



Rahm Emanuel
Mayor



Rosemarie S. Andolino
Commissioner

ADMINISTRATIVE PROCEDURES

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INTRODUCTION

The Sustainable Airport Manual (SAM) Green Airplane Rating System for Administrative Procedures (AP) is designed to certify the sustainability of airport-related administrative activities associated with the planning, design, construction, maintenance and daily operations. This chapter will be common to all other chapters of the SAM in order to promote workplace practices, procedures and material use that provide the reduction of energy, water and materials.

The intention is to not only plan, design, construct, maintain and operate an airport in a sustainable manner, but to also be cognizant that the process of administering these activities should integrate sustainability as well.

APPLICABILITY

These administrative procedures are applicable to all project types. How the credits are applied will vary from chapter to chapter of the SAM. The requirements of these credits generally apply to the entity/organization that is responsible for the completion of the SAM checklist – not the project/entity/site being rated. Where more than one organization is involved, the lead, prime, or majority entity shall be represented in the SAM checklist for the AP credits. For example, for a design/construction project, this chapter would apply to the administrative procedures and day-to-day operations of the design or construction firm, not the project they are constructing. The following general guidelines outline the applicability of the AP credits depending on the type of SAM checklist/chapter used:

- PL: planning consultant responsible for project
- DC: designer, contractor, A/E firm, or major JV partner of an organization tasked with the design/construction of a project
- OM: department being rated or major stakeholder in entity being rated for operations
- CT-DC: designer, contractor, or major JV partner of such entity that is designing/construction space being rated
- CT-OM: concessionaire or tenant responsible for operation of space being rated

In most cases, the entity responsible for the completion of the SAM checklist will be represented in the AP section of the SAM checklist.

PROCESS

Within the Manual's main body, each administrative procedure credit has five subsections: Intent, Requirements, Submittals, Technology/Strategy, and Case Studies as described below:

- **Intent:** The primary motivations for any sustainable practice.
- **Requirements:** Specifies elements that satisfy the intent. The prerequisites must be achieved; the credits are optional, but contribute to the overall rating.

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- **Submittals:** Required and supporting documentation and/or information required to achieve applicable prerequisites or credits. This documentation may include calculations, data, short narratives, policies, documents or references to specifications or material datasheets indicating how the requirements are being met.
- **Technology/Strategy:** Highlights specific ways of meeting the recommendations within the scope for each specific credit. Case studies where available, are presented to help guide the application of sustainable credits to projects and efforts. To aid with consideration of applicable strategies and technologies, they are organized into the following three categories: “Standard Practice,” “Recommended Practice,” and “Best Available Practice.”
 - **Standard Practice:** These are requirements that may be due to standards, specifications, codes, general best management or construction practices. They are practices already in place, and SAM prerequisites, which also serve to meet sustainable goals.
 - **Recommended Practice:** These include recommendations that are expected to have insignificant impacts to cost and are therefore, encouraged to be incorporated.
 - **Best Available Practice:** These are strategies and practices that are expected to enhance the sustainability efforts of the Chicago Department of Aviation (CDA), but are anticipated to potentially have an impact on the cost and/or schedule. A simple cost/benefit analysis can be conducted to determine the practicality of implementation.
- **Case Study:** Examples of credit intent “in action” at airports and/or other industry facilities.

While not all strategies will be applicable, those using this Manual are encouraged to think creatively and to consider the intent of each issue throughout the decision process.

SUBMITTALS

Incorporation of sustainable administrative procedures is expected in every aspect of the operations and activities of the CDA and its contactors. The tracking of the AP credits have been integrated into the SAM *Planning* checklist, SAM *Design & Construction* checklist, SAM *Operations & Maintenance* checklist, and SAM *Concessions & Tenant* checklist.

In order to achieve points, certain requirements need to be met, as outlined in each credit. In some instances, studies, calculations and data would be appropriate. In other instances, this will be accomplished through short narratives, policies, documents, product and material data or through referenced standards or specifications.

