



Los Angeles World Airports Sustainability Report

June 2008

Los Angeles World Airports
**Global Leader in
Airport Sustainability**

S U S T A I N A B I L I T Y R E P O R T



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LAWA AND SUSTAINABILITY

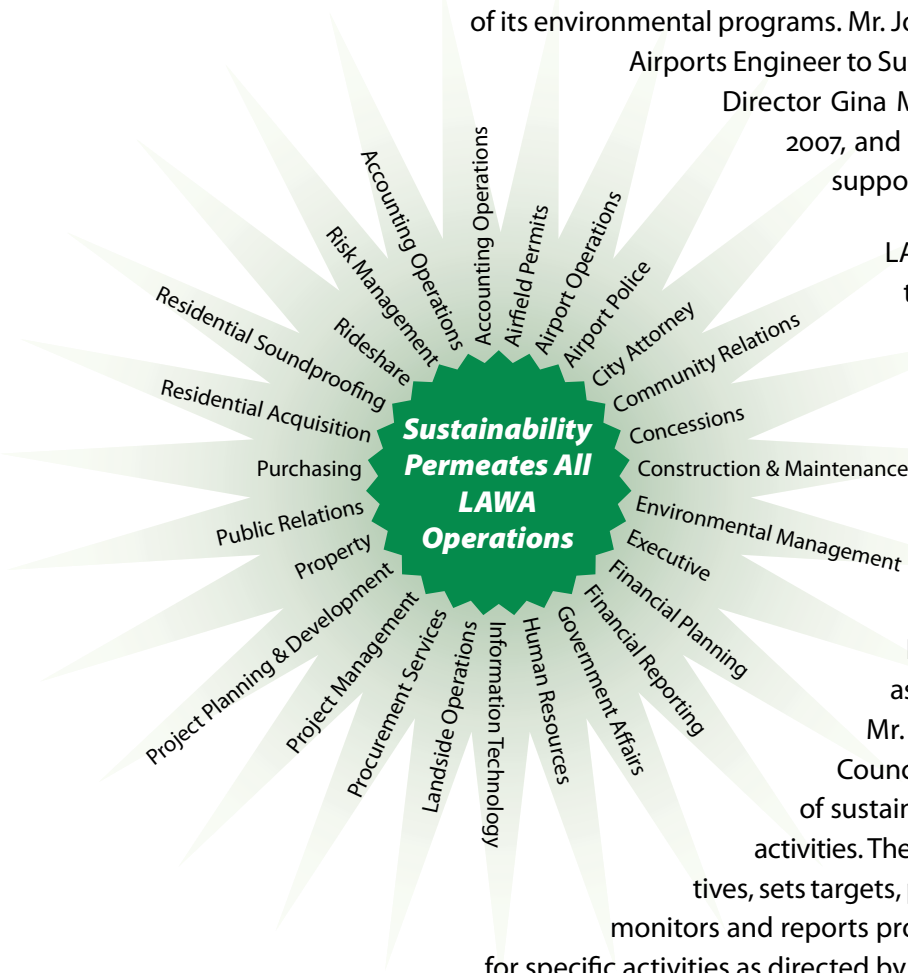
Los Angeles World Airports (LAWA), a leader in the development and implementation of environmental programs that consistently exceed industry standard, has taken a step further in becoming a leader in sustainability. LAWA is made up of Los Angeles International Airport (LAX), LA/Ontario International Airport (ONT), Van Nuys Airport (VNY), and LA/Palmdale Regional Airport (PMD). In February 2006, the Board of Airport Commissioners adopted a vision and mission that commits the entire LAWA organization to setting “the global airport standard for customer satisfaction and security, regional economic leadership, and organization performance.”

This commitment to excellence was further enhanced and forced toward sustainability when in 2007 the Board of Airport Commissioners established a goal to make LAX the greenest airport in the world within ten years. The Board of Airport Commissioners designated Roger Johnson, Deputy Executive Director of Facilities and Environmental Services and Planning, to manage all aspects of its environmental programs. Mr. Johnson appointed Intissar Durham, Chief

Airports Engineer to Sustainability Coordinator. LAWA Executive Director Gina Marie Lindsey, who joined LAWA in May 2007, and the entire executive management team support this goal.

LAWA developed a sustainability organization structure that allows all LAWA staff to embrace sustainability and to develop programs to meet LAWA's sustainability commitments. The sustainability organization is made up of the Champions, the Advisory Council, the Coordinating Committee, and six Implementation Teams. The Board of Airport Commissioners designated Roger Johnson, Deputy Executive Director of LAX Development, as the LAWA Champion for sustainability. Mr. Johnson is supported by an Advisory Council that will monitor the implementation of sustainability efforts and set direction of future activities. The Coordinating Committee develops objectives, sets targets, prioritizes and coordinates initiatives, and monitors and reports progress. The Implementation Teams meet

for specific activities as directed by the Champions and/or the Coordinating Committee. These Implementation Teams form the heart of LAWA's sustainability program. They will be staffed with LAWA staff from every division to ensure that the right people work to meet the sustainability objectives.





SUSTAINABILITY VISION

The Board of Airport Commissioners demonstrated its continued sustainability leadership on August 6, 2007 when it adopted LAWA's Sustainability Vision and Principles. The Sustainability Vision and Principles form the foundation upon which LAWA's sustainability program is built. The Sustainability Vision and Principles addresses communicating LAWA's outlook to its employees, tenants, suppliers, passengers, peers, and neighboring communities.

LAWA recognizes the difference between the concepts of green and sustainability. Green practices focus solely on environmental stewardship, such as reducing waste or conserving energy. Sustainability moves beyond environmental stewardship and integrates economic growth (e.g. use of local contractors and suppliers) and social responsibility (e.g. implementing fair labor practices) in LAWA's operations.

LAWA's multi-level embrace of sustainability is enhanced by its use of the Triple Bottom Line philosophy. The Triple Bottom Line philosophy recognizes that in order to be sustainable, LAWA success should not only be measured by traditional bottom line of financial performance but also by its impact on the local, regional and global economy, environment, and society. The Triple Bottom Line framework seeks to balance the dimensions of:

1. Environmental Stewardship;
2. Economic Growth; and
3. Social Responsibility.



LAWA's sustainability commitment not only shapes its internal business practices, but also its external relationships with its tenants, contractors, passengers, suppliers, peers and the neighboring communities.



Sustainability Performance Improvement Management System— LAWA’s Sustainability Approach

In August 2007, LAWA developed the Sustainability Performance Improvement Management System (SPIMS) as its tool for setting sustainability objectives, implementing initiatives focused on those objectives, and providing continuous improvement in its sustainability activities. SPIMS provides a management system framework that facilitates LAWA’s ability to enrich its sustainability performance through a process of continuous improvement. SPIMS focuses on the “Triple Bottom Line” approach to sustainability and provides LAWA with the critical foundation for managing and tracking its sustainability performance and achieving its objectives.

The cornerstone of SPIMS is an integrated and coordinated approach across the four LAWA airports to engage all levels of the LAWA organization to establish and prioritize sustainability objectives, establish specific and measurable targets, identify and enable new activities and initiatives, and monitor and report progress. These actions will be performed on a continuous basis to ensure that LAWA meets its long-term and short-term objectives and targets.



The SPIMS process has six specific activities for integrating sustainability into LAWA’s on-going operations. Each of the following steps are continuously re-evaluated to ensure that LAWA stays on the leading edge of sustainability. SPIMS fosters awareness and encourages all LAWA employees to become actively involved in continual performance improvement in its day-to-day responsibilities. SPIMS builds upon existing processes and procedures to facilitate and coordinate continual sustainability improvements.

1. **Conduct Sustainability Assessment**—LAWA formed Implementation Teams that assessed the status of LAWA’s policies, procedures, programs, and initiatives and identified those areas that could be made more sustainable and encourage more sustainable behavior and practices.
2. **Identify Opportunities**—From the Sustainability Assessment, LAWA’s Implementation Teams identified those opportunities that could be more sustainable and encourage more environmentally-friendly behavior and practices



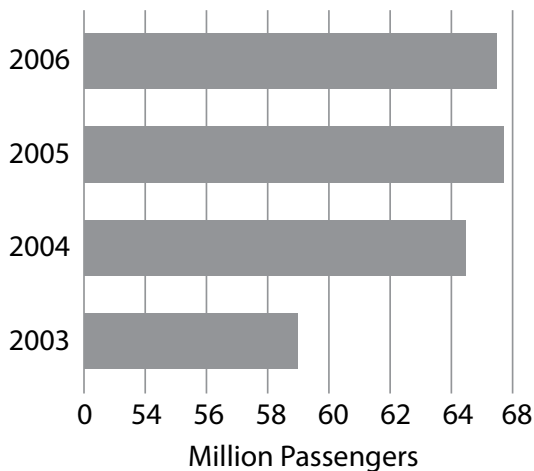
3. **Establish Objectives and Targets**—From a review of the first two steps, LAWA established the fundamental objectives for achieving the principles outlined in the Sustainability Vision Statement and Principles, Green LA, Greening LAX City Council Motion, and the Mayor’s Directive. From these objectives, LAWA set targets that will lead LAWA into becoming the Global Leader in Airport Sustainability.
4. **Implement Initiatives**—After establishing objectives and setting targets, LAWA’s Coordinating Committee reviewed the initiatives identified by the Implementation Teams and selected initiatives that achieve LAWA’s and these objectives. The Coordinating Committee also outlined implementation plans for the selected initiatives that focused on interdivisional collaboration and the streamlining of time and cost efficiency.
5. **Monitor Progress**—In addition to the new initiatives identified, during the assessment phase, LAWA identified existing programs, initiatives, and projects that will help to achieve continuous improvement in sustainability performance and meet LAWA’s objectives. These programs, initiatives and projects will be monitored on a regular basis to track progress.
6. **Communicate Progress**—As part of addressing the Social Responsibility aspect of sustainability, LAWA takes seriously the need to inform all stakeholders of sustainable activities performed at LAWA.



