



# Capacity Building Program Series

Meet the Division Leadership  
Operations and Innovation

Your Passport to Business Connections at DFW

# Welcome Remarks

Amber Davis

Regulatory Compliance Specialist

Business Diversity & Development Department



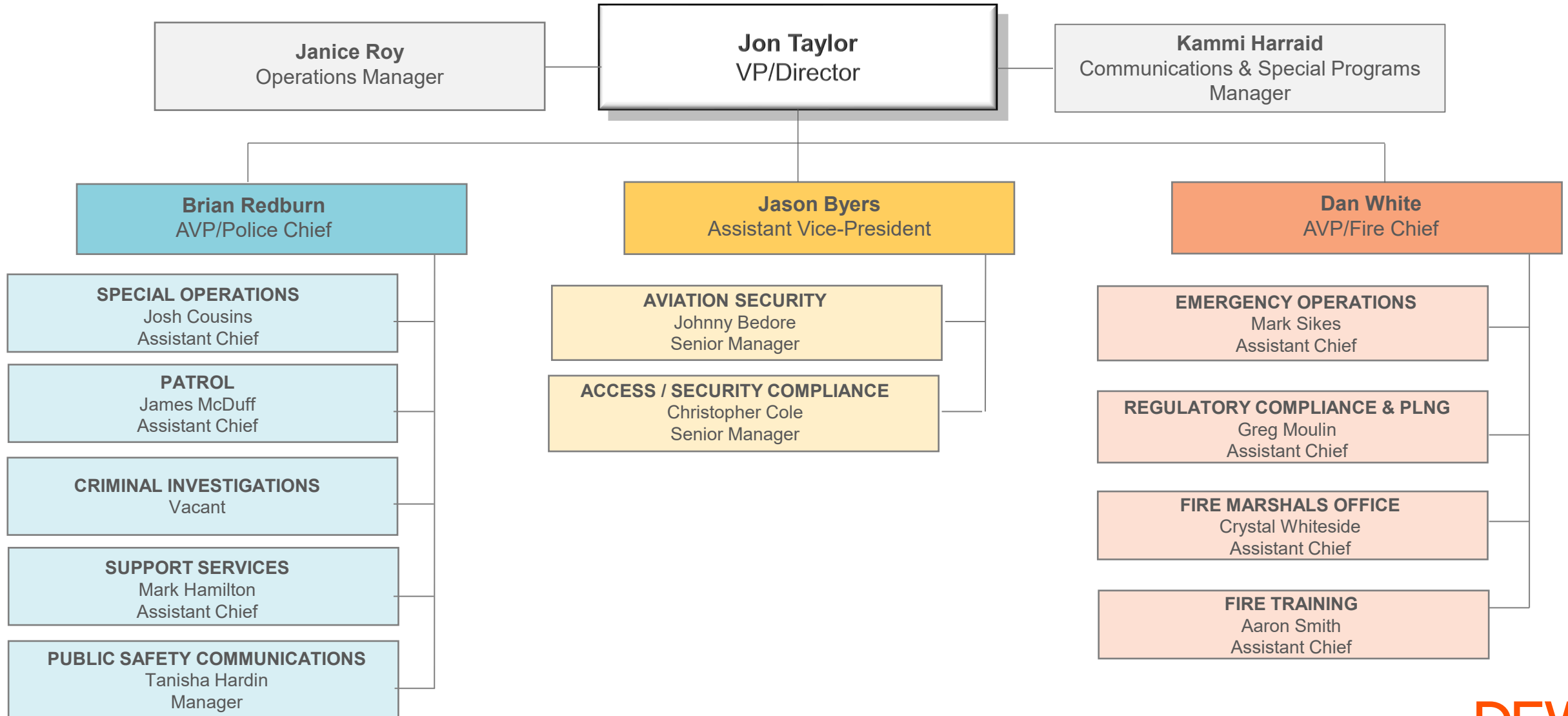
# Public Safety

Kammi Harraid

DPS Communications & Special  
Programs Manager



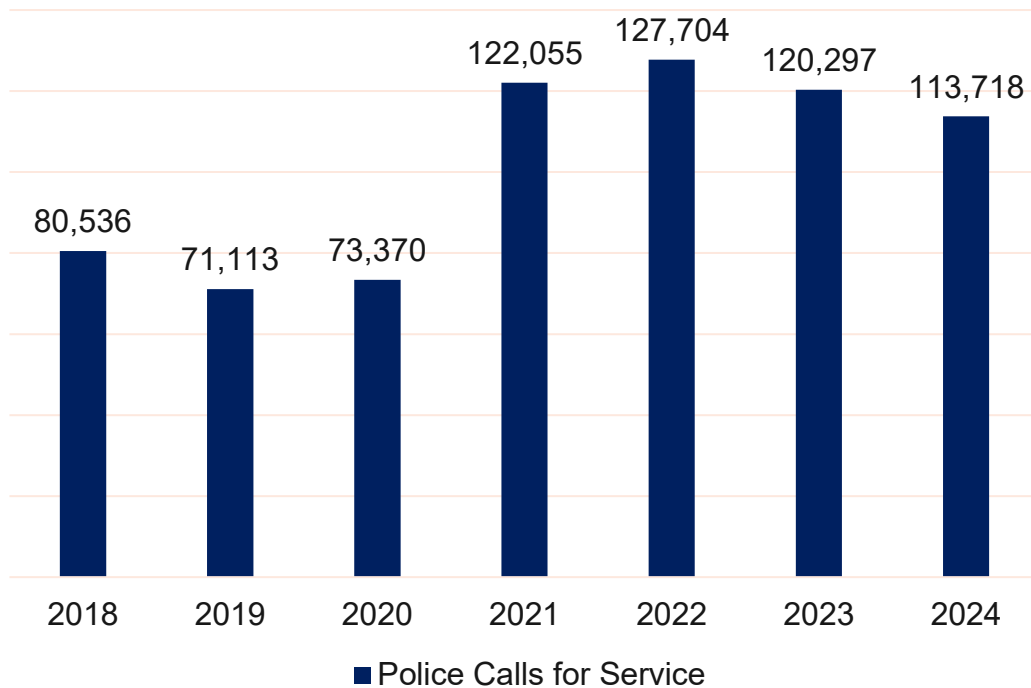
# Meet the Leadership Team



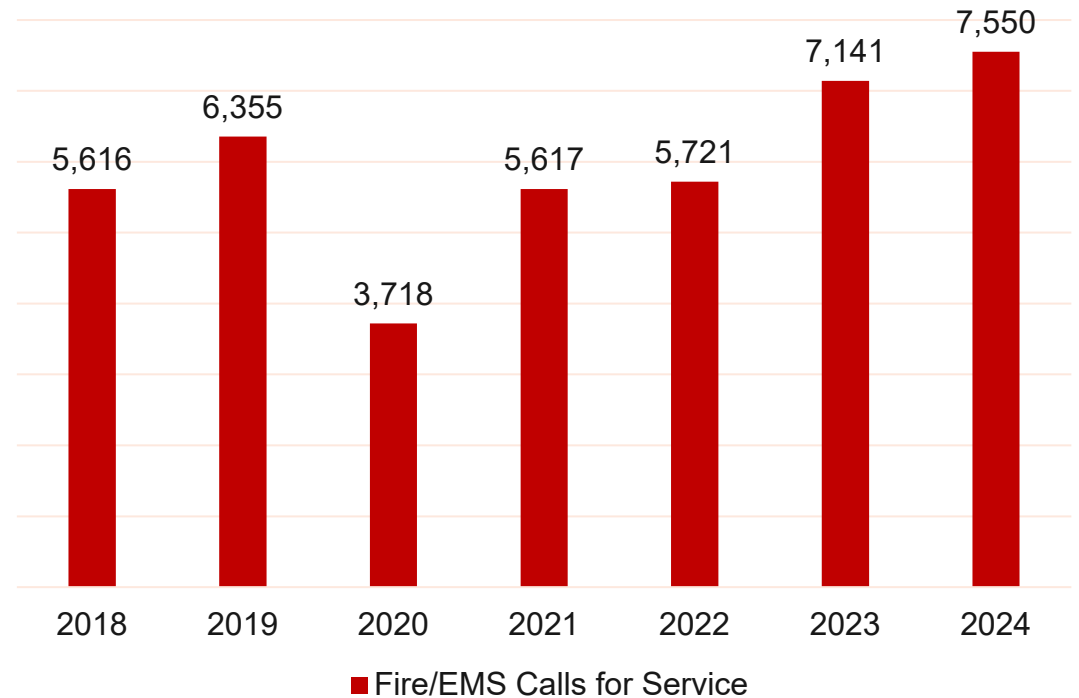


# Annual Service Calls

## Police Calls for Service



## Fire Rescue Calls for Service



# Fire Rescue

## Emergency Operations

- Cross-trained as EMT/Paramedic
- Respond to aircraft alerts, fires, medical emergencies, and hazmat incidents
- Provide mutual aid to regional partners