In addition to review of the checklist, the Sustainable Review Panel (SRP) will review any supporting documentation including calculations, policy documents, specifications, and contractor’s submittals as needed to support the achievement of the credit(s). See Section titled *Implementation and Review Process* for detailed information about the SRP.

Rahm Emanuel
MayorRosemarie S. Andolino
Commissioner

IMPLEMENTATION AND REVIEW PROCESS

The SAM and its supporting documentation are administered by the Sustainable Review Panel (SRP), which is intended to consist of representatives of the CDA Management Staff, CDA Design and Construction Staff and Representatives, OMP Project Management Office (PMO) and Master Civil Engineer (MCE), and Airport Planners actively involved in CDA projects. The composition of the SRP is intended to be dynamic depending on needs.

The SRP is responsible for the review of submittals with respect to sustainability and provides technical support to the each project in relation appropriate to sustainable practices. The SRP is responsible for review of every checklist and for the awarding of “Green Airplane Certification” ratings based on the extent of incorporation of sustainable practices as outlined in this Manual and as documented on the submitted SAM Checklist(s).

Other responsibilities of the SRP include preparation and review of sustainable design related specifications, technical memoranda, and miscellaneous documents, as necessary. In addition, the SRP is responsible for presentations and training to project team members with respect to the application of this Manual. The primary tasks of the SRP are to oversee the application of the Manual and review submittals for their compliance with the Manual.

All projects conducted by or under management of the CDA will follow these procedures. For any and all sustainability-related questions and/or submittals, please use the following email address to submit forms electronically (preferred method): SAMdocs@cityofchicago.org



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Mayor



Rosemarie S. Andolino
Commissioner



airportsgoinggreen.org

For comments, case studies, lessons-learned, new technologies or for any and all project submittal forms, please email:

SAMdocs@cityofchicago.org

Rahm Emanuel
MayorRosemarie S. Andolino
Commissioner

AP ADMINISTRATIVE PROCEDURES

AP.1 Prerequisite 1 – Green Meetings

Required

INTENT

Green meeting practices are intended to guide meeting hosts, planners, and attendees toward more eco-friendly meetings. A few extra efforts to incorporate environmental considerations into planning and conducting meetings will help to minimize the negative impact on the environment and educate all participants regarding sustainable meetings.

Green meeting practices are intended to:

- Conserve resources
- Reduce environmental impacts
- Save money
- Support Chicago's commitment to environmental stewardship

REQUIREMENTS

Whenever applicable, follow the green meeting practices outlined below, or your existing corporate sustainability policy, whichever is more stringent.

SUBMITTALS

Include descriptive narrative on the SAM Checklist and if following your own corporate sustainability policy, please include with submittal for this section.

TECHNOLOGY/STRATEGY

Meeting Greeting

The following are sample text that the meeting host could use to remind participants of the intent to conduct meetings in a green manner:

I want to remind everyone that we are conducting our meeting following green meeting practices, which are intended to:

- ***Conserve resources;***
- ***Reduce environmental impacts;***
- ***Save money; and***
- ***Support Chicago's commitment to environmental stewardship.***
- ***We conduct our meetings in an environmentally friendly manner.***
- ***Please mute all cell phones for social courtesy and the most efficient use of everyone's valuable time.***
- ***Please use the recycle bins for recyclable items at the end of the meeting.***
- ***Help to ensure the lights are turned off as we leave the meeting room.***

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MayorRosemarie S. Andolino
Commissioner

Meeting Planning

Meeting hosts should consider the following when planning for a meeting:

Reduce the number of copies produced by:

- Sharing meeting materials
- Digitizing materials and distributing presentations via email prior to meetings
- Placing materials on the wall (one large print or presented with projector equipment)

If handouts are needed at the meeting, produce handouts:

- Locally
- Double-sided
- Using high post-consumer recycled content paper
- Using chlorine-free paper
- Using vegetable-based inks if available for type of printing
- Print in draft mode (uses less ink)

Exhibits and presentation materials:

- Same suggestions as handouts above
- Reuse display boards, utilize both front and back sides
- Use low-emitting materials for exhibit displays
- Recycle cardboard and other packaging materials

For participants not in the building: can they participate by internet/phone?

