and KPIs) to Champions using SMP Initiative Action and Monitoring Plan Templates.</td>
</tr>
<tr>
<td>SUSTAINABILITY CHAMPIONS: Responsible for collecting and analyzing data to understand effectiveness of initiatives using the Initiative Monitoring Template and updating the SHNL Performance Monitoring Tool.</td>
</tr>
<tr>
<td><strong>FREQUENCY</strong></td>
</tr>
<tr>
<td>Update meetings or initiative milestones</td>
</tr>
<tr>
<td><strong>RESOURCES &amp; TOOLS</strong></td>
</tr>
<tr>
<td>Tool: SMP Initiative Action and Monitoring Plan Templates</td>
</tr>
<tr>
<td>Tool: SHNL Performance Monitoring Tool</td>
</tr>
<tr>
<td>Resource: Completed initiative implementation Plans</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>C-3: ASK FOR AND GATHER FEEDBACK FROM COMMUNICATIONS ACTIVITIES</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>DESCRIPTION</strong></td>
</tr>
<tr>
<td>Collect program and initiative feedback from stakeholders</td>
</tr>
<tr>
<td><strong>ROLES &amp; RESPONSIBILITY</strong></td>
</tr>
<tr>
<td>SUSTAINABILITY CHAMPIONS: Responsible for collecting and analyzing feedback for the program and initiatives to understand perception of program and initiatives, and to integrate into Implementation Plan.</td>
</tr>
<tr>
<td><strong>FREQUENCY</strong></td>
</tr>
<tr>
<td>Ongoing</td>
</tr>
<tr>
<td><strong>RESOURCES &amp; TOOLS</strong></td>
</tr>
<tr>
<td>Communications Plan</td>
</tr>
</tbody>
</table>
ACT

The “Act” step reviews and evaluates the results in the “Check” step and communicates the performance to the various stakeholders using Communications Plan and associated resources. The causes of any differences between expected vs. actual results are carried into the “Plan” step as the DOT-A improves initiatives and implementation through the PDCA cycle.

ACTIVITIES

A-1: ASSESS SUSTAINABLE HNL PROGRAM GAPS AND OPPORTUNITIES
A-2: ASSESS INITIATIVES GAPS AND OPPORTUNITIES
A-3: ASSESS COMMUNICATIONS GAPS AND OPPORTUNITIES
A-4: REPORT SUSTAINABLE HNL PROGRAM PROGRESS
A-5: COMMUNICATE INITIATIVE PROGRESS AND ACHIEVEMENTS
A-6: COMMUNICATE PROGRAM PROGRESS AND ACHIEVEMENTS

FIGURE 25. STEPS 1-6 FOR IMPLEMENTATION OF “ACT”
### A-3: Assess Communications Gaps and Opportunities

<table>
<thead>
<tr>
<th>DESCRIPTION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Review the internal feedback and experiences with communication to identify gaps and opportunities in sustainability information communications flow and messaging.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>ROLES &amp; RESPONSIBILITY</th>
</tr>
</thead>
<tbody>
<tr>
<td>SUSTAINABILITY CHAMPIONS: Responsible for facilitating review of communications plan and processes. Identifying resource needs, and selecting areas for improvement.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>FREQUENCY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annually or Biennially, and based on the completion of initiatives.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>RESOURCES &amp; TOOLS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Staying up to date on best practices in Sustainability Program Implementation through industry events and reviewing case studies.</td>
</tr>
</tbody>
</table>

### A-4: Report Sustainable HNL Program Progress

<table>
<thead>
<tr>
<th>DESCRIPTION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Create Annual Report, considering the audience, and possibly creating an internal and external reporting format.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>ROLES &amp; RESPONSIBILITY</th>
</tr>
</thead>
<tbody>
<tr>
<td>SUSTAINABILITY CHAMPIONS: Responsible for developing report content, engaging DOT-A content developers and contributors, and submitting report to higher ups, publishing on website, and sharing with business partners.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>FREQUENCY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annually or Biennially, based on resource availability.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>RESOURCES &amp; TOOLS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tool: Annual Report Template</td>
</tr>
<tr>
<td>Resource: Completed Report Card Template</td>
</tr>
<tr>
<td>Resource: Completed initiative Monitoring Template</td>
</tr>
</tbody>
</table>