## Regulatory Compliance and Planning

- Prepares department for regulatory and compliance changes
- Ensures FAA and ICAO standards compliance

## Fire Marshal's Office

- Conduct fire inspections across 33M sq. ft.
- Oversee pre-design, plan review, and construction inspections
- Provide fire/life safety education and emergency preparedness
- Lead fire investigations and code compliance initiatives

## Fire Training

- Delivers comprehensive fire training
- Trained 36,000+ external students from 48 states and 54 countries





# Police Services

## Patrol

- Proactive, Community Oriented Policing
- 24/7 Policing – Terminal and bicycle patrol, traffic enforcement, and Accident Investigation

## Special Operations

- Traffic / S.W.A.T. Section
- Police Training Section and Range
- K9/Explosive Ordnance Disposal Section

## Criminal Investigations

- Case Preparation
- Applicant Background Investigations
- FBI Joint Terrorism Task Force
- HIDTA/ICE Homeland Security Investigations and DEA Task Force

## Support Services

- Processing and care of prisoners
- Records Management
- Evidence Control

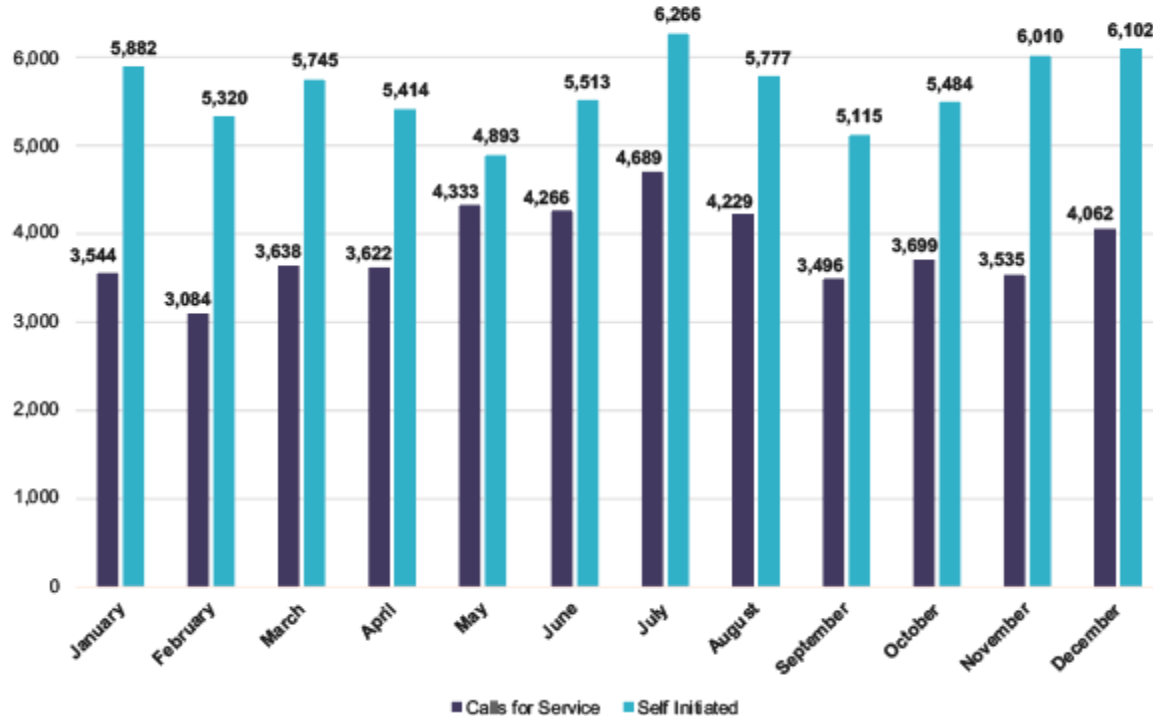
## Public Safety Communications

- Consolidated Police/Fire/EMS Dispatching
- Master Control Room - Closed circuit television monitors, 24/7 operation, Access control and alarm monitoring

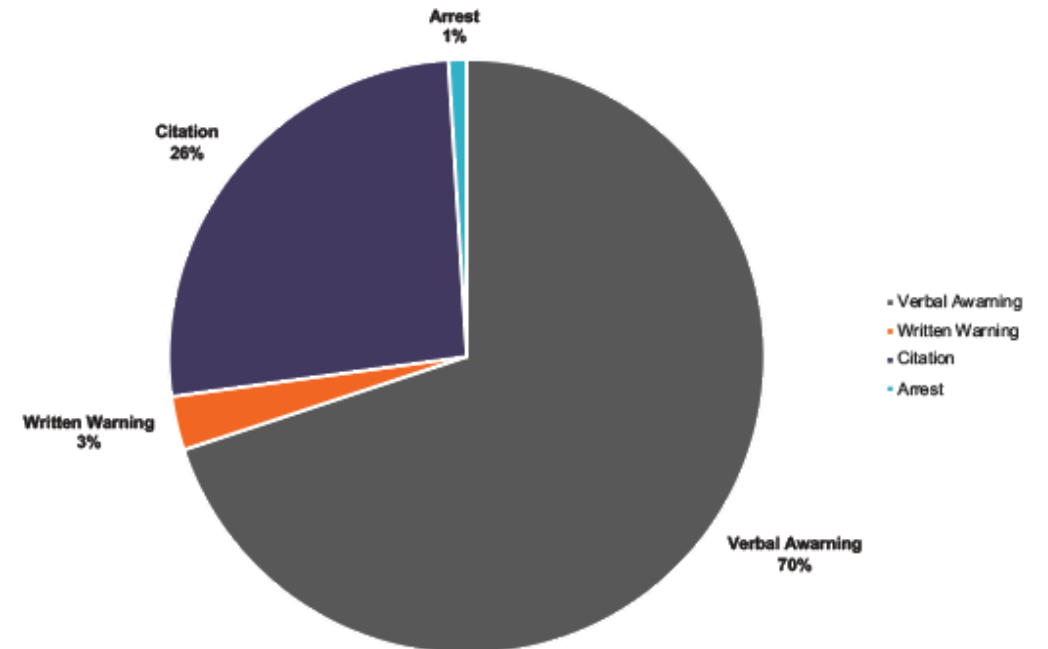
# Yearly Police Activity



## MONTHLY TOTALS



## TRAFFIC STOPS



# Aviation Security



## Access DFW

- Issues TSA-required security badges, keys, and vehicle permits
- Handles fingerprinting, biometrics, and criminal history checks
- Delivers required TSA and badge sponsor training; manages FBI Rap Back

## Aviation Security Operations

- Conducts terminal and perimeter patrols
- Prevents unauthorized access to AOA and public areas
- Performs random vehicle inspections and threat assessments