- Contact the expected meeting participants ahead of time and present them with the option of a video/phone conference via the internet/phone, if appropriate. Costs associated with technical support may still be less than travel/fuel costs in some cases.

What if travel cannot be avoided?

- Can attendees carpool/carshare?
- Provide attendees with mass transit options, such as CTA or Pace Bus, including directions.
- Encourage walking and biking by selecting accessible venues, including directions.
- If overnight stays are involved, suggest hotels nearest the meeting venue that are the most environmentally friendly (www.greenhotels.com). Consider moving the meeting to the hotel if majority of participants are staying at the same hotel, reducing the need for transportation to and from the hotel.

If the meeting is all day or multiple days in a row, how can it be catered in an environmentally friendly way?

- Serve drinks from pitchers, reusable utensils and dishes, and request local produce to cut down on waste when catering for large groups.
- Plan for the pick-up and compost or donation of leftover food to reduce waste.

What if the meeting is held annually?

- Plan for annual meetings at times of the year when temperatures are less extreme to reduce energy consumption due to the use of air conditioning/heat.

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- Ensure that off-site meeting locations accommodate opportunities for recycling.
- Recycle newspapers, cans, and glass, including those from your guest room, in marked containers in the conference area.
- Participate in the hotel's water, energy, and detergent conservation efforts by following the instructions posted in your room.
- Note the conference's efforts to reduce the use of paper by limiting conference handouts at registration, using folders or handouts printed on high post-consumer recycled content paper, using vegetable-based ink, and encouraging presenters to limit handouts.
- Thank the hotel or off-site location host for providing recycling opportunities, reusable utensils and dishes for breaks, etc.

When the conference/meeting/workshop is over...

- Collect reusable business card holders/name tags in a bin after last meeting.
- Collect presentation materials that are not needed by the attendees that can be donated to local schools, reused or recycled.
- Have attendees fill out an online survey allowing for feedback about the meeting and vendors for future reference and improvement.
- Follow up after the meeting with participants to share green success stories and lessons-learned including statistics from the meeting, such as quantities of recycled materials. Also include a summary document that provides details of the green meeting.

IMPLEMENTATION

1. Make certain that all appropriate recycling bins are located in public meeting areas and conference rooms.
2. Develop message boards for conference rooms, meeting areas, and copy/production areas. (see following pages)
3. Electronically distribute green meeting practices to all staff, team members and routine stakeholders.
4. Post green meeting practices in meeting rooms.
5. Post green meeting practices on Intranet sites (internal).
6. Post green meeting practices on Internet sites (external, public).
7. Provide routine reminders of green meeting practices and during annual team meetings.
8. Include a green meeting reminder at the end of meeting minutes to read "This meeting was conducted in accordance with green meeting practices."



Rahm Emanuel
Mayor



Rosemarie S. Andolino
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AP ADMINISTRATIVE PROCEDURES

AP.2 Prerequisite 2 – Document Reduction and Recycling Initiative (DRRI)

Required

INTENT

Reduce the volume of paper and facilitate the recycling of documents.

REQUIREMENTS

Follow the Document Reduction and Recycling Initiative (DRRI), which has the following main objectives:

1. Identify and issue only essential paper copies.
2. Promote the use of centralized review rooms for documents and drawings.
3. Provide a simple, yet effective means for recycling documents.

SUBMITTALS

None

TECHNOLOGY/STRATEGY

Identify and Issue Only Essential Paper Copies (Goal: Minimize Quantities)

Start by producing only electronic copies. Use electronic distribution media for all documents whenever possible, such as; FTP sites, websites, emails, CDs, digital document libraries, memory sticks, etc.

To ensure that only essential paper copies are prepared, there are four questions that need to be asked of each recipient insisting on paper copies:

1. Have you historically performed or do you intend to perform a full review of the applicable document?
2. Does your review require you to look at the entire document or only specific sections?
3. Could you conduct your review of the document from a digital version?
4. Would you consider reviewing the documents in a designated review room?