### A-5: Communicate Initiative Progress and Achievements

<table>
<thead>
<tr>
<th>DESCRIPTION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Communicate initiative success and lessons learned to stakeholders</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>ROLES &amp; RESPONSIBILITY</th>
</tr>
</thead>
<tbody>
<tr>
<td>SUSTAINABILITY CHAMPIONS: Responsible for identifying achievements and highlighting in communication to higher-ups, other stakeholders. INITIATIVE OWNERS: Supports identification of achievements for messaging.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>FREQUENCY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annually or Biennially</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>RESOURCES &amp; TOOLS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Activity A-4</td>
</tr>
</tbody>
</table>

### A-6: Communicate Program Progress and Achievements

<table>
<thead>
<tr>
<th>DESCRIPTION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Communicate SHNL Program success specifically and lessons learned to stakeholders</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>ROLES &amp; RESPONSIBILITY</th>
</tr>
</thead>
<tbody>
<tr>
<td>SUSTAINABILITY CHAMPIONS: Responsible for identifying achievements and highlighting in communication to higher ups, other stakeholders.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>FREQUENCY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annually or Biennially</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>RESOURCES &amp; TOOLS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Activity A-4</td>
</tr>
</tbody>
</table>
The Sustainable HNL Program Group is organized according to Figure 20 in the Implementation Section. The Group consists of the Champions, Advisory Council, HNL Sustainability Committee, and the Initiative Owners (and their Implementation Teams).

**CHAMPIONS**

The Champions lead the development and implementation of the sHNL Program and work to ensure it addresses sustainability issues across the breadth of the airport’s management practices and operations. Champions oversee implementation of sustainability initiatives and are ultimately accountable for the program implementation success. The Champions have final approval authority regarding implementation of new initiatives. Staff, Tenants, and Business Partners will approach champions with candidate initiatives, same as they do under the current management system in place.

The Champion’s responsibility is to lead the Sustainability Committee and Initiative Owners, rely on them to communicate their progress, bring new projects & initiatives to the program, and identify and direct the responsible staff. They are accountable for maintaining the Initiatives Register, selecting new initiatives for implementation, approving Initiative Implementation Plans, directing staff and resources to execute initiatives, completing the Report Card, compiling the Annual Report, and reviewing the sHNL program for continuous improvement.

- (AIR-O) Airport District Manager
- (AIR-E) Engineering Program Manager

**ADVISORY COUNCIL**

The Advisory Council provides input to the Champions in establishing priorities that are consistent with the Department of Transportation (DOT) goals and aligned with the overall business strategy of the DOT and the Airports Division.

Responsibilities include proposing initiatives to Champions; identifying opportunities for collaboration and funding; and reviewing and reporting progress on sustainability performance to the governor, legislature and general public.

- (DIR) Director of Transportation
- (DEP-A) Deputy Director of Airports Division

**SUSTAINABILITY COMMITTEE**

The Sustainability Committee (HNL-SC) is a steering committee responsible for the synchronization and systematization of the initiatives of the sustainability program. Because much of the DOT-A’s internal sustainability performance improvement will be achieved through the work of multiple departments, the Sustainability Committee works to streamline resources and facilitate cross-departmental coordination by appointing initiative owners and their teams.

The committee is a dynamic, interdisciplinary, and consensus-based team of DOT-A Division and Oahu District stakeholders inspired by the vision of Hawai’i airports as leaders in sustainability. The committee responsible for meeting with Champions and Initiative Owners as defined in the above “Plan” Section to update the initiatives register, select new initiatives for implementation, review initiative progress, provide technical expertise, and facilitating implementation across departments.