LAWA PROFILE

Los Angeles World Airports is a system of four airports owned and operated by the City of Los Angeles. Each of the airports—Los Angeles International (LAX), LA/Ontario International (ONT), Van Nuys (VNY) and LA/Palmdale Regional (PMD)—plays an integral role in helping to meet the regional demand for passenger, cargo and general aviation services in the 21st century. In the last four years, the passenger demand has increased. Each airport makes a distinct contribution to the strength of the system as it provides a high level of safety, security and service for its customers, communities and stakeholders. The strength of the system and the value this approach provides to the future of Southern California can be captured in a few words — *We Fly As One*.

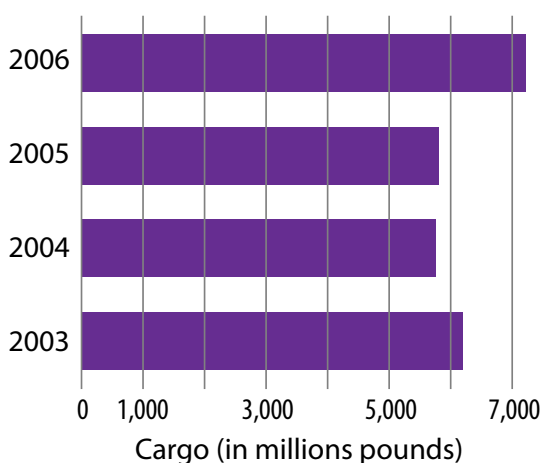
LAWA Passengers



LAX...the world's busiest origin and destination airport. In total traffic, LAX is the fifth busiest airport in the world for passengers and ranks 11th in the world in air cargo tonnage handled. The central terminal area features nine passenger terminals connected by a U-shaped two-level roadway.

ONT...a medium-sized, full-service airport. ONT serves many major U.S. cities and through service to international destinations. ONT's serves a population of six million people living in San Bernardino and Riverside Counties and portions of north Orange County and east Los Angeles County. Passenger traffic at ONT has been increasing steadily for the past 10 years. The two terminals at ONT can accommodate up to 10 million passengers a year.

LAX Cargo



VNY...the world's busiest general aviation airport. VNY averages approximately 400,000 takeoffs and landings annually. More than 100 businesses are located on the 730-acre airport, including five major fixed-base operators and numerous aviation service companies.

PMD...a place for future expansion. In June 2007, United Airlines began regional jet service to San Francisco International Airport. PMD is located in one of the fastest growing regions in California. Working in partnership with the cities of Los Angeles and Palmdale, LAWA is actively marketing the airport to commercial air carriers, commuter airlines, and aircraft maintenance and repair facilities.



As part of the SPIMS process, LAWA established clear objectives, set achievable targets and implemented actions that are necessary to meet these targets and objectives. LAWA established the following fundamental objectives that it will use to continuously evaluate its sustainability progress:

- 1** **INCREASE WATER CONSERVATION IN ALL AIRPORT FACILITIES AND FOR ALL OPERATIONS.**
- 2** **INCREASE USE OF ENVIRONMENTALLY AND SOCIALLY RESPONSIBLE PRODUCTS.**
- 3** **INCREASE RECYCLING AND SOURCE REDUCTION EFFORTS AT ALL FACILITIES AND FOR ALL OPERATIONS.**
- 4** **REDUCE ENERGY USAGE AND INCREASE USAGE OF GREEN POWER AT ALL AIRPORT FACILITIES AND IN ALL OPERATIONS.**
- 5** **REDUCE EMISSIONS FROM ALL OPERATIONS INCLUDING STATIONARY AND MOBILE SOURCES.**
- 6** **REDUCE SINGLE OCCUPANCY TRIPS TO, FROM, AND WITHIN LAWA AIRPORTS.**
- 7** **INCORPORATE SUSTAINABLE PLANNING, DESIGN, AND CONSTRUCTION PRACTICES INTO ALL AIRPORT PROJECTS.**
- 8** **PROMOTE SUSTAINABILITY AWARENESS TO AIRPORT EMPLOYEES AND THE GREATER COMMUNITY.**
- 9** **INTEGRATE SUSTAINABLE PRACTICES INTO INTERNAL POLICIES, BUSINESS PROCESSES, AND WRITTEN AGREEMENTS.**



Objective 1

INCREASE WATER CONSERVATION IN ALL AIRPORT FACILITIES AND FOR ALL OPERATIONS.

Water is a precious resource in Southern California and the Inland Empire. LAWA recognizes that it must be proactive in its water conservation efforts. Therefore, LAWA has set four targets to reduce its water consumption in its everyday operations and find ways to re-use water from local treatment sources. The targets are:

Target 1A: Increase by 50% landscaped acreage irrigated by reclaimed water by 2012.

Target 1B: Increase by 10% use of non-potable/reclaimed water by 2010.

Target 1C: Increase acres of native or drought resistant vegetation to 10% of landscaped acres by 2012.

Target 1D: Reduce potable water use by 10% per passenger and/or cargo tonnage by 2012.

LAWA is already actively working toward meeting these goals using the following current practices:

Table 1-1 Water Conservation Current Practices

- Thirty-five percent (35%) of landscaped areas are irrigated by reclaimed water at LAX.
- LAX car wash facility uses recycled water.
- LAX's landscape irrigation systems are computer controlled.
- All toilets and sinks have been converted to low flow fixtures in all LAX terminals and buildings.

In 2007, LAX saved 153 acre-feet of water - enough to meet the needs of 390 households for an entire year.

Reclaimed Water Use

LAX uses reclaimed water to irrigate 35% of its landscaped acres. The source of the reclaimed water is the Hyperion Wastewater Treatment Plant in El Segundo, operated by the Los Angeles Department of Water and Power (LADWP). The Westside Water Recycling Project (WWRP) is a joint effort between the West Basin Municipal Water District and LADWP. The reclaimed water is treated at Hyperion and then sent to the West Basin Water Recycling Facility—the largest recycled water plant of its type in the United States—where it is further treated and then distributed to businesses.

The use of reclaimed water reduces the region's dependence on imported water from the Sierra Mountains and the Colorado River and reduces the volume of secondary treated wastewater that is discharged to Santa Monica Bay. LAX receives disinfected tertiary water—secondary treated wastewater that has been filtered and disinfected—to irrigate its landscaped acres. From 2004 to 2007, LAX used 570 acre feet of reclaimed water, which irrigates approximately 35% of its landscaped acres.



Car Wash Recycling Facility

LAX maintains a fleet of 772 vehicles that around the airport grounds, in the Central Terminal Area, and throughout Southern California. To minimize the amount of water used to wash these cars, LAX installed a water recycling system in its car wash. The wash water system recycles the water through a treatment system for continuous re-use of the water. Fresh water is added only to make up for losses due to evaporation.

Computer Controlled Irrigation System

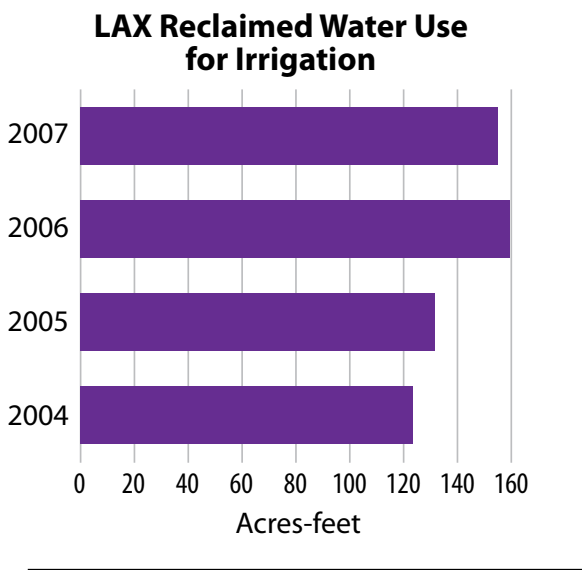
Although, LAX uses reclaimed water to irrigate 35% of its landscaped acres, LAWA still works to conserve both the fresh and reclaimed water that it uses to irrigate its grounds. LAX has a computerized irrigation system, which provides one central location for the controlling the irrigation of the Central Terminal Area, the upper level roadway planters, along Century Boulevard and Westchester Parkway, and the Sepulveda Boulevard-Century Boulevard interchange—almost 100% of its landscaped areas. With this centralized system, LAX can easily monitor and control the time and duration for irrigation.