If it is ultimately determined that paper copies are necessary, follow guidance provided in SAM Credit AP.1 Prerequisite 1 – Green Meetings.

Rahm Emanuel
MayorRosemarie S. Andolino
Commissioner

Centralized Review Rooms (Goal: Centralize Work Function & Minimize Waste)

The DRRI acknowledges that for reviewers to provide a comprehensive review of any design, a complete set of plans must be provided.

A centralized review room should be in a relatively quiet location accessible to all employees needing to review the materials.

Review the use of centralized review rooms periodically to determine use and find ways to promote additional usage by reviewers.

Document Disposal and Recycling (Goal: Minimize Waste, Support Recycling)

The DRRI encourages the recycling of obsolete paper. Documents/plan sets having sensitive information must be safely and securely recycled. The ideas provided below will assist in recycling of documents:

- Ask reviewers to return obsolete documents to the centralized review room.
- Setup a notification informing reviewers to return obsolete documents to the nearest recycling location.
- Add reminders to documents, such as “Return obsolete documents when review concludes” to closeout checklists.

CASE STUDY

Resource Conservation

San Francisco International Airport – San Francisco, California

As part of its zero-waste program, SFO has implemented several solid waste reduction measures, including the resource conservation program. The goal of this program is to “educate, encourage and persuade the Airport staff, tenants, and the general public to generate less waste in the course of their daily activities at or travel through the Airport.” The program includes the following:

- Paper use reduction. SFO has allocated paper use to each Airport Division at 80 percent of the previous year’s consumption, requiring submittal of a special request if the allocation is prematurely exhausted.
- Double sided printing and copying. All SFO printers and copiers have been programmed to produce double sided prints or copies. Educational signage is also posted at all copying machines to enhance the message.
- Electronic document transfer. SFO encourages all staff to transmit documents electronically.

http://www.sfenvironment.org/sites/default/files/fliers/files/sfo_cap_fy1011_2012_0330.pdf

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MayorRosemarie S. Andolino
Commissioner

AP ADMINISTRATIVE PROCEDURES

AP.3 Recycled Content Paper

1 to 3 points – Required for CT-OM (no points)

INTENT

Reduce the need for virgin materials, energy, and waste associated with the production of paper by promoting the use of recycled content paper.

REQUIREMENTS

Purchase and utilize print/copy paper that is chlorine-bleach free.

AND

For all office paper purchased for routine daily business administration and operations, point values will be assigned based on the recycled content of the paper. Up to 3 points are available by using paper with the following attributes:

<u>SAM Credit</u>	<u>Post-consumer recycled content</u>	<u>Points</u>
AP.3.1	30%	1
AP.3.2	50%	2
AP.3.3	100%	3

For Concessions & Tenants – Operations & Maintenance (CT-OM), this credit is a prerequisite where all office/printer paper is required to have 100% recycled content and therefore no points are awarded in that case.

Calculate post-consumer recycled content of office paper using a weighted average based on estimated usage. If the paper is chlorine-bleached, for the purposes of the calculation, it shall be assumed that the post-consumer recycled content is 0% regardless of what it actually is.

Example: Annually, an office uses 50 boxes of chlorine-free paper with a post-consumer recycled content of 30%, 50 boxes of chlorine-free paper with a post-consumer recycled content of 90%, and 20 boxes of chlorine-bleached paper with a post-consumer recycled content of 100%. The weighted average of all the paper used is 50% and therefore 2 points would be awarded for this credit. Note that the 20 boxes of chlorine-bleached paper are assumed to have 0% recycled content for the purposes of the calculation.

$$(50/120)(30\%) + (50/120)(90\%) + (20/120)(0\%) = 50\% \text{ recycled content}$$

Rahm Emanuel
MayorRosemarie S. Andolino
Commissioner

SUBMITTALS

Include descriptive narrative on the SAM Checklist.

TECHNOLOGY/STRATEGY

The purchase and use of recycled paper assists in closing the recycling loop by utilizing paper that is made from recovered waste paper.