- (AIR-ED) Design Section: Design Engineer
- (AIR-EM) Facilities Maintenance: Head Facilities Maintenance Engineer
- (AIR-ER) Project Coordination Section: Project Coordinator
- (AIR-EC) Construction Section: Project Manager
- (AIR-EE) Environmental Section: Environmental Health Specialist
- (AIR-EP) Division Planning Section: Head Planner
- (AIR-AF) Financial Management: Fiscal Officer
- (AIR-L) Airport Operations: Airport Operations Officer
- Sustainability Consultants
INITIATIVE OWNERS (AND THEIR IMPLEMENTATION TEAMS)
Implementation Teams are headed by Initiative Owners who are responsible for engaging their team and performing the work of the initiative. They may be formed for each focus area or logical grouping of initiatives and will be comprised of staff at various levels from different departments. The Implementation Teams can be assembled for a specified duration (typically several months) as required to achieve the sustainability actions. The results of each team will be summarized for the Sustainability Committee in accordance with the Communication Plan. Their activities are to:

- Complete the SMP Initiative Action and Monitoring Plan Template,
- Submitting the completed template to Champions for approval,
- Executing the approved plan,
- Coordinate and communicate with the HNL-SC during update meetings and annual initiative reviews, and
- Tracking initiative progress and performance with completed template.

While the HNL-SC and Owners should meet regularly, it is up to both parties to determine the frequency of the meetings depending on the complexity of the initiative.

- (AIR-OME) Oahu District Engineer
- Other District representatives
- Consultants

RACI FRAMEWORK
The Responsibility Assignment Matrix (RAM) is often used to define and understand stakeholder responsibilities and accountabilities. RACI is a model for project management recommended by the Project Management Institute (PMI). RACI stands for and has example roles such as:

- Responsible – Who is responsible for the execution of the task?
  - One person, typically a staff member who performs the task.
- Accountable – Who is accountable for the tasks and signs off on the work?
  - One person, typically a manager who approves work.
- Consulted – Who are the subject matter experts to be consulted?
  - One or more people, typically supporting implementation.
- Informed – Who are the people who need to be updated of the progress?
  - One or more people, typically need to be notified of results but not involved in the decision making process.

In the Initiative Implementation and Monitoring Plan Template, the Initiative Owners identify the people. The following table provides an example RACI matrix using the SMP Implementation Plan.

<table>
<thead>
<tr>
<th>IMPLEMENTATION TASK</th>
<th>RESPONSIBLE</th>
<th>ACCOUNTABLE</th>
<th>CONSULTED</th>
<th>INFORMED</th>
</tr>
</thead>
<tbody>
<tr>
<td>SMP PROJECT</td>
<td>SMP Project Manager – AIR-ED</td>
<td>Champions</td>
<td>HNL-SC</td>
<td>Advisory Council</td>
</tr>
<tr>
<td>MANAGEMENT &amp; DOCUMENT PUBLISHING</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>MANAGE SUSTAINABLE HNL PROGRAM</td>
<td>Initiative Owners</td>
<td>Champions</td>
<td>HNL-SC, Advisory Council</td>
<td>Airport Employees and Business Partners affected</td>
</tr>
<tr>
<td>SMP INITIATIVE RACI</td>
<td>Initiative Owners</td>
<td>Champions</td>
<td>HNL-SC</td>
<td>Airport Employees and Business Partners affected</td>
</tr>
</tbody>
</table>
COMMUNICATIONS PLAN

Communicating is the second most important part of successful implementation, after the plan itself. This formal communications plan outlines the roles and responsibilities of the sHNL Program participants in the review, approval and dissemination of information about key processes, events, documents, and milestones. This plan will help to manage expectations, identify effective methods, identify levels of communication with stakeholders, provide the correct information, and sustain enthusiasm for the project.

The Communications Plan will provide guidance to the DOT-A for ongoing communication to stakeholders about the airport commitments, goals, objectives, targets, initiatives, and performance. Additionally, the Communications Plan provides guidance internally on actions and activities that engage the sHNL Program Group. The key to both internal and external communication is the establishment and maintenance of information flow to the appropriate parties.

The SMP audiences are divided between the internal organization and external parties. The internal group is a mix of DOT-A Division and District employees, the governor and legislature. Specific to the DOT-A sHNL Program are the Champions, Advisory Council, Sustainability Committee (HNL-SC), and Initiative Owners. External parties include the tenants and business partners, residents of Oahu and the State of Hawai‘i, the traveling public, and the international aviation industry. The DOT-A communication is meant to inform internal and external stakeholders on sustainability efforts of sHNL. All information will come from the DOT unless otherwise noted.