## Compliance

- Ensures adherence to TSA regulations and airport security programs
- Conducts internal audits and supports federal inspections

## Training

- Provides security and compliance training for airport personnel
- Delivers specialized courses for badge sponsors and security staff



# Aviation Security

**43,800** AOA GATE  
OPERATIONAL HOURS

**55,845** EMPLOYEE PORTAL  
OPERATIONAL HOURS

**21,900** SECURE AREA  
INSPECTION OPERATIONS

CAPITAL PROJECT SECURITY SUPPORT  
Terminal C, Terminal F, Temporary Gates

**40,764**



Badges  
Issued

**6,415**



AOA & Equipment  
Permits Issued

**79,134**

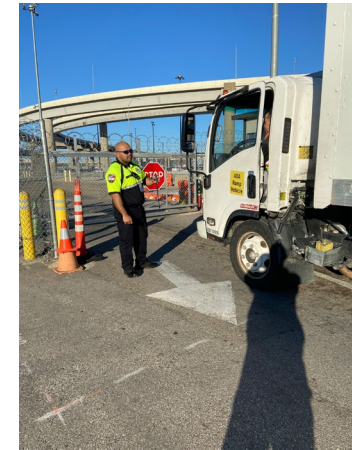


Customers  
Served

One  
Stop  
Security

Employee  
Portals

Exit  
Lane  
Technology





# Public Safety

**Medical Supplies**  
**Access Control Management System**  
**Access Control Office Appointment Systems**  
**Security Alarm Systems**  
**Personal Protective Equipment**  
**Fire Extinguishers Testing and Maintenance**  
**Auto Towing and Storage Services**  
**Police Safety Systems**  
**Online Police and Fire Training**  
**Medical Director Services**  
**Polygraph Examinations**  
**Fire Training Maintenance**  
**Security and Gate Attendant Services**  
**Forensic Testing Services**  
**Guard and Gate Attendants**  
**Uniforms**



A photograph of a small waterfall cascading over dark, mossy rocks in a lush green forest. The water is white and frothy as it falls, creating a dynamic focal point. The surrounding trees are dense and green, with some sunlight filtering through the canopy. The overall mood is natural and serene.

# Environmental Affairs & Sustainability Department Overview

Sandy Lancaster

Interim Vice President, Environmental Affairs & Sustainability

Dallas-Fort Worth International Airport



# Meet the Leadership Team



**Sandy Lancaster, Interim VP**

Lauren Hensen, Interim AVP



## **Environmental Compliance**

James Greer  
Asciatu Whiteside

## **Environmental Design & Construction**

Lauren Hensen

## **Sustainability**

Sarah Ziomek  
Sam Tan

## **Waste Mgmt**

## **Regulated Waste and Remediation**

James Greer

## **Water Resources**

Asciatu  
Whiteside

## **Asbestos and Indoor Environment al Quality**

Javier Araya

## **Design and Construction**

Merritt Kendall

## **Planning and Development**

Sam Tan

## **Enterprise Sustainability**

Sarah Ziomek

## **Municipal Solid Waste**

Phillip Widmer

## **Recycling and Organic Waste**

Margaret  
Effiom

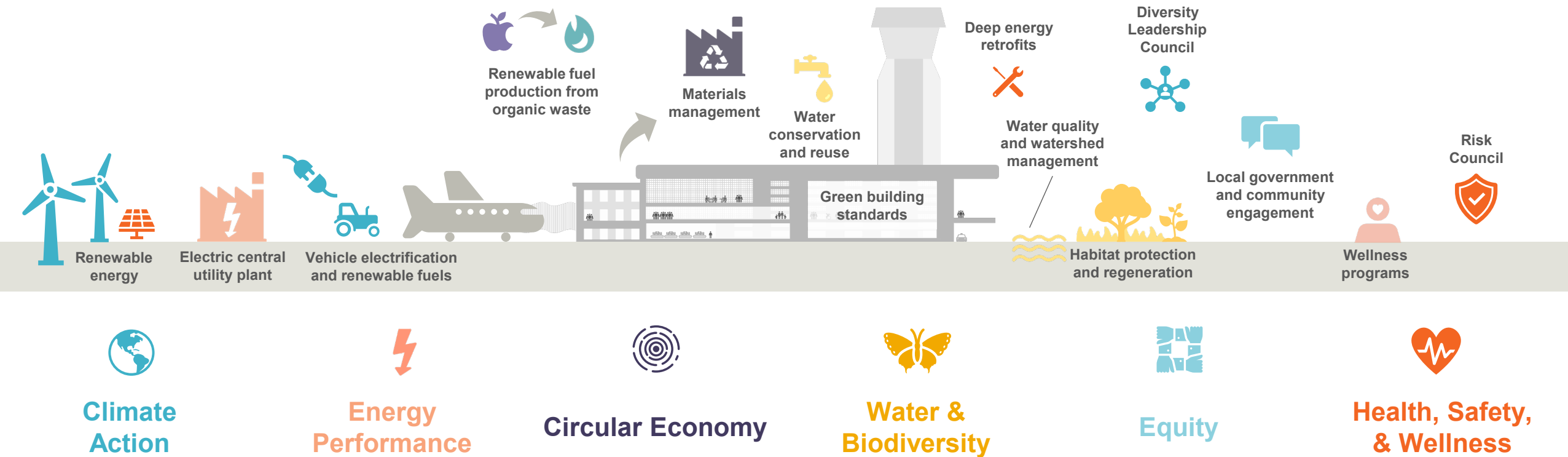
# ENTERPRISE SUSTAINABILITY PROGRAM





# Our Vision: A Sustainable Airport Ecosystem

*DFW's Vision for a Resilient, Future-Proof Airport*





# **ENVIRONMENTAL DESIGN & CONSTRUCTION PROGRAM**

# Environmental Design and Construction

## Sustainable Development

### Environmental Compliance

Track regulatory changes, permit and inspect construction activities, research and implement emerging best management practices (BMPs)

### Resource Conservation

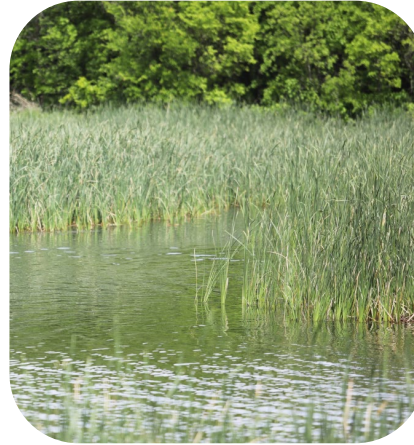
Monitor existing natural resources, establish organizational conservation requirements, track Tree Conservation Plan progress

### Circular Construction

Collect and analyze construction waste data, facilitate waste diversion and reuse

### Water Quality Improvement

Evaluate DFW watershed water quality, improve construction practices to minimize impact on receiving waters



## Building Sciences

### Indoor Environmental Quality (IEQ)

Research emerging concerns and recommended best practices, Evaluate solutions, Validate product efficacy

### Asbestos

Conduct asbestos surveys, oversee asbestos abatements

### Mold

Perform mold assessments, coordinate mold remediations

### Building Assessments

Investigate IEQ complaints, perform routine IEQ building evaluations



A person with long blonde hair, seen from behind, is wearing a bright yellow-green safety vest with orange reflective stripes. The vest has 'DFW' printed on the back. They are standing in a grassy area, looking towards a large, leafy green tree. In the sky above the tree, a small airplane is visible. The overall scene is bright and slightly hazy.