This credit is intended to:

- Conserve natural resources
- Save energy
- Reduce environmental impacts
- Reduce pollution
- Reduce paper waste

Standard Practice

None

Recommended Practice

- Whenever applicable, purchase and utilize recycled office paper in daily business administration and operations.

Best Available Practice

None

CASE STUDY

Paper Reduction

San Francisco International Airport – San Francisco, California

As outlined in the SFO Climate Action Plan, San Francisco International Airport has focused on transferring documents to electronic copies and standardizing the default double-sided printing mode on all printers to reduce paper consumption by fifty percent.

http://www.sfenvironment.org/sites/default/files/fliers/files/sfo_cap_fy1011_2012_0330.pdf

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MayorRosemarie S. Andolino
Commissioner

AP ADMINISTRATIVE PROCEDURES

AP.4 Corporate Sustainability Policy

1 Point – Required for CT-OM Mentor Certification

INTENT

In keeping with the spirit and intent of this Manual, it is strongly encouraged that companies working in support of CDA on any project establish and adopt their own corporate policy on sustainable practices.

REQUIREMENTS

Establish and adopt a Corporate Sustainability Policy.

SUBMITTALS

Provide an electronic copy of the company's Corporate Sustainability Policy.

NOTE: If available, please provide an electronic copy of your annual sustainability report documenting any new measures and results.

CASE STUDIES

Sustainability: Essential to Our Business Coca-Cola

In 2007, the Coca-Cola Company created LIVE POSITIVELY, a program to bring structure and visibility to existing sustainability programs within the Coca-Cola system. LIVE POSITIVELY provides employees the opportunity to engage in and further understand the company's sustainability commitment and incorporate it into their own lifestyle. This program provides a framework to help Coca-Cola consider sustainability as part of everything they do.

The LIVE POSITIVELY sustainability framework was created on the foundation of the company's commitment to making a positive difference in the world, and is embedded within the entire business. The LIVE POSITIVELY framework consists of seven core areas key to our business sustainability: Beverage Benefits; Active Healthy Living; Community; Energy Efficiency and Climate Protection; Sustainable Packaging; Water Stewardship; and Workplace. The Coca-Cola system has defined principles for each of the core areas and has set goals for each. In addition to these goals, some of their bottling partners have set their own goals in the core areas and report on their individual business progress in their sustainability reports.

<http://www.livepositively.com/environment/>

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MayorRosemarie S. Andolino
Commissioner

Starbucks Shared Planet Starbucks

The corporation has undertaken actions to reduce their environmental impact and share in their customer's commitment to the environment. An annual environmental stewardship report is produced to highlight the company's efforts and successes. At the store level, energy and water conservation and other green building strategies are key priorities. Recycling and other forms of waste diversion are also a focus, and the company has set a goal to implement front-of-store recycling in all company operated stores by 2015.

<http://www.starbucks.com/responsibility/environment>

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MayorRosemarie S. Andolino
Commissioner

AP ADMINISTRATIVE PROCEDURES

AP.5 Green Procurement Policy

1 to 4 points

INTENT

Reduce the environmental impact of products and services by developing a Green Purchasing Program.

REQUIREMENTS

Refer to SAM Appendix AP-A – Green Product Listing for products and their minimum required content levels. Points for this credit will be awarded based on the number of green products, as defined in Appendix AP-A, procured for general day-to-day office use. The party completing the checklist should only count green products procured for the local office, as opposed to a global level policy. Points are awarded as follows*:

<u>Number of Green Products Procured</u>	<u>Points</u>
1-2	1
3-5	2
6-11	3
12+	4

* Green products not listed in SAM Appendix AP-A must be approved by the SRP in order to receive points.

AND

Use a company developed Procurement Policy that finds and evaluates green products prior to purchasing products and services.

Example: An A/E firm responsible for the design of a terminal tenant space office uses, *in their own office*, bathroom tissue with a recycled content of 30%, paper towels with a recycled content of 10%, disposable cutlery with a biobased content of 100%, and glass cleaners with a biobased content of 35%. Although there are four items that would earn 2 points according to the table above, two of the items do not meet the minimum requirements of Appendix AP-A (paper towels and glass cleaners). In this case, the correct number of points to be claimed for the two qualified items is 1 point.