The DOT-A Sustainability Champions, Airports Division and Oahu District Staff, and Division Public Information Officer will manage internal and external communications. The Advisory Council should inform how sustainability communications strategy should evolve as the SMP is implemented at HNL. DOT-A staff will implement the communications activities as directed in the SMP Communications Plan below:

![FIGURE 27. SMP COMMUNICATIONS PLAN ACTIVITIES](image-url)

<table>
<thead>
<tr>
<th>ACTIVITY</th>
<th>DESCRIPTION</th>
<th>METHOD</th>
<th>FREQUENCY</th>
<th>RESPONSIBLE</th>
</tr>
</thead>
<tbody>
<tr>
<td>EXTERNAL WEBSITE UPDATE</td>
<td>Report on progress of sustainability goals and initiatives, may use annual report.</td>
<td>Website</td>
<td>Ongoing</td>
<td>Champions, Airports Division and Oahu District Staff, and Division Public Information Officer</td>
</tr>
<tr>
<td>INTERNAL WEBSITE UPDATE</td>
<td>Establish an internal access point for all DOT-A staff to house the SMP report, appendix, and tools.</td>
<td>Intranet</td>
<td>Ongoing</td>
<td>Champions, Airports Division and Oahu District Staff, and Division Public Information Officer</td>
</tr>
<tr>
<td>OUTREACH TO EMPLOYEES AND BUSINESS PARTNERS</td>
<td>Trainings and outreach to address the SMP in general or an SMP topic of importance.</td>
<td>Airport Notice</td>
<td>Ongoing</td>
<td>Champions, Airports Division and Oahu District Staff, and Division Public Information Officer</td>
</tr>
<tr>
<td>SMP INFORMATIONAL MATERIALS</td>
<td>A brief handout that was developed as part of the SMP project to provide overview of SMP.</td>
<td>Handout</td>
<td>Ongoing</td>
<td>SMP Project Manager</td>
</tr>
<tr>
<td>OUTREACH PRESENTATIONS</td>
<td>Template presentation developed as part of SMP for presentation to interested parties.</td>
<td>PowerPoint</td>
<td>Ongoing</td>
<td>SMP Project Manager, Public Information Officer</td>
</tr>
<tr>
<td>INITIATIVE REGISTER MEETINGS</td>
<td>See “Plan” step</td>
<td></td>
<td></td>
<td>HNL-SC &amp; Champions</td>
</tr>
<tr>
<td>COMMUNICATE PROGRESS</td>
<td>A report using the indicators identified in the SMP, to measure progress toward the vision, goals, objectives and targets.</td>
<td>Annual Report, Website</td>
<td>Annually</td>
<td>Champions, Airports Division and Oahu District Staff, and Division Public Information Officer</td>
</tr>
</tbody>
</table>
MONITORING AND REPORTING PERFORMANCE

Note: The templates and tools for monitoring and reporting performance can be found in the Appendices (DOT-A internal use only).

The DOT-A was interested in preparing the SMP in order to have an organized structure for selecting and implementing sustainability initiatives that were informed by measurable targets. Monitoring performance and reporting on progress is the critical element for demonstrating the success of the SMP.

HNL has been given tools as part of the SMP project to measure and monitor goal and initiative progress using KPI’s and metrics, as seen on the next page. HNL cannot manage what they don’t measure, thus the creation of the Performance Monitoring Tool, which captures all Goals, Objectives, Targets, KPI’s, and Metrics in one place. In addition to providing a snapshot view of sustainability performance at HNL, the tool provides graphs and charts for reporting and communicating the data. The sustainability champions are tasked with keeping the tool up to date by capturing data from initiative monitoring templates, and other sources specifically mentioned in the tool.

The selection of performance metrics and KPI’s has been dependant on two areas. First, metrics and KPI’s are ideally tied to specific goals and objectives. Second, they are relatable/comparable to other airports as much as possible.