This central control facility has allowed LAX in wet years to limit the duration of irrigation from one central control system. Construction & Maintenance personnel no longer need to

go to each irrigation system to control the irrigation. During the winter of 2004—2005, Los Angeles had its second wettest season since records began in 1877. The use of reclaimed water for irrigation decreased in comparison to the dry years of 2006 and 2007.

Low Flow Fixtures

LAWA has installed low-flow water fixtures on 100% of toilets and sinks in all LAX terminals and buildings





Objective 2

INCREASE USE OF ENVIRONMENTALLY AND SOCIALLY RESPONSIBLE PRODUCTS.

LAWA has a 10+ year history of promoting the use of environmentally and socially responsible products in its operations. LAWA is committed to increasing its use of environmentally and socially responsible products. Therefore, LAWA has set targets that make systematic changes to its purchasing procedures.

Target 2A: Develop and implement a Sustainable Procurement Program by January 2009.

Target 2B: Increase use of recyclable content products as outlined by the City Council.

LAWA has both purchased recycled content products and performed activities to maximize its purchasing of environmentally and socially responsible products.

Table 2-1 Sustainable Procurement Current Practices

- ☑ LAWA uses 30% recycled content paper in all printers and copiers.
- ☑ LAWA includes green procurement language in custodial chemical and paper product RFPs.
- ☑ LAWA performed a Sustainability Assessment.
- ☑ LAWA uses recycled content paper in its paper towels and toilet paper.
- ☑ LAWA uses 30% post consumer recycled content plastic trash bags.

Producing recycled paper requires about 60 percent of the energy used to make paper from virgin wood pulp.
(www.epa.gov)

Recycled-Content Paper

Using City Council Ordinance No. 170485 which allows LAWA to establish a 10% price preference for bids on recycled products, LAWA has transitioned to purchasing only 30% post-consumer recycled paper in printers and copiers.

For fiscal years 2004 through 2007, LAX used 1,097,444 pounds of hand towels. On average, the hand towels contained 40% post consumer content. LAX saved approximately 80 tons of paper.

Green Procurement Language

LAWA has developed procurement language to purchase environmentally and socially responsible products. With this language included in Requests for Proposals and Request for Bids, LAWA has purchased recycled content office paper, recycled content plastic bags, Green Seal custodial and other cleaning chemicals. Green Seal is an independent non-profit organization that develops environmental standards for cleaning and other consumer products.

In addition, LAWA has teamed with the Clinton Foundation and the City of Los Angeles to create markets for energy savings products. The network with



Using recycled plastic materials uses $\frac{2}{3}$ of the energy required to manufacture plastic from virgin materials.
(www.epa.gov)

other cities plans to lower production and delivery costs for building materials, traffic and street lighting, and clean buses.

Sustainability Assessment

As part of the SPIMS process, LAWA performed a Sustainability Assessment that identified initiatives to be performed to meet the fundamental objectives that make the basis for this report and to meet the sustainability targets.

Recycled Content Plastic Trash Bags

In fiscal year 2006, LAX purchased approximately 530,000 pounds of trash bags for the terminals and associated buildings. Using the City Council 10% preference pricing criteria, LAX was able to purchase 20% recycled content polyethylene trash bags. LAX used approximately 80 tons of recycled polyethylene.



Objective 3

INCREASE RECYCLING AND SOURCE REDUCTION EFFORTS AT ALL FACILITIES AND FOR ALL OPERATIONS.

The City of Los Angeles with Ordinance 174706 pledged to divert 70% of its solid waste from landfills and incineration by 2020. This goal was set to minimize the need to build new landfills and save energy by increasing recycling. LAWA which has taken a leadership role in recycling set the following targets for increasing recycling and source reduction:

Target 3A: Divert 70% of waste from landfill disposal by 2015 (using 1998 baseline).

Target 3B: Expand in-flight recycling pilot programs to six airlines by December 2009.

LAWA's extensive recycling program at its airports and offices have developed many programs to reduce waste.

Table 3-1 Source Reduction/Recycling Current Practices

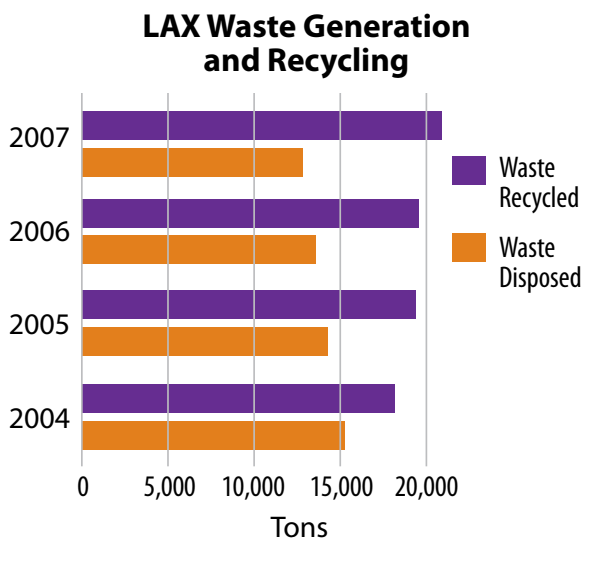
- ☑ LAX and ONT have developed comprehensive recycling programs.
- ☑ LAX voluntarily removed and recycled 2,200 pounds of mercury from equipment.
- ☑ LAWA has an extensive construction and demolition debris recycling program.
- ☑ LAX developed a pilot program with UAL and SFO to recycle trash on LAX-SFO flights.

LAX Recycling Program

LAX has an extensive recycling program that recycles paper, plastic, glass, metals, wood, green waste, tires, food, construction debris, oil, textiles, toner cartridges, and e-waste. This successful program has been in place since 1990.

In its first year, LAX recycled approximately 3,000 pounds of solid waste. In 1992, LAX implemented its LAX Source Reduction and Recycling Program; LAWA recycled approximately 9,000 tons of solid waste that year. In 2007, LAX recycled approximately 21,000 tons of solid waste.

This increase is due to a systematic approach to recycling. Over the years, LAWA has increased its recycling reach by providing free access to its recycling program to all tenants. In addition, LAWA has located recycling containers for paper, plastic, and metal in the terminal areas. Every year, LAWA identifies new materials to recycle. Since 2004, LAX's waste diversion rate

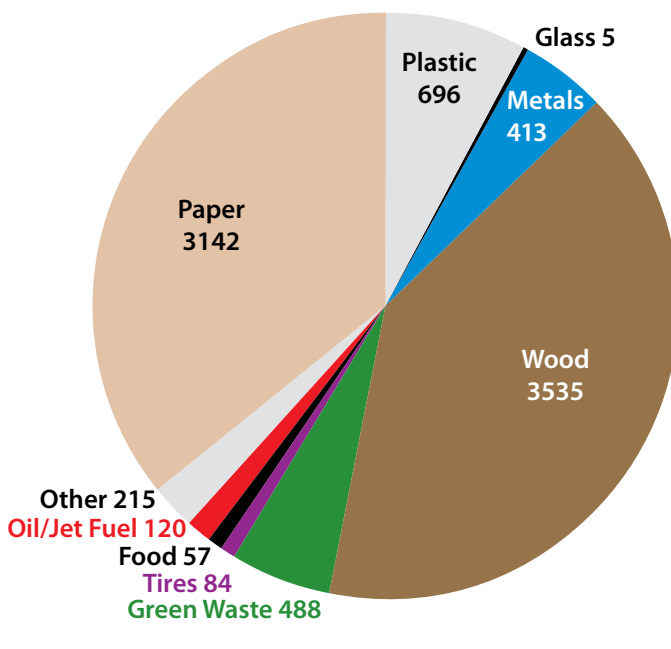




increased from 54% to 62%. LAX is committed to meeting Los Angeles' 70% diversion goal.