SUBMITTALS

Include descriptive narrative in the SAM Checklist of items purchased and used.

NOTE: If available, please provide an electronic copy of your green procurement policy.

TECHNOLOGY/STRATEGY

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Introduce environmentally conscious purchasing into company practices. The policy needs to clearly define an objective and establish a sustainability claims verification procedure that can be replicated as necessary. Verification procedures may rely on product certifications such as Green Seal and ENERGY STAR. Evaluate the items that are purchased, identify more environmentally friendly alternatives, and establish a policy to purchase these alternatives when economically feasible. Work with suppliers to identify sustainable products that meet the company's needs.

Standard Practice

None

Recommended Practice

- Purchase items with the minimum content levels specified in SAM Appendix AP-A – Green Product Listing
- Purchase items in bulk to reduce packaging, transportation impacts and costs
- When using a company developed policy, the following resources can be used to create a Procurement Policy. Resources include but are not limited to:
 - U.S. Environmental Protection Agency's Environmentally Preferable Purchasing (EPP) Program guidelines – The EPP Program information can be found on the associated website: www.epa.gov/epp
 - U.S. Environmental Protection Agency's Comprehensive Procurement Guidelines (CPG) – The CPG includes an index of products and their recommended recycled content. More information can be found on the associated website: www.epa.gov/epawaste/consERVE/tools/cpg/products/index.htm
 - U.S. Environmental Protection Agency's Water Sense – The partnership program by promoting water efficiency and enhancing the market for water-efficient products, programs and practices. More information can be found on the associated website: www.epa.gov/WaterSense/
 - DOE's Alternative Fuels and Advanced Vehicles Data Center – The data center provides a wide range of information and resources to enable the use of alternative fuels, in addition to other petroleum reduction options such as advanced vehicles, fuel blends, idle reduction and fuel economy. More information can be found on the website: www.afdc.energy.gov/afdc/
 - Fair Trade Products – Purchase fair trade products instead of regular products in order to build equitable and sustainable trading partnerships. Examples of some fair trade products include; coffee, bags, boxes, artwork, chocolate, sugar, etc. More information can be found on the Fair Trade Federation's website: www.fairtradefederation.org
 - USDA's BioPreferred Designated Products – The program aims to increase the purchase and use of renewable, environmentally friendly biobased products

Rahm Emanuel
MayorRosemarie S. Andolino
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while providing “green” jobs and new markets for farmers, manufacturers and vendors. More information can be found on the associated website:

http://www.biopreferred.gov/Biobased_Products.aspx

Best Available Practice

None

CASE STUDIES

Environmental Purchasing Policy Port of Seattle – Seattle, Washington

The Port of Seattle, the authority over Seattle-Tacoma International Airport, created an Environmental Strategy Plan to include a new strategic Environmental Purchasing Policy in 2009. The policy executes a contract for the purchase of sustainable office products and paper and focuses on saving money, increasing local products, and considering the life cycle effects of a given product. The plan outlines the need to assist staff in identifying environmental purchases, develop a database, promote pilot testing, and collaborate with local government. Initial stages focused on the purchase of recycled paper and office products. In 2013, nearly 88 percent of paper purchased by Port staff contained recycled content, which also contributed to a reduction in overall costs.

https://www.portseattle.org/Environmental/Environmental-Documents/Documents/09_Env_Strategy_Plan.pdf

Green Procurement Los Angeles World Airports - Los Angeles, California

For over 10 years, Los Angeles World Airports (LAWA) has been promoting the use of environmentally and socially responsible products in its operations and is committed to increasing its use of such products. LAWA has developed green procurement language to be included in its procurement contracts to encourage the purchase of environmentally and socially responsible products. As part of the Requests for Proposals and Request for Bid documents, LAWA has purchased recycled content office paper, recycled content plastic bags, Green Seal custodial products and other cleaning chemicals. Green Seal is an independent non-profit organization that develops environmental standards for cleaning and other consumer products.

www.lawa.org/welcome_LAWA.aspx?id=1036



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