# **ENVIRONMENTAL PLANNING & DEVELOPMENT PROGRAM**

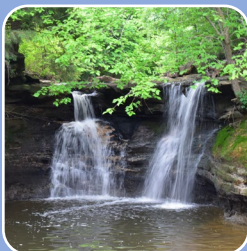
# Environmental Planning & Development

## NEPA



### NEPA Triggers

- Development [Change to Airport Layout Plan]
- Federal Funding



### NEPA Process

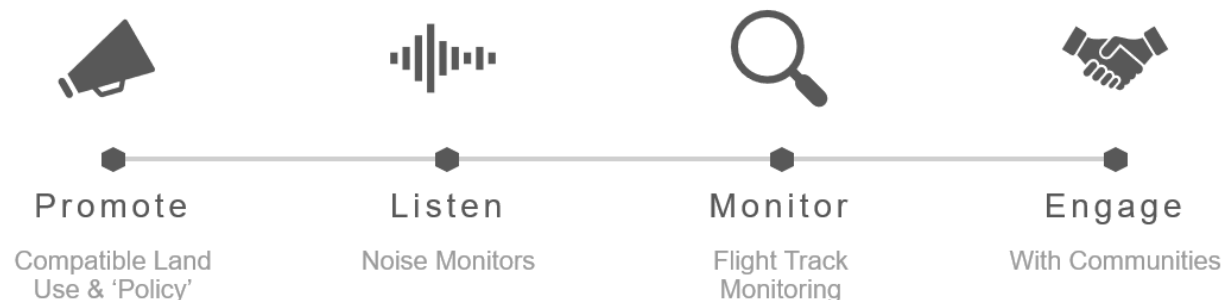
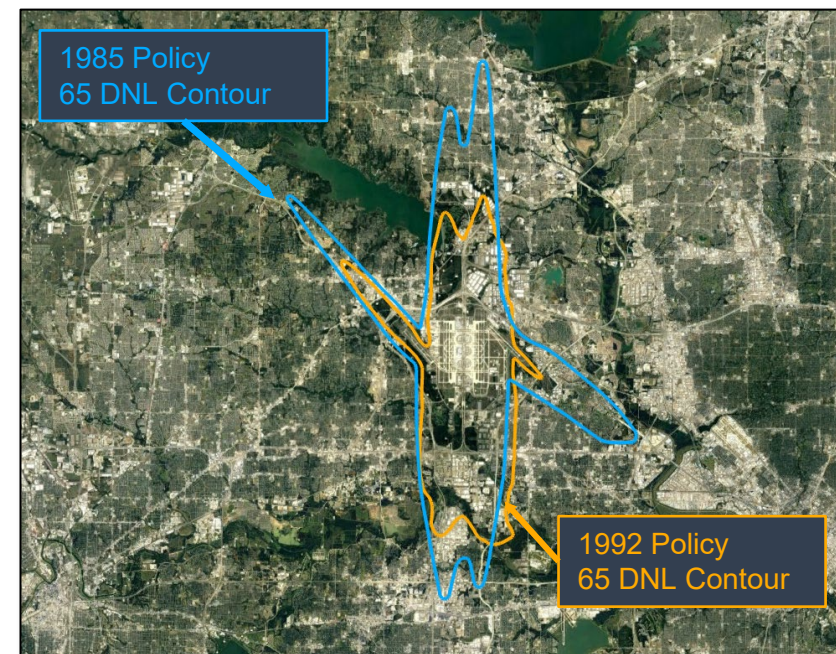
- Evaluated for impacts in 21 environmental resource categories
- Agency Coordination (USACE, TCEQ, etc.)
- Avoid, Minimize, Mitigate



### NEPA Approval

- Public Involvement
- FAA Review & Approval
- Project Initiation with NEPA conditions

## Noise & Community Engagement





---

# HAZARDOUS WASTE PROGRAM



# Waste and Remediation Group

## Soil and Groundwater Remediation

---

Manage the long-term monitoring and remediation of known soil and groundwater contaminated sites.



## Regulated Waste

---

Collection and disposal of board generated hazardous and nonhazardous wastes.



## Emergency Response & Ramp Cleanliness

---

Respond to and cleanup spills of hazardous materials. Complete proper regulatory reporting.



## Deicing

---

Annual training of deicing personnel for airlines. Collection of spent aircraft deicing fluid from the deicing pads.

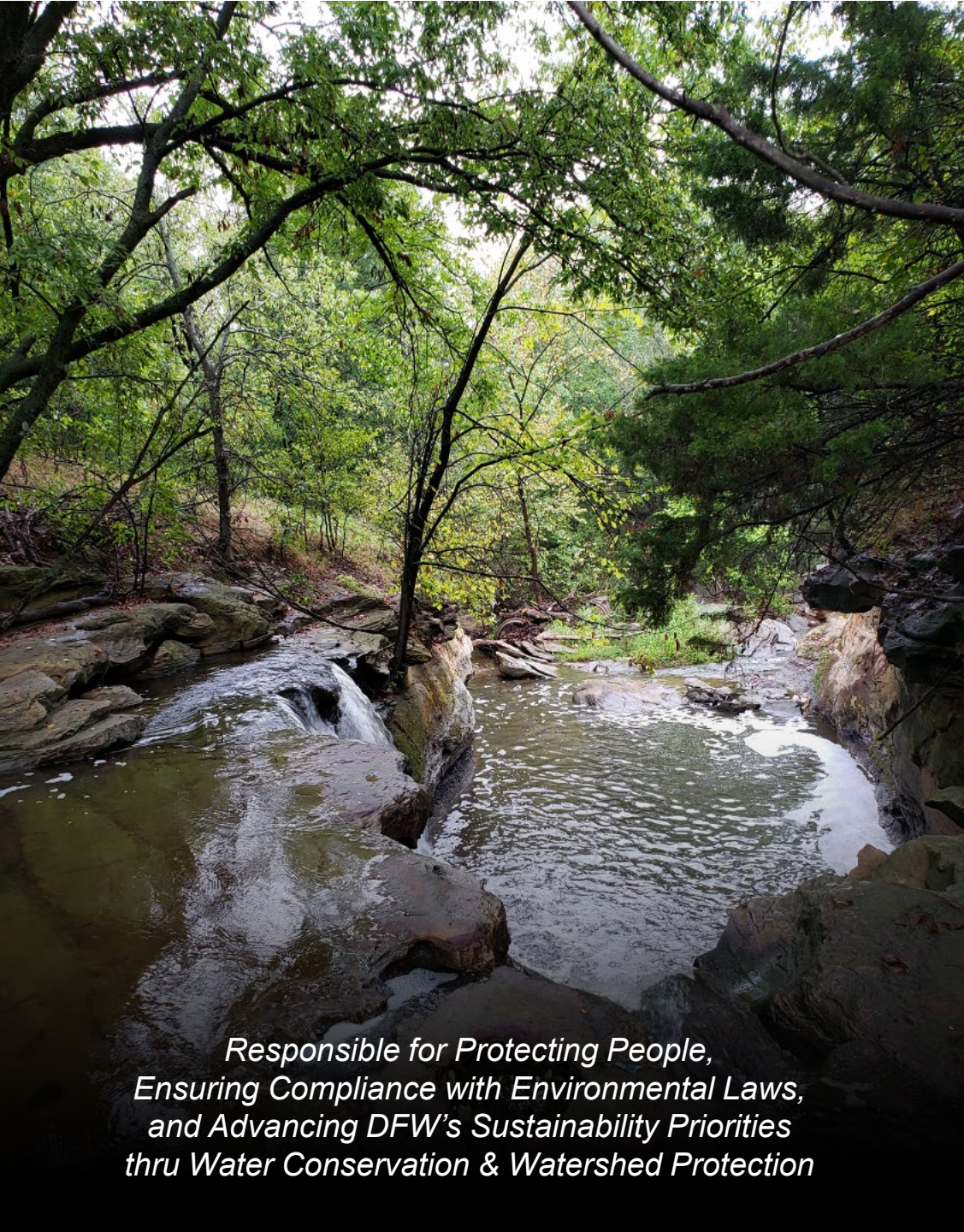




---

# **WATER AND BIODIVERSITY PROGRAM**





*Responsible for Protecting People,  
Ensuring Compliance with Environmental Laws,  
and Advancing DFW's Sustainability Priorities  
thru Water Conservation & Watershed Protection*