Recycled Materials (in tons)	2004	2005	2006	2007 (est.)
Paper	2,636.82	2,567.72	2,087.90	3,034.25
Plastic	915.58	997.06	1,041.12	693.99
Glass	15.15	9.24	12.95	5.46
Metals	1,245.76	391.41	480.96	396.82
Wood/pallets	2,321.20	2,041.71	2,023.46	3,509.78
Green Materials	214.09	312.00	405.05	53.45
Tires	85.78	232.45	91.21	80.02
Food	35.00	28.73	46.39	56.90
Construction Debris/ pmb	10,574.00	12,635.00	13,517.69	12,743.57
Other	69.14	183.56	155.56	334.55
Total Recycled Materials	18,112.53	19,398.89	19,862.30	20,908.80
Total Refuse Generation	33,300.36	33,736.76	33,464.85	33,856.58

2007 LAX and ONT Recycling (tons)



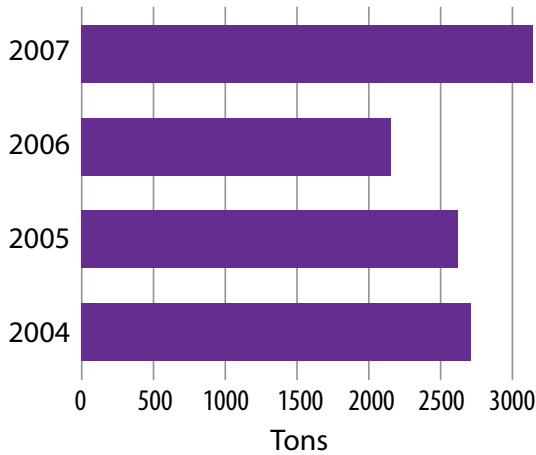
LAWA-Wide Recycling

All four airports provide recycling programs to their tenants and their passengers. Since 2004, ONT's average diversion waste has been 59%. This diversion rate has held steady as ONT passenger and cargo totals have increased. Like LAX, ONT provides free recycling to its tenants and passengers.

LAX and ONT have developed a successful paper recycling program. Since LAWA purchases only 30% post-consumer paper, LAWA closed the recycling circle with its successful paper recycling program. In 2007, LAX and ONT recycled over 3,100 tons of paper



LAX and ONT Paper Recycling



including cardboard, newspaper, magazines, and miscellaneous office paper. Since 2004, ONT and LAWA have recycled over 10,000 tons of paper.

Composting Program

LAX generates grass clippings and other green wastes from its landscaped acres. These wastes are consolidated and composted for use as mulch for its landscaped areas. From 2004—2007, LAX has composted close to 1,000 tons of yard waste. This program allows LAWA to both save money and landfill space. Composting the green waste generates valuable mulch for re-use throughout the airport.

LAX Mercury Recycling

In 2006, LAX became the first commercial airport in the U.S. to voluntarily reduce mercury—a cumulative poison that causes kidney and brain damage—through

“LAX will set an outstanding example of responsible environmental stewardship”

—Wayne Nastri, USEPA Region 9 Administrator

the U.S. Environmental Protection Agency’s National Partnership for Environmental Priorities Program. LAWA removed mercury flow meters from LAX’s Central Utilities Plant and replaced them with differential pressure electronic transmitters. This project eliminated 2,200 pounds of mercury. Wayne Nastri, USEPA Region 9’s Administrator honored LAWA noting, “LAX will set an outstanding example of responsible environmental stewardship”

LAWA Construction and Demolition Debris Recycling

Both LAX and ONT have performed extensive expansion and modification of its facilities. These activities produce large amount of construction debris. Since 1997, LAX has recycled over 100,000 tons of construction debris.

In-Flight Recycling Program

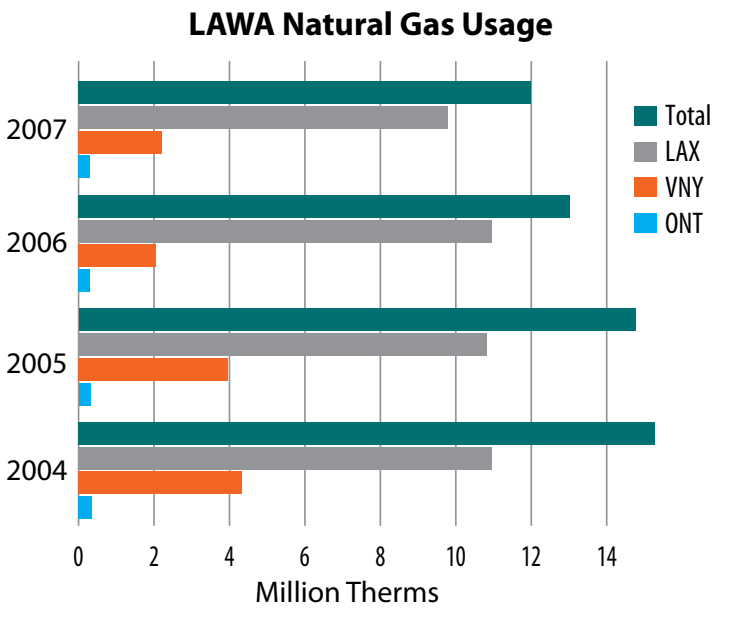
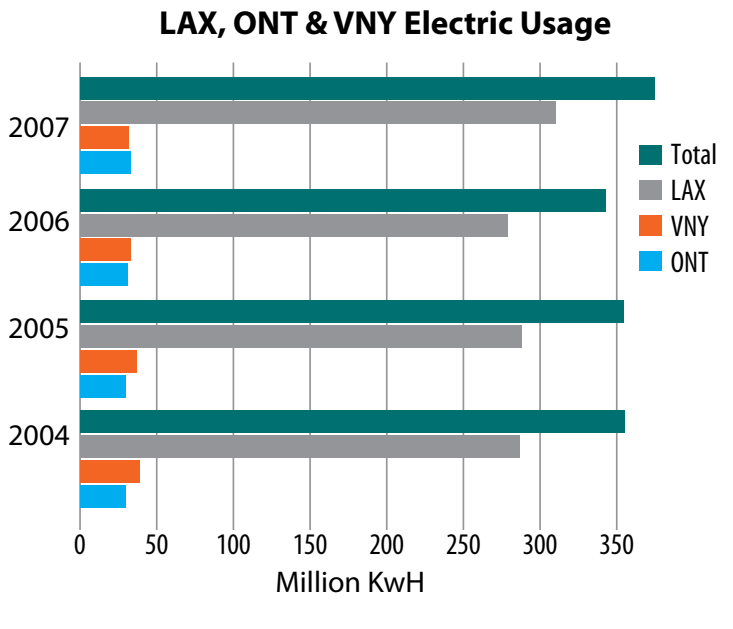
LAWA is constantly searching for ways to increase its recycling. Over the years, LAWA has identified in-flight recycling as a gap in its program. Airplanes have minimal space for storing and segregating materials for recycling. In addition, each airport has a different method for collecting materials for recycling. Therefore, LAX created a pilot program with United Airlines and San Francisco Airport (SFO) to develop a pilot program for recycling in-flight wastes for recycling.



Objective 4

REDUCE ENERGY USAGE AND INCREASE USAGE OF GREEN POWER AT ALL AIRPORT FACILITIES AND IN ALL OPERATIONS.

With the cost of fossil fuels skyrocketing, and the need to minimize emissions of criteria pollutants, toxic air pollutants, and greenhouse gases, the efficient use of energy and the incorporation of green power are critical factors in developing and maintaining sustainable operations at LAWA's facilities. LAWA has set the following targets:



Target 4A: Increase green power use to 25% by December 2008.

Target 4B: Reduce energy use by 10% per passenger and/or cargo tonnage by 2010.

LAWA has embraced energy efficiency for over 20 years. LAWA has developed programs both large and small to minimize its energy use.

Table 4-1 Energy Conservation and Green Power Current Practices

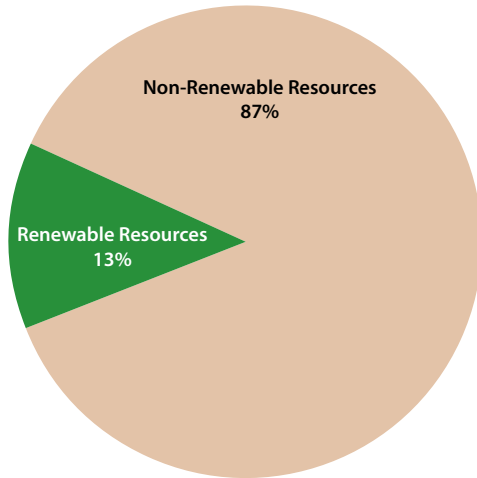
- ☑ 13.5% of LAX's power is green power.
- ☑ LAX's Central Utilities Plant co-generates steam to heat and air-condition LAX's passenger terminals and offices.
- ☑ LAWA retrofitted existing buildings with energy efficient lighting fixtures, ballasts and bulbs.
- ☑ LAWA upgraded building air-handling units with variable speed drives and soft-start controls.

Energy Usage

LAWA uses both electricity and natural gas to fuel its operations. Electricity powers the lights, cools the terminals and offices, allows airplanes to turn off their engines while parked at the gates, and powers



2007 Green Power Use



some miscellaneous electrical equipment. Natural gas provides electricity and heats the terminals and offices.