KPI’S AND METRICS FOR TOP 5 FOCUS AREAS

ENERGY
- Cost per kWh per passenger
- kWh per passenger
- Percent renewable energy generation

CARBON
- Tons of carbon emissions per passenger
- Type and quantity of alternative-fuel purchased for vehicle fleet & emergency generators

WATER
- Non-potable water gallons per passenger
- Potable water gallons per passenger
- Gallons of water reclaimed and re-used

WASTE
- Pounds of MSW per passenger
- Recycling rate: Percent of waste diverted from MSW stream

STORM WATER
- # exceedances for storm water quality
- # of penalties
FIGURE 28. SCREENSHOT OF INITIATIVE ACTION AND MONITORING PLAN (2016)

<table>
<thead>
<tr>
<th>Sustainability Initiative Title</th>
<th>Initiative Goal(s)</th>
<th>Initiative Objective(s)</th>
<th>Target(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Description, Scope and Boundary</td>
<td>Performance Indicator: Weight of recycling</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Targets Date:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Approvals</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Airport (s): Supported</td>
<td>Certification</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Start Date:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Target completion date:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Owner:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Specific Action Item(s)</td>
<td>Priority (High/Medium/Low)</td>
<td>Responsible Party (Name/Percepton)</td>
<td>Deliverables</td>
</tr>
<tr>
<td>1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Notes: Please write any additional notes that weren’t covered above.

Source: Sustainable Aviation Guidance Alliance, modified by KYA Sustainability Studio 2016

FIGURE 29. SCREENSHOT OF PERFORMANCE MONITORING TOOL (2016)

Energy

Instructions

**Directions**: Fill in the yellow highlighted cells as applicable from the data sources referenced below.

**Electricity Use**: Using the annual electricity bill tracking data from DBEDT, summarize the data for HNL based on the HECO allocation month and year. See tracking data for example.

**Renewable electricity generation**: Reach out to JCI to get the calendar year annual energy generated in kWh from the solar PV.

Details

**Electricity Use**

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>kWh</td>
<td>101,050,852</td>
<td>99,529,638</td>
<td>101,269,567</td>
<td>102,036,388</td>
<td>100,349,118</td>
<td>97,330,250</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Annual Cost</td>
<td>$17,314,472</td>
<td>$20,992,837</td>
<td>$26,478,223</td>
<td>$30,480,702</td>
<td>$37,415,083</td>
<td>$30,480,702</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

Source: DBEDT Energy Use Tracking Data, Alan Okimoto

**Scope**: Includes all DOT-A accounts at HNL (71) at time of SMP

**Resource**: Energy Billing Data - DOT-A HNL - 2006 to 2014 Updated 3.5.16.xlx

**Renewable electricity generation**

<table>
<thead>
<tr>
<th>Year</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>kWh</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>kW</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Savings Generated</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
</tr>
</tbody>
</table>

Source: KYA Sustainability Studio 2016
ACKNOWLEDGEMENTS

Thank you to all the HNL and DOT-A staff and extended community for your knowledge, expertise, insight, and support in the creation of this resource. The following individuals and organizations are among many who have helped in the creation of the Sustainable HNL Sustainable Management Plan:

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Benton Ho Keith Ishinaga
Brian Kami Kimberly Evans
Cathy Ehia Kurt Yamasaki
Charles Seabury Lynette Kawaoka
Chris Murphy Mary Montez
Deane Kadokawa Perle Ho
Dennis Lopez Ross Higashi
Eddy Takiguchi Ross Smith
Evan Kimoto Roy Sakata
Ford Fuchigami Sandra Kam
Gary Yokoyama Segundo Velasco
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Herman Tuiolosega

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Alan Okimoto—DBEDT Elisa Asato—Honolulu Disposal Service
Naomi Akamine—DBEDT Craig Matsuo—Honolulu Recovery Systems
Carilyn Shon—DBEDT Dan Maxwell—Johnson Controls, Inc.
Steven Olson—Engineering Economics, Inc. Leigh Masui—Johnson Controls, Inc.
STATE OF HAWAI‘I
2016

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