# WATER RESOURCE KEY PRIORITIES

## Stormwater Management

Adhere to federal and state stormwater requirements and protect Waters of the US through permit compliance and implementation of DFW's Stormwater Protection program

## Wastewater Management

Ensure conformance with Industrial Wastewater Pretreatment Standards and provide oversight of spent aircraft deicing fluids

## Flood and Safety Risk Management

Implement DFW's Dam Safety Program for the Trigg Lake High Hazard Dam

## Water Conservation

Promote conservation of potable water through management of the Trigg Lake Water Rights Permit and oversight of reclaimed water system users

## Watershed Biodiversity

Measure pollutant loading and evaluate watershed health and biodiversity through benthic macroinvertebrate assessments

# Environmental Affairs & Sustainability

## Types of Contracts Procured

- Asbestos Management
- Concrete Washout Containers
- Emergency Response
- Environmental Support Services
- Fat, Oil, & Grease Collection & Recycling
- Filters – Indoor Gun Range
- Fuel Storage Systems – Maintenance, repair, and fueling systems
- Glycol Recovery Vehicles
- Laboratory Services: Analytical Analyses
- NEPA Environmental Support Services
- Noise & aircraft flight track monitoring
- Ramp Cleaning Services
- Regulated Waste Disposal
- Resilience Research
- Storm drain sealing and joint repair
- Sustainability Implementation: Dynamic Glass, Sensors & Software for Real Time Data, Carbon Offsets
- Sustainability Support Services
- Waste: Compactor Repair, Compactor Sensors
- Waste: Municipal Waste Collection, International Waste
- Water Quality Monitoring: Sondes, Flow Sensors, Real Time Monitoring of Lake and Outfalls

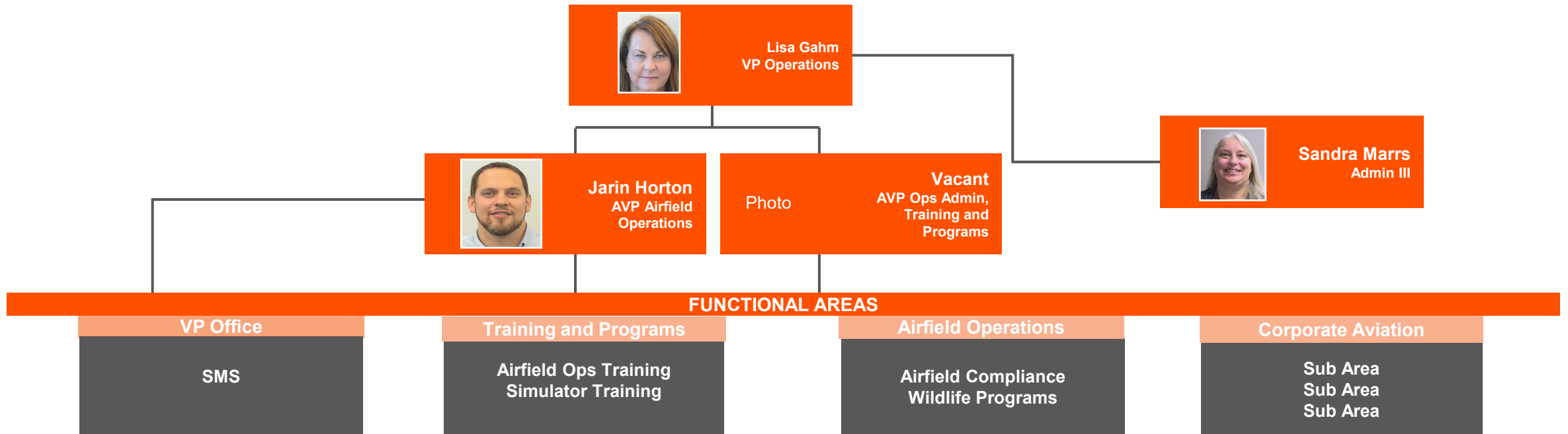


# Operations

Lisa Gahm  
Vice President



# Meet the Leadership Team





# Safety Program

## DFW participated in the 2007 FAA SMS Pilot Program

- Responsible for implementing FAA-required Safety Management System (SMS)
- Safety Risk Assessments (SRAs) on the airfield
- Movement and Non-Movement (ramps)
- Provides safety awareness training throughout the airport community
- Conducts reviews for all airfield incidents, including surface incidents & runway incursions
- Oversees ramp safety & driving Notice of Violations
- Annual Airfield Safety Summit



# Training

## Airfield Training

- Classroom and Practical Driver Training for all movement area drivers
- Initial and recurrent FAR Part 139 training for all Airfield Ops employees

## Tech Training

- Program and operate DFW's driving simulators
- Bi-annual training required for all movement area drivers
- Manage and produce a variety of Board training on LearningHub
- Simulators are approaching end of life, looking at some new simulators that can be used across sections