From 2004 to 2007, LAWA has increased its overall usage of electricity at both LAX and ONT. These increases can be attributed to an increase in passengers at ONT. At LAX, the increases may be attributed to the electrical conversion of the arrival gates. The electrical conversion allows aircraft to use electrical power instead of jet fuel to power the air conditioning and electrical systems while at the gates. LAX's energy use increased 30 million kilowatt hours from 2006 to 2007. ONT's energy use increased 1.7 million kilowatt hours.

On a more positive note, LAWA's natural gas use has decreased at all airports over the same time period. Natural gas use has decreased 3 million therms from 2004 to 2007.

Green Power

In October 1999, the Board of Airport Commissioners adopted a resolution establishing LAWA's participation in the LADWP's "Green Power for LA" program to purchase electricity from renewable resources. These sources allow LAX to lessen their greenhouse gas emissions and reduce criteria air pollutants. LAX purchases 13% of its power from renewable resources. These renewable resources are wind turbines and hydroelectric power. In 2007, LAX purchased 40.3 million kilowatt hours of green power.

LEDs use between
10% and 60%
less energy than
incandescent bulbs.
(www.doe.gov)

LAX Central Utilities Plant

LAWA's long history of reducing energy usage began with the modification of the Central Utilities Plant at LAX in 1984. LAX modified the Central Utilities Plant to a co-generation facility that simultaneously generates electrical power and steam. This process reduces fuel usage by 10% to 30% compared to separate electricity and heating processes. The Central Utilities Plant generates electricity. Steam is produced using waste heat from the Central Utilities Plant's turbines and provide heating and air conditioning (by powering steam refrigeration chillers) for buildings in LAX's Central Terminal Area.

Energy Efficient Lighting

LAWA constructed two new terminals at ONT, which opened in 1998 with energy conservation in mind. The terminals feature windows made from energy-efficient glass. The ceiling systems distribute maximum light without radiating heat throughout the building. In addition, LAWA has retrofitted 90% of its light fixtures at LAX to higher efficiency light fixtures. Outside the buildings, LAWA has installed light-emitting diode lights on runways, signs, and other lights through the outside of the facilities.



Efficient Air-Handling Units

LAWA is constantly upgrading and performing preventive maintenance on its air handling equipment. As LAWA upgrades and replaces its air handling units, it installs units with variable speed drives and soft-start controls. With variable speed drives, the units are operating at the speed required for the load. Without variable speed drives, the units are operating at full load when it is not required. The energy savings can be substantial. With soft start controls, the life of the equipment is increased due to reduced wear on the equipment. More importantly, the soft start drive starts the equipment at a lower voltage and increases it slowly until the equipment is at the required voltage. This slow start allows the equipment to operate at its optimal capacity at all times and saves energy.



Objective 5

REDUCE EMISSIONS FROM ALL OPERATIONS INCLUDING STATIONARY AND MOBILE SOURCES.

With the San Gabriel, San Bernardino, and Santa Rosa Mountains ringing the Los Angeles Basin and the Inland Empire pollutants from airplanes, cars, power generation, and myriad of maintenance operations activities are trapped in these regions. These harmful pollutants include particulates from diesel engines, smog producing chemicals, greenhouse gases (GHGs) from the burning of fossil fuels. LAWA set the following targets to address reducing each of these pollutants:

Target 5A: Reduce GHG emissions levels to 35% below 1990 levels by 2030.

Target 5B: Reduce VOC emissions 10% by 2010.

Target 5C: Demonstrate Hythane powered vehicles by 2009.

Target 5D: Convert 100% of LAWA fleet vehicles to alternative fuel vehicles (AFVs) or comparable emission vehicles by 2015.

Target 5E: Convert 50% of airport shuttles and 10% of taxis to AFVs by December 2010.

Target 5F: Convert 100% diesel-based ground equipment to electrical equipment or cleanest technology available by 2015.

LAWA has made great strides in working to minimize its air pollution emissions.

Table 5-1 Pollution Reduction Current Practices

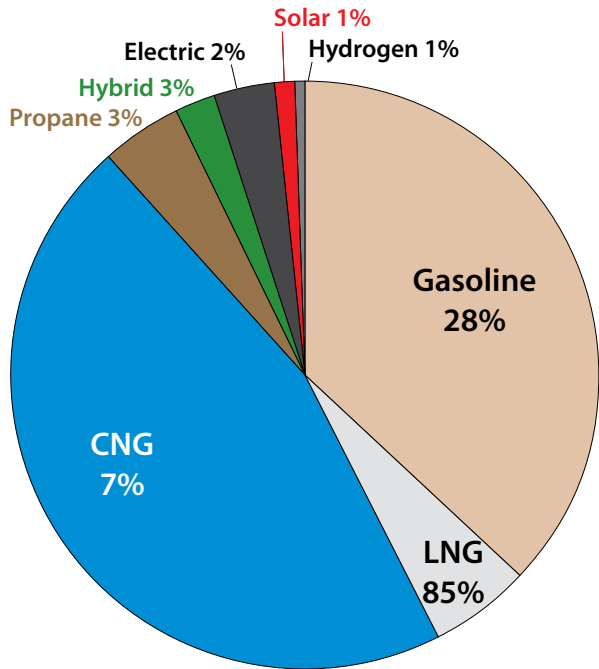
- LAWA tracks criteria pollutants emissions at LAX and VOC emissions at LA/ONT.
- 63% of LAWA vehicles are alternative fuel vehicles.
- LAWA has performed a baseline study of greenhouse gas emissions and has begun plans to meet 35% reduction by 2030
- LAWA has identified sources of GHG emissions and is establishing plans for mitigating GHG emissions.
- LAX has begun the conversion of ground service equipment to lower emitting equipment .

Criteria Pollutant Emissions

As part of LAX and ONT's air emission permits, they are required to track their criteria pollutants from their stationary sources. LAWA operations emit pollutants from myriad of activities most notably boilers, heaters, painting, fuel dispensing, and cleaning activities. In the Los Angeles Basin, pollutants which are ozone precursors are of particular importance. In fiscal year 2006-2007, LAX and ONT emitted 47 tons and 3.2 tons of ozone precursors respectively.



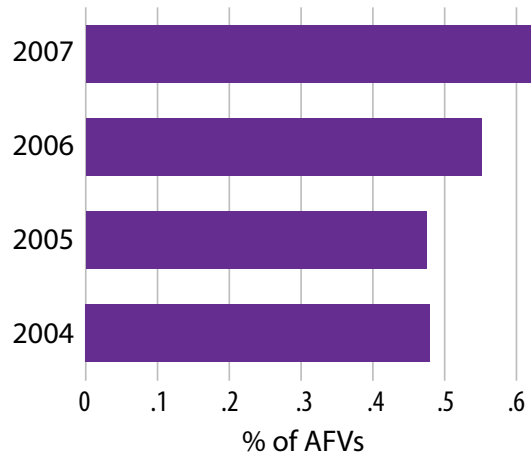
LAWA Alternative Fuel Type



Alternative Fuel Vehicles

LAWA began its conversion to alternative fuel vehicles (AFVs) in 1991 when the Board of Airport

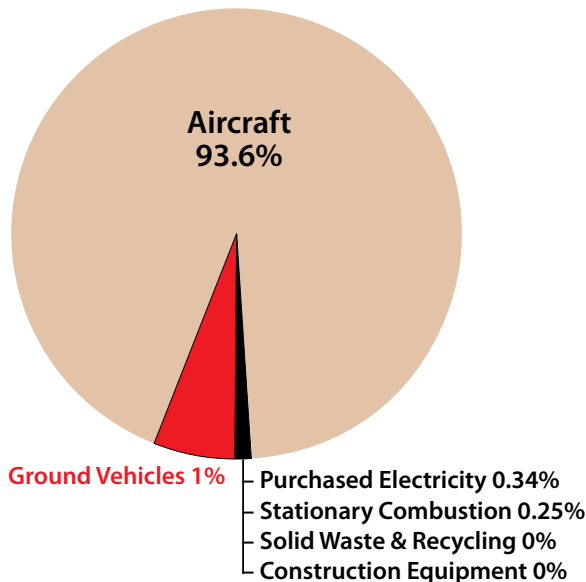
LAWA Alternative Fuel Vehicles



Commissioners adopted a resolution authorizing the testing of two electric vans for use at LAX. Since then LAWA has made significant progress in converting its entire vehicle fleet to AFVs. In addition to sedans used by LAWA staff and airport police, LAWA has light-duty pick-up trucks, sweepers, dump trucks, transit buses, forklifts, and personlifts that operate on alternative fuels. Currently, LAWA fleet is comprised of 63% alternative fuel vehicles.

LAWA's fleet also uses a wide variety of alternative fuels to power its fleet vehicles including: liquid natural gas (LNG), compressed natural gas (CNG), gasoline/electric hybrids, electric, solar, and hydrogen. In addition to the above fuels, LAWA plans to begin using cleaner-burning Hythane—a mixture of methane and LNG—to fuel its fleet vehicles.

Reduction Needed by Emission Source



In addition, LAWA has many different types of alternative fuel vehicles. In addition to sedans used by LAWA staff and airport police, LAWA has light-duty pick-up trucks, sweepers, dump trucks, transit buses, forklifts, and personlifts.