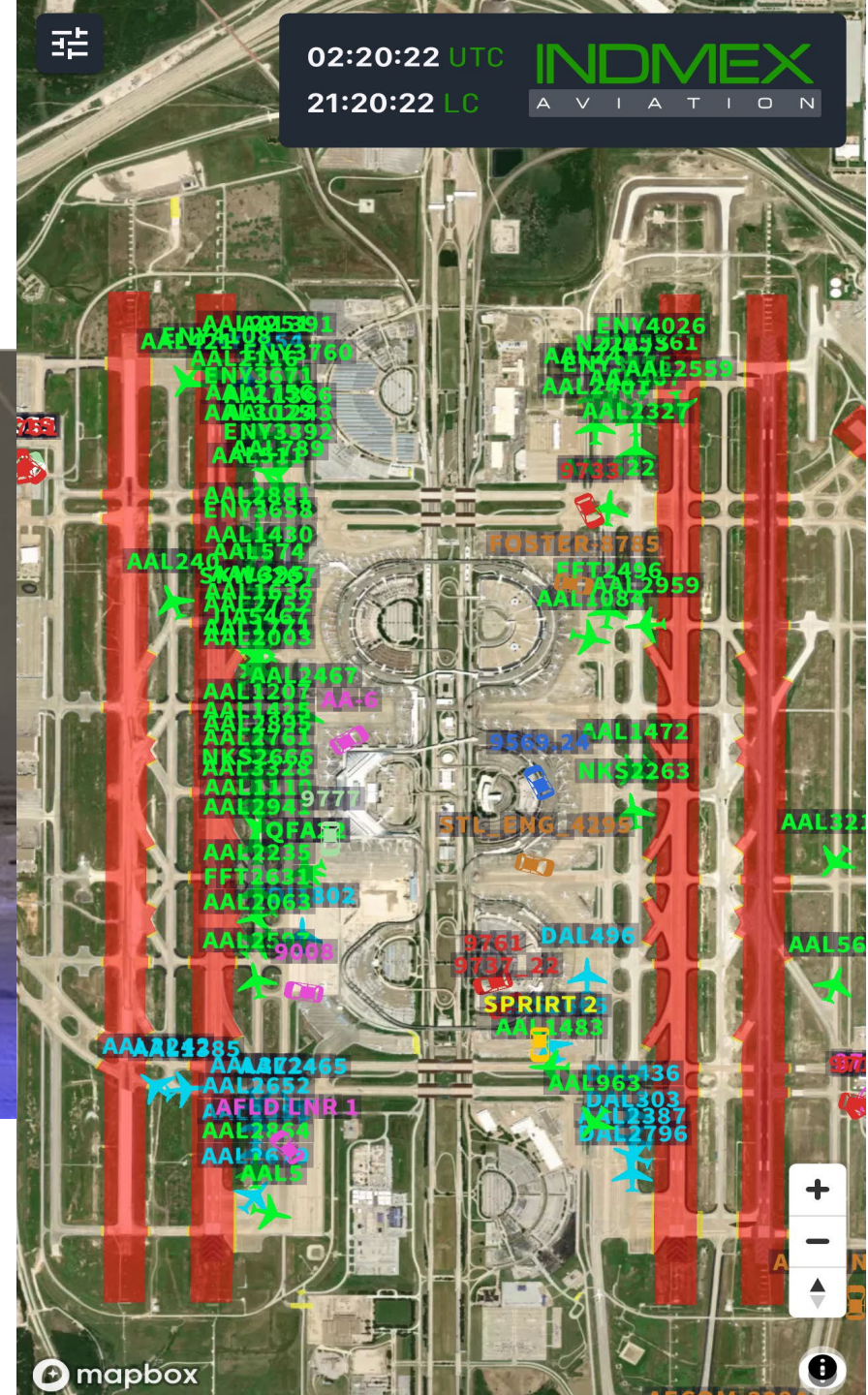


# Airfield Operations

- Daily inspections of all runways and taxiways
- Staffed 24/7
- Ensures maintenance and construction activity follows safety standards
- Manages wildlife hazard mitigation plan and enforcement
- Overall situational awareness for airfield activity
- Airfield/Ramp driving and safety enforcement
- Aircraft Operations in the past 12 months:  
778,510 as of June 30, 2024



# Winter Weather/IROPS





# Wildlife Hazard Management



- Two (2) full-time certified airport wildlife biologists
- Ensure proper habitat modification and wildlife control in accordance with FAA-approved Wildlife Hazard Management Plan
- Educate airport users on methods to deter and report wildlife activity
- Analyzes trends and works with DCC and ETAM to ensure proper vegetation and maintenance

# Corporate Aviation

## Private and General Aircraft Ground Handling

- Provide fueling and ground servicing for private/ general aviation aircraft
- AvFuel branded facility

## Customer Service Needs

- Concierge Services
- Hotel/car rental assistance
- Baggage handling
- Coordinates catering
- Complimentary shuttle to/from terminals
- Conference rooms



# Operations

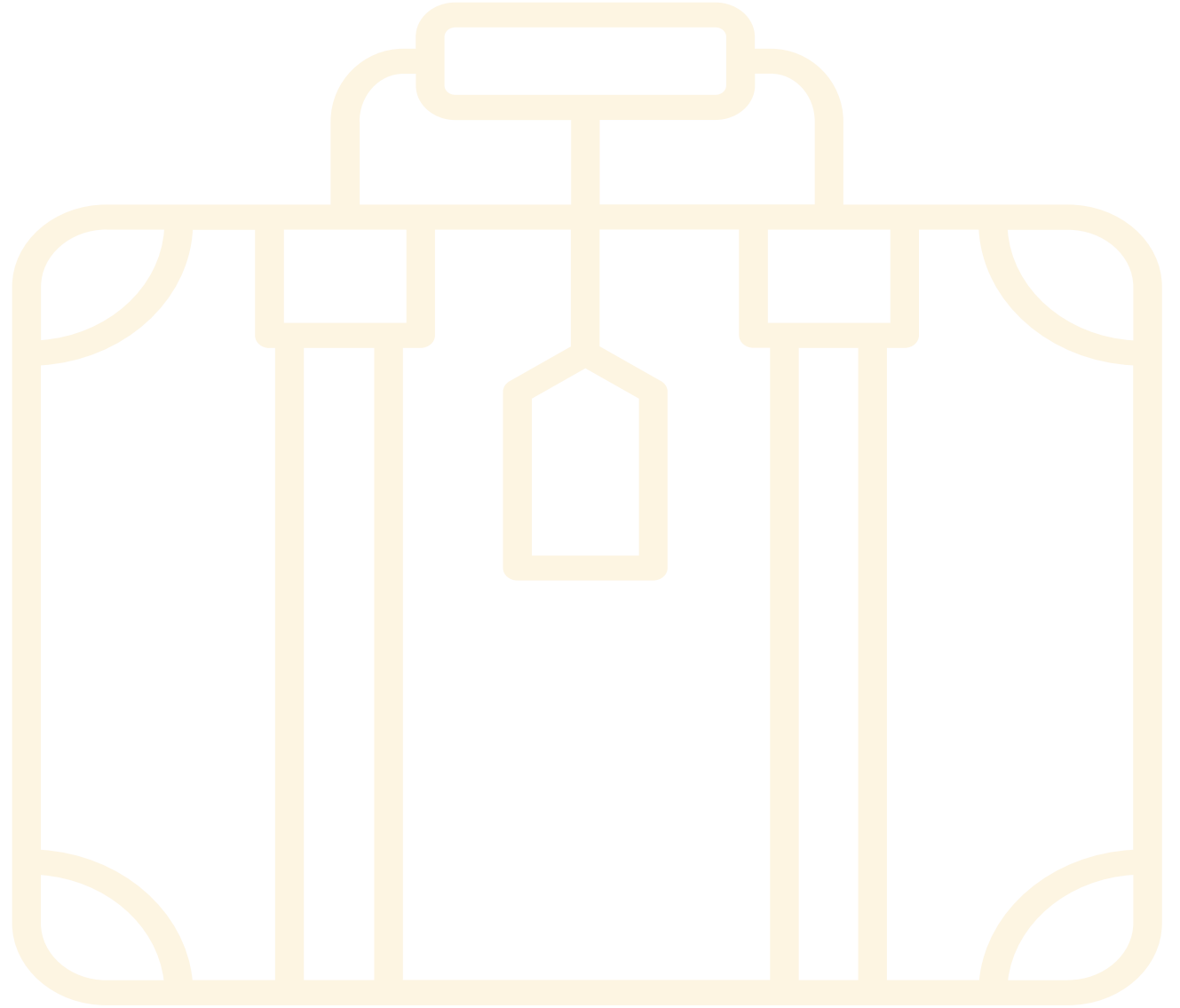
## Types of Contracts Procured

- ✈ Virtual Driving Simulation System
- ✈ Airside Safety Management System Software
- ✈ Falconry Bird Control Services (to be resolicited in FY26)
- ✈ Aircraft Deicing Services
- ✈ Aviation Management Software