Greenhouse Gas Emissions

Under Mayor Villaraigosa's Green LA Plan, LAWA has committed to reducing its greenhouse emissions to 35% below its 1990 levels by 2030. LAWA performed a greenhouse gas inventory to determine



its baseline greenhouse gas emissions. With this baseline, LAWA is developing its greenhouse gas reduction strategy.

For its 1990 baseline, LAWA used readily available information from 1990. When 1990 data were not available, LAWA used post-1990 data and trend information to develop its baseline. LAWA used data from 2005 since major construction on the South Runway made 2006 and 2007 unviable for existing conditions. LAWA developed its 2030 GHG forecast using information from its forecasts, the Southern California Association of Governments forecasts, and the Federal

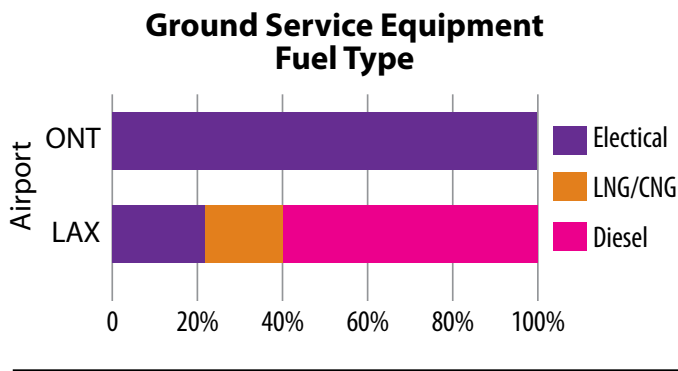
MGHG Inventory – Overview

Major Category	Refined Category	CO ₂ Emissions (metric tons)					Estimated Reduction Needed by 2030
		1990	2005	2030	35% Reduction from 1990	2030 Reductions Needed	
LAWA							
Facilities	Electricity	100,161	105,450	102,560	65,104	37,456	36.52%
	Natural Gas	49,029	50,588	68,794	31,869	36,926	53.68%
GSE		Incl. in LAWA GAV Fleet - based on fuel use					no data
GAV	Employee Commute	21,271	20,635	22,459	13,826	8,633	38.44%
	LAWA Fleet	5,433	13,030	12,534	3,531	9,003	71.83%
	Inter-Terminal Shuttle Public Travel On-Airport	Incl. in LAWA GAV Fleet - based on fuel use					no data
		125,707	168,796	290,447	81,709	208,737	71.87%
Construction		no data	no data	no data	no data		0.00%
Waste & Recycling		no data	no data	no data	no data		0.00%
	LAWA Subtotal	301,600	358,499	496,794	196,040	300,755	60.54%
Tenant							
Aircraft	LTO (< mixing height)	1,274,787	1,009,912	1,453,743	828,612	625,131	43.00%
	Cruise/Residual	15,123,745	17,910,281	24,864,287	9,830,434	15,033,853	60.46%
	Piston	3,773	3,152	5,210	2,453	2,758	52.93%
GSE		90,346	53,615	73,634	58,725	14,909	20.25%
Facilities	Electricity	0	0	0	0	0	no data
	Natural Gas	0	0	0	0	0	no data
GAV	Tenant Commute	90,684	106,589	121,889	58,944	62,944	51.64%
Construction		no data	no data	no data	no data	no data	no data
	Tenant Subtotal	16,583,334	19,083,549	26,518,763	10,779,167	15,739,596	59.35%
Public							
Passengers		811,588	806,545	1,713,966	527,532	1,186,433	69.22%
Shuttles		25,384	25,568	39,149	16,499	22,650	57.86%
Cargo Trucks		221,628	373,043	1,078,347	144,058	934,289	86.64%
	Public Subtotal	1,058,600	1,205,156	2,831,461	688,090	2,143,372	75.70%
Total		17,943,534	20,647,205	29,847,019	1,663,297	18,183,722	60.92%



Aviation Administration's Terminal Area Forecast. LAWA calculated that its 1990 baseline emissions for carbon dioxide equivalents (CO₂e) are approximately 18 million metric tons. Using available forecasting information, LAWA projects its CO₂e will be 29.8 million metric tons. With this information, LAWA will need to plan to reduce its projected CO₂e by approximately 18 million metric tons to approximately 11 million tons of CO₂e.

Since the majority of the emission reductions are needed from aircraft, LAWA will need to work with many organizations to develop strategies for reducing aircraft GHG emissions. LAWA is already actively converting its vehicle fleet and purchases 13% of its power from non-GHG emitting sources. Moreover, it has a program for converting ground service equipment (GSE) to less polluting vehicles.



Ground Service Equipment

Ground service equipment (GSE) includes all ground equipment that service aircraft, including tugs, baggage loaders, catering trucks, and fueling vehicles. At ONT, 100% of tenants' GSE are electrically powered. At LAX, 41% of tenants' GSE are either electrically powered or CNG/LNG powered.

Gate Electrification

One hundred percent (100%) of ONT's gates and 100% of LAX's gates have electric power which allows planes to shutoff auxiliary power and 55% of LAX and ONT gates use pre-conditioned air to reduce harmful pollutants from the combustion of jet fuel. As of 2005, one hundred percent of ONT's and LAX's gates have been equipped with electric power for the planes to use. In addition, 55% of LAX and ONT gates are equipped to provide pre-conditioned air.



Objective 6

REDUCE SINGLE OCCUPANCY TRIPS TO, FROM, AND WITHIN LAWA AIRPORTS.

In 2006, approximately 68 million people traveled through LAX, ONT, VNY and PMD. Along with the approximately 70,000 people who work on or near the four airports, these facilities are convergence points for commuters, employees, and passengers. Moreover, LAX's air cargo system handled more than 2.1 million tons of goods in 2007—ranked 11th in the world for air cargo movements. LAWA needs to seek efficiencies in its on and off-site transportation systems. To this end, LAWA is committed to reducing the number of single occupancy trips with the following targets:

In 2006, LAWA received a Gold Medal in the USEPA's Best Workplaces for Commuters Race to Excellence.

Target 6A: Increase Rideshare participation to 30% by 2010.

Target 6B: Add six new FlyAway locations/stations by 2015.

Target 6C: Build the LAX Consolidated Rental Car Facility by 2015.

Target 6D: Require LAX off-site airport shuttles to reduce their trips by 35% from a 2004 baseline by 2008.

Target 6E: Develop a LAX Centralized Delivery Facility by 2010.

LAWA has taken the following steps to reduce single occupancy vehicle trips.

Table 6-1 Trip Reduction Current Practices

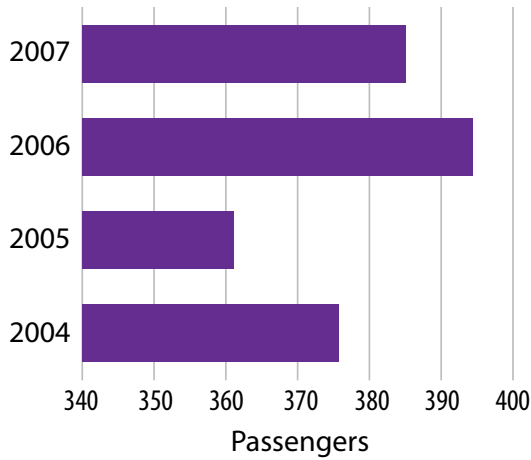
- ☑ 24% of LAWA employees participate in the Rideshare Program.
- ☑ LAWA instituted a nine-80 work schedule for employees.
- ☑ LAX established a FlyAway program for Van Nuys, Westwood, and Union Station.
- ☑ LA/ONT has a Consolidated Rental Car Facility.
- ☑ LAX established a Hotel Shuttle and Rental Car Consolidation Program.
- ☑ LAX has an extensive Traffic Control Program Traffic Operations Center to facilitate traffic flow in the CTA.
- ☑ LAX Car Rental Shuttles have reduced their trips by 20%.

LAWA Rideshare Program

LAWA's Rideshare Program has eliminated millions of commuter miles and reduced congestion during peak morning and evening commuting hours. The Rideshare Program consists of 63 subsidized vanpools that can carry between 8 and 12 people. LAWA provides the commuter van, pays for maintenance and fuel for each vanpool. LAWA staff pays a monthly fare to participate in the vanpool. These vans provide rides for approximately 400 LAWA staff and tenant employees on a daily basis. In addition, LAWA has 92 carpools which carry 2 or more people to LAX, ONT, VNY and PMD. The carpools are provided premium parking at LAX, ONT, and VNY. LAWA offers a \$110 per month subsidy for workers who commute on 50% of their workdays using the Rideshare Program.



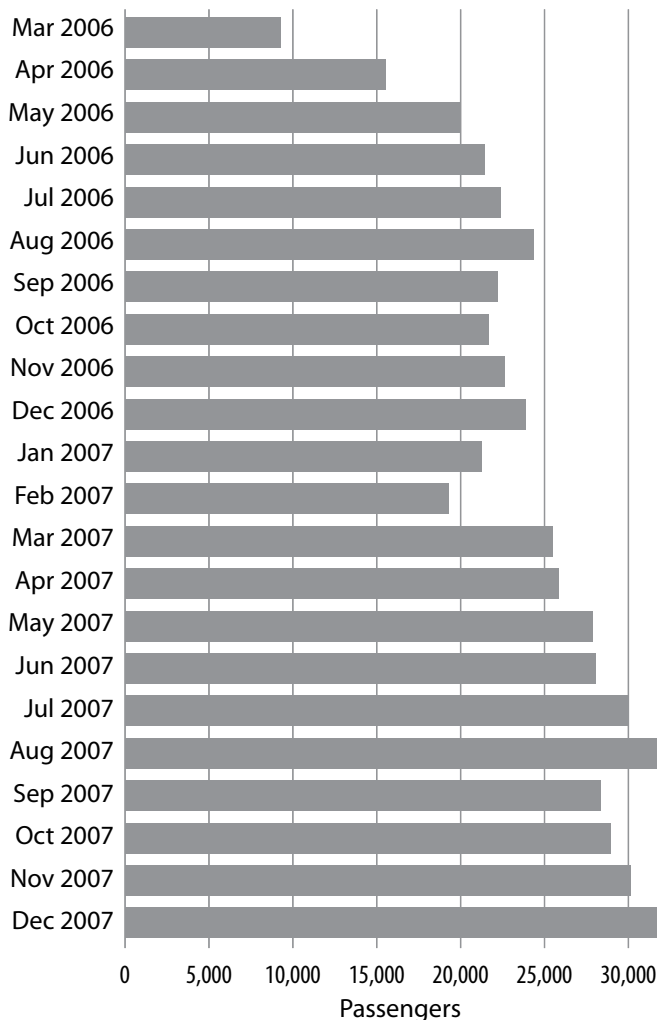
Van Pool Passengers



The U.S. Environmental Protection Agency considers LAWA's Rideshare Program to be one of the most comprehensive programs offered by an employer in Southern California. In 2007 it saved 480,000 gallons of gasoline.

LAWA also provides bike lockers, showers, and a "Bike Valet" service for LAWA staff who ride their bikes to work. Every year, LAWA promotes Bike to Work Week with free breakfast, T-shirts and other giveaways for staff who take part in the week's events. In 2008 59 riders rode a total of 148 round trip miles. Moreover LAWA encourages its staff to work a "9/80" schedule to reduce congestion and commuter miles.

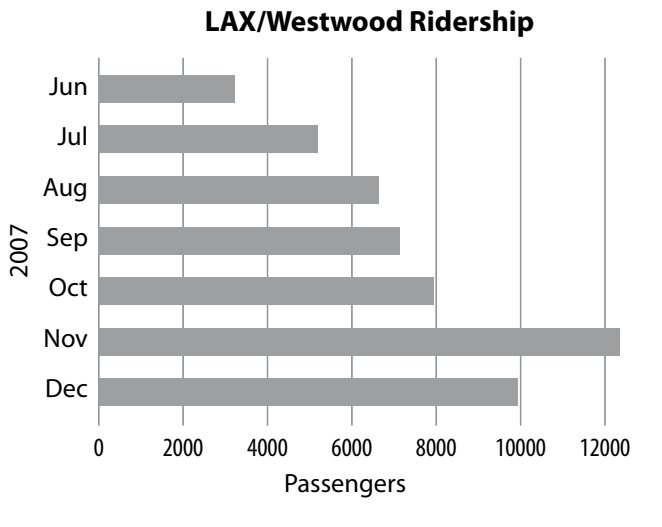
LAX/Union Station FlyAway Ridership



FlyAway Program

The FlyAway Program was designed to provide passengers with an alternative, yet convenient, way to reach LAX while at the same time reducing the number of single occupancy trips to and from LAWA airports made by passengers. At LAX, three FlyAway shuttles from Van Nuys, Union Station and Westwood bring passengers to LAX. Since its inception in 1975, the Van Nuys FlyAway has transported 22 million passengers. With the introduction of two new FlyAway shuttles in 2006 and 2007, respectively, the FlyAway Program transports over 1 million annually to LAX.

The Union Station FlyAway was instituted in March 2006. In its first twenty-two months, the Union Station FlyAway transported over 500,000 passengers. This total is a threefold increase over its projected annual total ridership. The Union Station FlyAway has seen a continuous monthly increase since its inception.



The Westwood FlyAway began ferrying passengers from Westwood to LAX in June 2007. In its first seven months, the Westwood FlyAway transported approximately 52,000 passengers. Like the Union Station FlyAway, the Westwood FlyAway has also seen a continuous monthly increase since its inception.

In 2007, the three FlyAway shuttles transported over 1.3 million passengers to and from LAX.

ONT Consolidated Rental Car Facility

Since 1999, ONT has operated a Consolidated Rental Car Facility (ConRac) that houses eight rental car companies with tram service from the terminals to alleviate traffic congestion on the terminal roadways.

LAX Rental Car Shuttle Consolidation

In January 2003, the Board of Airport Commissioners approved on-airport concessions for ten rental car companies at LAX. These ten concessionaires are the only firms permitted to provide curbside pickup and drop-off at passenger terminals. The program calls for on-airport rental car operators to reduce the number of monthly courtesy vehicles trips by at least 20% from a 2004 baseline year.

LAX Traffic Mitigation Measures

LAX has a 24-hour Cell Phone Waiting Lot where motorists can wait for free until passengers call to say they are ready to be picked up at the airport. This program reduces traffic congestion in the Central Terminal Area caused by motorists circling while waiting to meet arriving passengers.

LAX operates a Traffic Operations Center that consists of Closed Circuit Television Cameras that view real-time traffic flows within the CTA. The cameras allow staff to identify unusual incidents which are causing traffic delays and determine whether adjustments are needed to the traffic signals.

LAX traffic information is broadcasted from the Traffic Operations Center on Radio Station AM 530 and on www.lawa.org/lax/AiRadio.cfm. The radio station provides real-time information on traffic and availability of on-airport parking. In addition, LAX utilizes portable and fixed electronic message boards to provide real-time information so motorists can make knowledgeable driving decisions. Eight portable changeable message signs are available at LAX during peak travel times or for special occurrences.



Objective 7

INCORPORATE SUSTAINABLE PLANNING, DESIGN, AND CONSTRUCTION PRACTICES INTO ALL AIRPORT PROJECTS.

LAWA is continually evaluating and updating its facilities to meet the changing air travel and cargo needs of the region and to provide safe airport operations. Over the next five to ten years, a wide range of projects will be planned, designed, and executed at LAWA’s four airports, including civil landside and airside activities, renovation of existing buildings, construction of new facilities, and general construction and maintenance activities. These projects provide LAWA with tremendous opportunities to incorporate sustainable planning, design and construction practices into its future facilities and operations. LAWA has set the following targets:

Target 7A: Implement the Airport Sustainable Planning, Design and Construction Guidelines for all projects begun on or after February 2008.

Target 7B: Incorporate green standards into all aspects of LAWA’s planning, design and construction process by 2009.

LAWA has developed Sustainable Guidelines for all planning, design and construction projects.

Table 7-1 Sustainable Design Current Practices

- LAWA developed Sustainable Guidelines for all planning, design, and construction projects.

Airport Sustainable Planning, Design and Construction Guidelines

In January 2007, the Board of Airport Commissioners committed LAWA to incorporate the highest possible LEED standards in all future construction projects at LAWA’s four airport. In addition, LAWA’s development and implementation of the Sustainable Airport Planning, Design and Construction Guidelines (Guidelines) strengthens its commitment to become the “global leader in airport sustainability.”

The Guidelines provide a comprehensive set of airport specific performance standards that consider the unique opportunities and obstacles that arise during typical airport projects when incorporating sustainability. The Guidelines include performance standards for planning, design and construction activities that integrate sustainability strategies into the project work.

The Guidelines apply to projects that involve general construction and maintenance, buildings and facilities, roads, runways, taxiways, infrastructure, and other civil projects, both airside and landside. To assist in facilitating the integration of sustainability, the Guidelines include a rating system to measure and document





the level of a project's success in achieving the requirements of the performance standards. This "LAWA-Sustainable Rating System" will be used to track progress and document achievements in implementing the sustainable planning, design and construction practices. Every project will receive a ranking by LAWA depending on the level of sustainability reached in design and/or construction. The Guidelines will be updated on a regular basis to integrate "lessons learned" from all design and construction projects.

The Guidelines will facilitate the integration of sustainable concepts and practices into all capital, non-capital, tenant, and federal projects that are undertaken at each of its four airports. The Guidelines also provide a model for incorporating sustainable practices which can be used by other organizations in the City of Los Angeles as well as other airports nationwide. In May 2008, SFO adopted the use of the Guidelines for its projects.