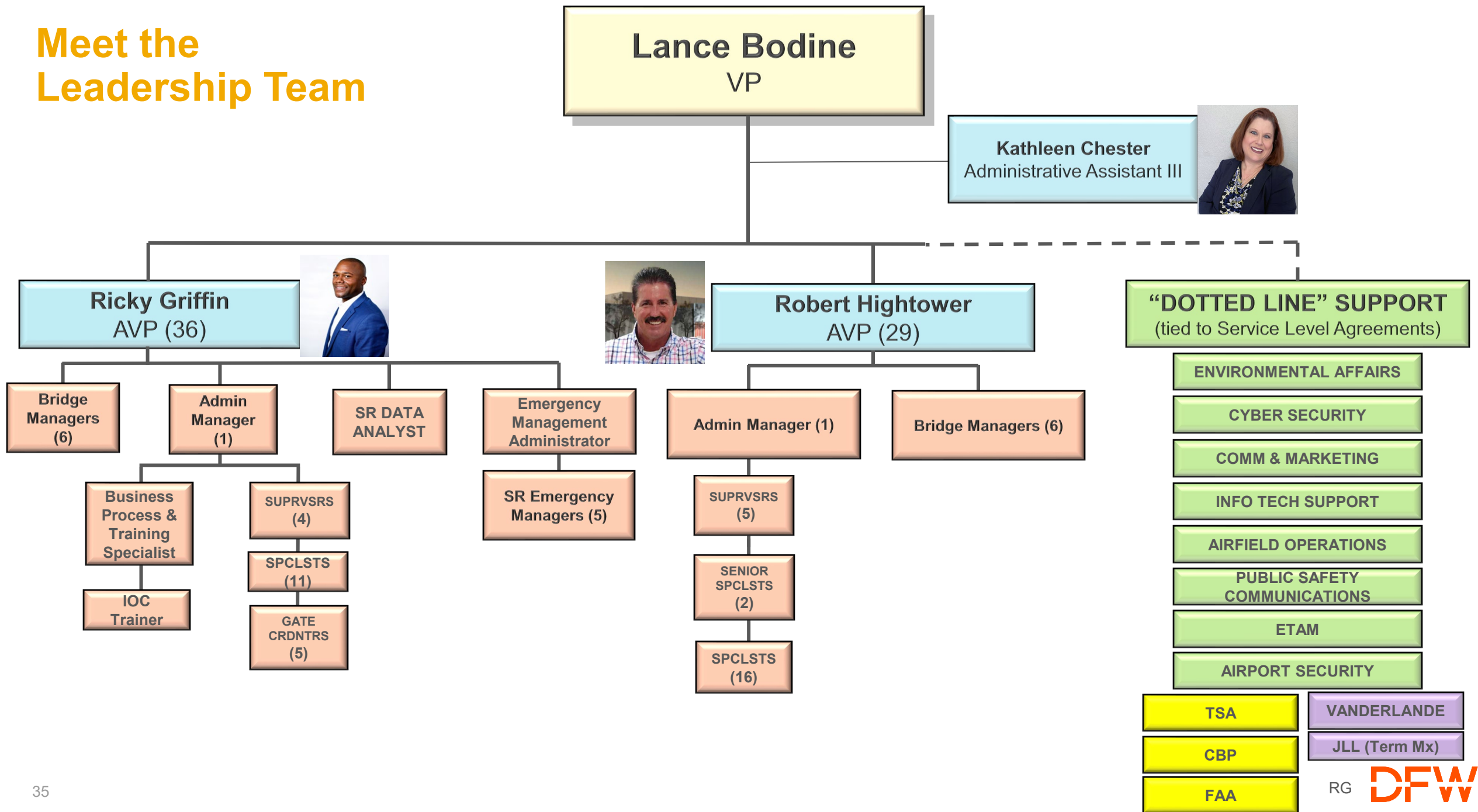


# Integrated Operations Center

Lance Bodine  
Vice President



# Meet the Leadership Team



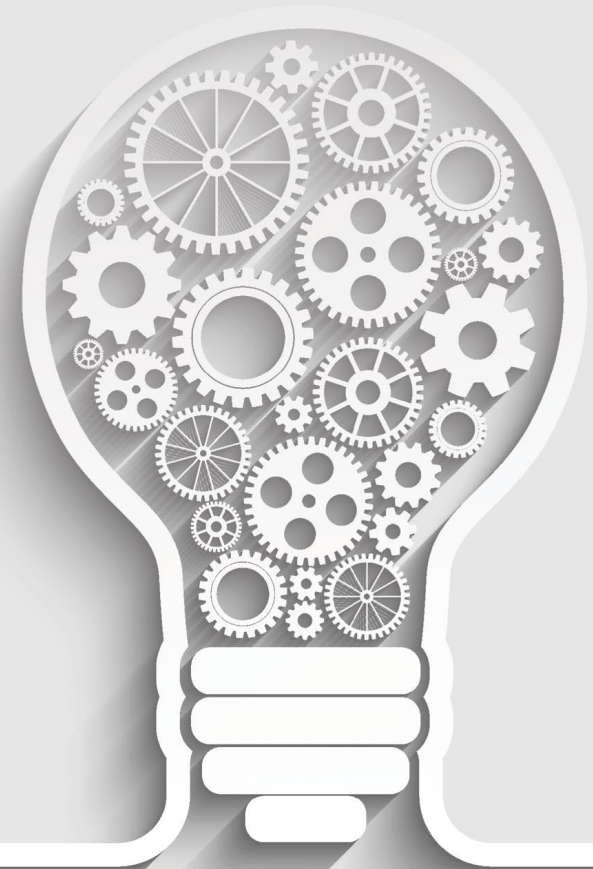
# Approach

## Transparency across the enterprise

Fusing multiple data sources into a “shared consciousness” (Common Operating Picture).

- Have and provide 360° situational awareness of DFW
- Proactive now...migrating to predictive capability
- Single source of truth
- Own the day's operation

Purposefully designed to address **complexity** of modern environment





# Strategy = Resiliency by Design

01

Actively track and monitor the health and status of DFW Airport.

02

Communicate operational status.

03

**Anticipate and identify disruptions.**

Develop collaborative mitigations / resolutions

Decide when plans will be initiated

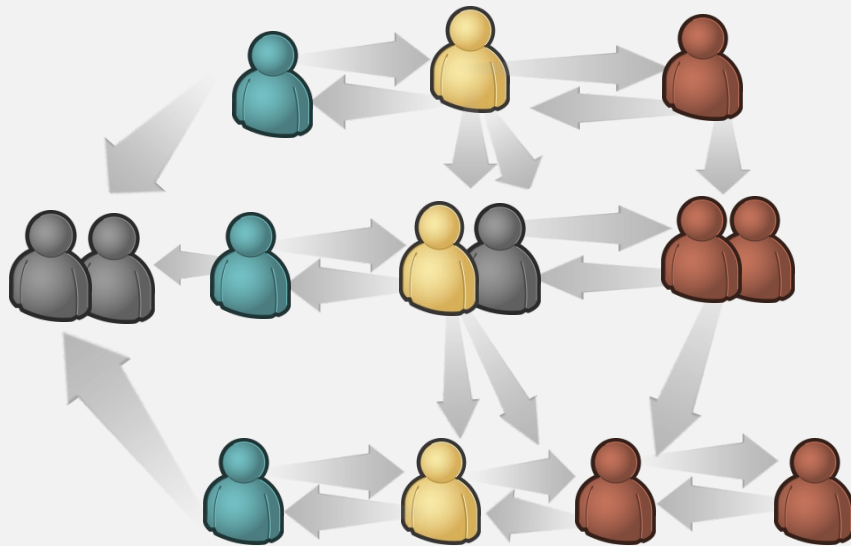
Drive and track to conclusion

“The team leverages the functional expertise on the shared floor to deliver tangible benefits to our customers and colleagues across DFW.”

# Integration is Key - - Drives Speed to Value

Speed & precision of decisions, efficient coordination & improved comms

## How We Operate



Continuous coordination and collaboration across functions, organically driven by the situation. Team tracks to one Common Operating Picture.  
“Actively influencing the landscape”