Objective 8

In 2007, LAWA employees donated over 60,000 pounds of packaged and prepared foods to the Los Angeles Regional Food Bank.

PROMOTE SUSTAINABILITY AWARENESS TO AIRPORT EMPLOYEES AND THE GREATER COMMUNITY.

Aligned with the triple bottom line approach to sustainability, LAWA believes that a sustainable organization looks beyond environmental stewardship and addresses economic growth and social responsibility through interaction with the surrounding community. Through its Sustainability Vision and Principles, along with its long-standing policies that focus on creating beneficial economic impacts, improving labor and community relations, and providing leadership within the aviation community, LAWA is committed to making its facilities great places to work and travel through. LAWA set the following targets to make staff, tenants, and passengers more aware of its sustainability actions:

Target 8A: Provide training to 100% of LAWA tenants and consultants to make them aware of sustainability programs by December 2008.

Target 8B: Offer formal training to 100% of LAWA tenants and consultants to make them aware of LAWA’s sustainability programs by December 2008.

Table 8-1 Sustainability Awareness Current Practices

- LAWA has developed educational opportunities for local universities and high schools.
- LAWA provides programs to protect the health and safety of its tenants, staff and passengers.
- LAWA has a public arts program.

Through its interaction with its staff, tenants, passengers and community LAWA is providing ways to make the airport a more sustainable place.

Educational and Charitable Programs

Throughout its history, LAWA staff has taken steps to foster close relationships with local educational and charitable organizations. These programs include visiting schools and LAWA facilities and donating time and materials to these organizations. LAWA is committed to the science education of future leaders and encouraging aviation-related career and training opportunities. LAWA wants to lay the foundation for a bright future for today’s students. LAWA staff are involved in the following programs:

Adopt-A-School Program

Both VNY and PMD partake in the Adopt-A-School Program. Activities include after-school programs, speaking engagements, participation in student career days. PMD has adopted Manzanita Elementary School.



Aviation Center

The Aviation Center is a full-time Regional Occupational Center operated by the Los Angeles Unified School District's Division of Adult and Career Education. Founded in 1981, it provides training for both adults and high school students to become mechanics, instrument technicians, inspectors, and fabricators at FAA-approved repair stations at VNY. The curriculum provides students with the knowledge to take the FAA licensing examination in general airframe and power plant mechanics..

Aviation Careers Education Academy

Every summer and twice during the school year, LAWA hosts a week-long Aviation Careers Education (ACE) Academy. ACE provides middle and high school students with the opportunity to learn about aviation. Students tour both VNY and LAX to get an introduction to the working of both a major international airport and a general industry airport.

Flight Path Learning Center

In 2002, the Board of Airport Commissioners approved Flight Path to operate an educational facility at LAX. As part of the Learning Center, two annual scholarships are granted for high school students who are interested in aviation, aerospace or aeronautics careers.

Other Educational Opportunities

- Job Shadow Day
- AIRCademics
- Gateways Internship Program
- Wings to Fly Mentoring Program

Health and Safety

LAWA provides a safe and healthy environment for its staff, tenants and passengers. LAWA has a number of current programs to enhance the safe environment of LAWA

Airport Police

Since 1946, the LAWA police have been protecting the people who work and visit at LAWA's airports. In 1968, the California legislature granted the LAWA police Peace Officer authority. The airport police division is the fourth largest law enforcement agency in Los Angeles County and has the largest number of canine bomb detection dogs of any airport in the United States.

External Defibrillators

In 2001, the Board of Airport Commissioners approve the purchase of fifty Automatic External Defibrillators (AED) for LAX. LAWA now has 94 AEDs in all terminals at all airports. In addition, the AED cabinets are wired to the telecommunication center so that LAX emergency personnel are notified when an AED is used.



Public Arts Program

LAWA partners with the Los Angeles Department of Cultural Affairs to provide a public art project at LAWA airports. From the lighted pylons that welcome the LAX community as they drive down Century Boulevard to the smaller exhibition locations at ONT, LAWA provides many spaces to introduce local and regional artists to the LAWA community and provide a more aesthetically pleasing space for the LAWA community.

In August 2000, LAX commemorated the lighted pylons that line Century Boulevard. These pylons have become one of the most well-known examples of public art in Los Angeles. In 2006, LAWA upgraded the lighting system to enhance the entrance to LAX. LAX has other smaller public arts locations in Terminals 1, 2 and 3 and the Tom Bradley International Terminal. In July 2007, Skyscapes was unveiled in the public corridor between Terminals 2 and 3 on the Lower Level. The seventeen paintings by four local artists—Raoul De La Sota, Leo Limon, Andres Montoya, and Linda Vallejo—explore human's relationship with the earth and sky.

ONT has twenty-four exhibition locations in its terminals. Right now at LA/ONT, an exhibition showcases a collection of robots that are made from recycled household products.



Objective 9

INTEGRATE SUSTAINABLE PRACTICES INTO INTERNAL POLICIES, BUSINESS PROCESSES, AND WRITTEN AGREEMENTS.

During the planning stage of the Sustainability Performance Improvement Management System (SPIMS) process, LAWA performed a sustainability assessment of its policies and written agreements. As evidenced by the numerous existing and planned programs detailed in this report, LAWA is committed to sustainability improvement. For the last 30 years, LAWA has performed countless activities that have benefited the environment, the local economy and society. As LAWA implements the SPIMS process, LAWA acknowledges that it needs to integrate sustainability in a systematic manner. Sustainability, through the implementation of the SPIMS will become part of LAWA’s business process. LAWA has set the following target:

Target 9A: Include sustainability requirements in all written agreements by December 2008.

Table 9-1 Sustainable Practices Current Practices

- ☑ LAWA has programs that assist local community members to find jobs and employment training.
- ☑ LAWA implemented an Environmental Management System (EMS) pilot program for ONT’s Construction and Maintenance Section.

Jobs and Employment

LAWA’s Business and Job Opportunities Division provides employment and educational outreach services to local community-based organizations, and community residents. The Division provides information regarding employment opportunities to job seekers who are interested in employment with airport tenants, surrounding airport companies and other private companies. LAWA staff assists potential employers by providing the employer with resumes of job seekers whose skills match the needs of the employer. Some its programs include:

Business and Job Resources Center

In October 2006, LAWA opened the Business and Job Resources Center (BJRC) which coordinates all job training programs. The BJRC works with local Work Source Centers and airport employers to enhance community access to airport jobs. LAWA has partnered with local agencies to develop a job training program for local LAX residents so that local residents become qualified for LAX-based jobs. Using 12 training providers, LAWA has referred 236 candidates for job training with 177 potential LAX employees completing the training.

Inglewood Job Center

In January 2008, LAWA opened a Job Center at Inglewood City Hall to facilitate the hiring of local community residents who live close to LAX.



First Source Hiring

LAWA received approval from the Federal Aviation Administration in November 2006 to begin implementation of its First Source Hiring Program (FSHP)—its program that ensures that local residents are referred for priority interview consideration. LAWA began a pilot program with 50 of the 300 companies that employ people at LAX. Moreover, LAWA began partnering with 56 local work source centers, local employment agencies, and community and faith-based organizations to assist in referring prescreened, qualified people to LAWA employers. Since November 2006, 1,275 candidates were referred for approximately 400 airport positions with 42 LAWA tenants with 233 confirmed hires.

Minority Business Enterprise/Women Business Enterprise and Small Business Utilization and Retention Program

The Business and Job Opportunities Division (BJOD) and Procurement Division work closely with business advocacy groups to enhance these programs. The BJOD has opened an office on Century Boulevard to assist businesses on preparing proposals and other activities.

Sweatshop Ordinance

LAWA adopted the spirit of the City's anti-sweatshop ordinance, which requires that a living wage be paid to workers on contracts and creates a flexible mechanism to share information with other groups.

Environmental Management System

The development and implementation of the EMS, like SPIMS, will present an organizational structure, processes and tools necessary to enable LAWA managers and environmental staff to integrate environmental compliance commitments into day-to-day activities. Moreover, the EMS will continually monitor, measure and improve LAWA's environmental performance, while providing more environmental awareness to LAWA staff and tenants. The EMS will help to instill that environmental performance improvement is everyone's responsibility and to empower LAWA employees.

In the EMS's first phase, LAWA has begun development and implementation at LA/ONT's Construction and Maintenance (C&M) Division. ONT has chosen the following goals for its EMS:

- Full environmental compliance.
- Divert 70% of its solid waste from landfills
- Reduce amount of hazardous waste generated and disposed.
- Reduce air emission from permitted and non-permitted sources.
- Reduce potable water usage for landscaping.
- Purchase environmentally preferable products in the Landscape Shop.



The initial development and implementation efforts in the C&M Division will serve as the EMS pilot project that will provide a foundation on which LAWA can build and roll out a comprehensive EMS to the other airports. Once the EMS pilot project is complete, the scope will be expanded to encompass all of LAWA.