## What We Expect



# Pace of operations

As of 24 Jun

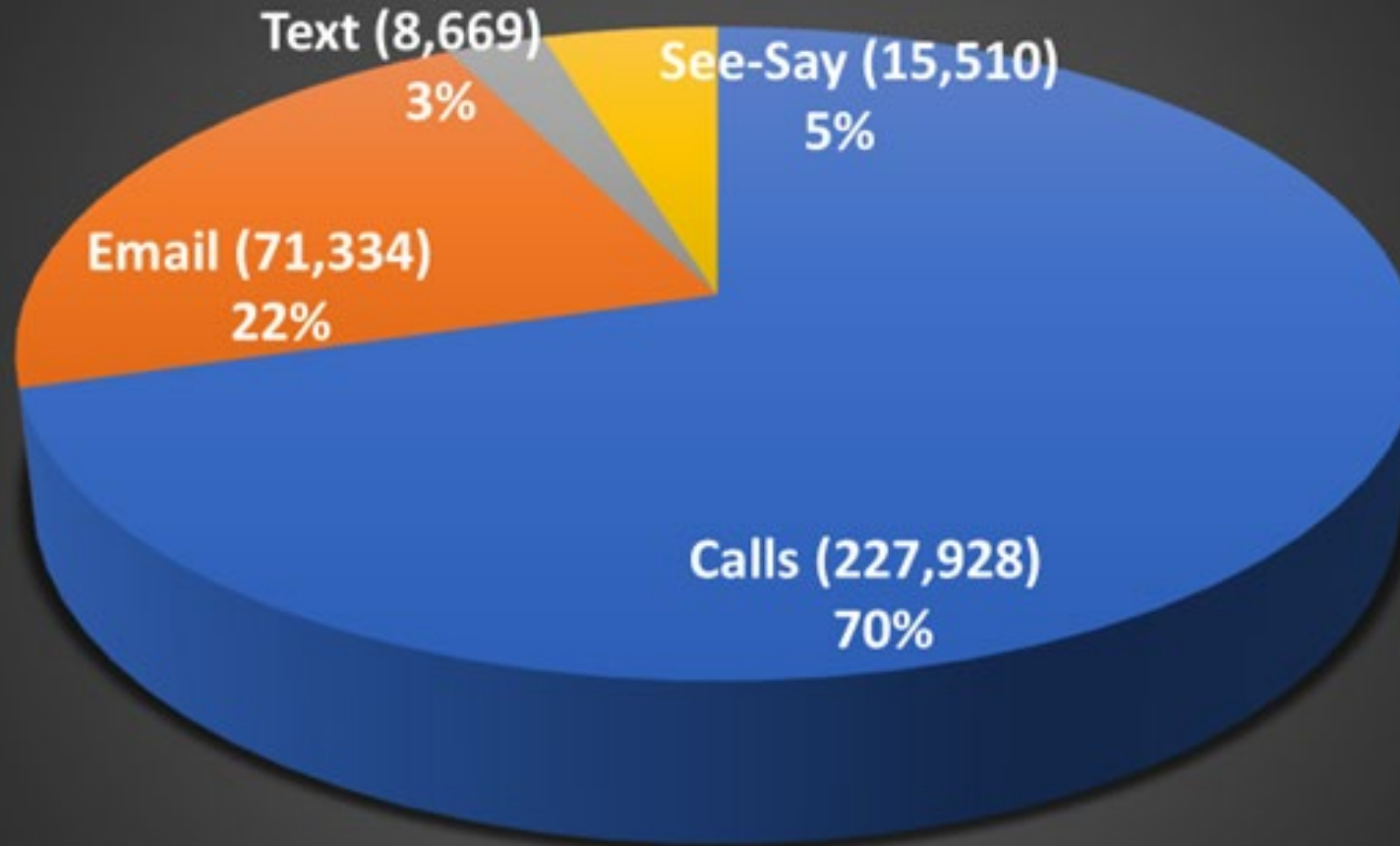
- 7-day avg: A supporting or directive action once every 91 seconds...continuously, 24 x 7
- 7-day avg daily custodial request / WO's: 280, one every 5.1 minutes
- 7-day avg total engagements: 942
- Performance: 2.80% call abandonment rate
- Note: Gate Management calls year to date: 26,012 - - 94 per day avg (17% of total)



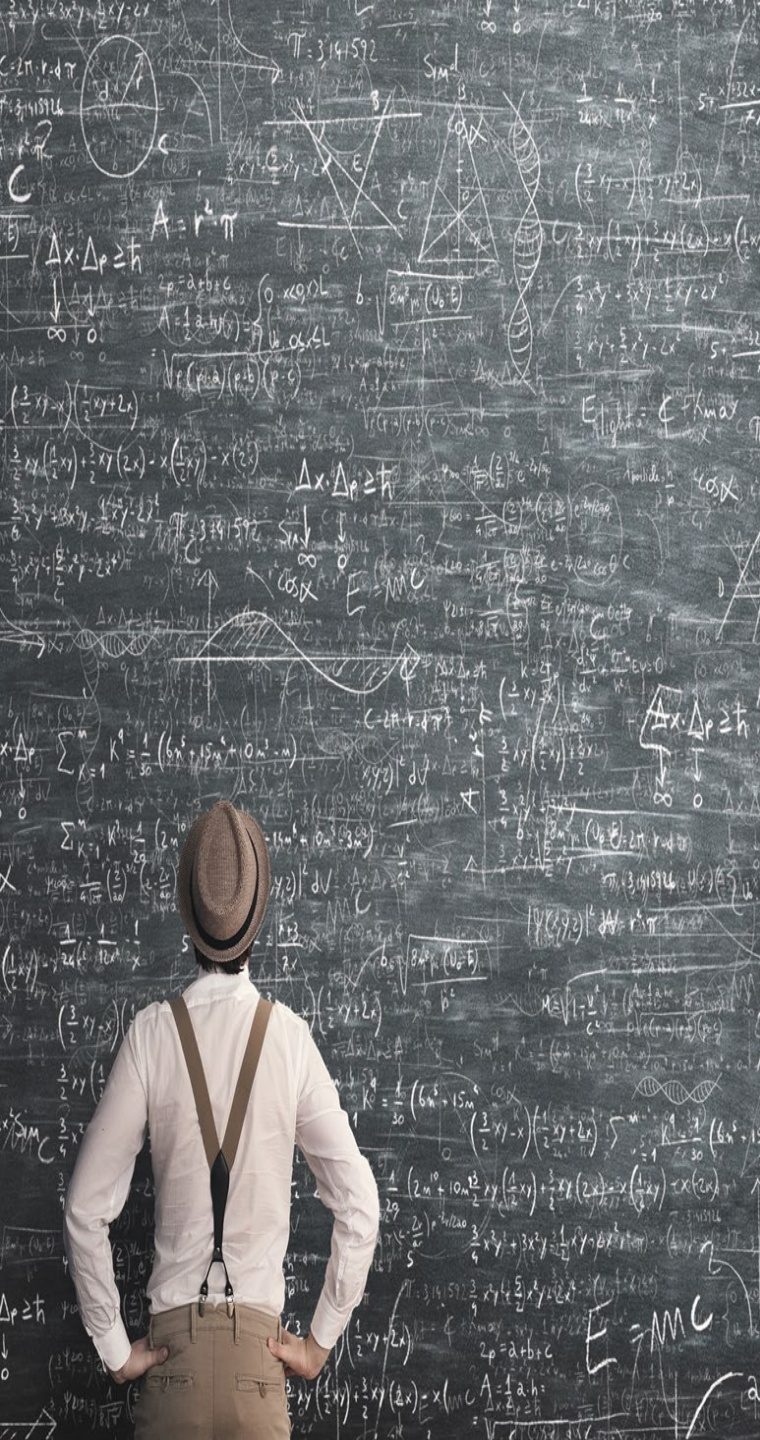


# Engagement Breakdown

FY 2024 Engagements Breakdown  
Total: 323,441 (abandoned rate: 2.4%)



■ Calls ■ Email ■ Text ■ See-Say



# Integrated Operations Center

- Data Analytics Resources & Tools
- Descriptive, Diagnostic, Predictive & Prescriptive
- Mass notification System (text & email based, GIS capability desired)
- "Call Center" software / solution (going to RFP soon)
- Customer processing time solutions
- Visual content distribution system
- Incident management / situational awareness software
- Aircraft surface and airborne movement visibility & awareness
- Gate Resource Management System
- Easy / intuitive digital animation creator system
- Automated facial recognition "check in" system
- "Indestructible" chairs for 24 x 7 work environment





# Innovation

Jodie Brinkerhoff  
Vice President



... representing a  
very proud  
Innovation Team

2024 PDMA OCI Winner





# INNOVATION @ DFW





**EVP PAUL PUOPOLO**

**INNOVATION**

**3**

**PRIMARY  
OBJECTIVES**







**EVP PAUL PUOPOLO**

**INNOVATION**

**7**

**FOCUS  
AREAS**





**EVP PAUL PUOPOLO**

**INNOVATION**

**COLLABORATION  
WINS**



# Goal Structure



## PORTFOLIO MANAGEMENT

- # Ideas in pipeline
- # New concepts
- # Programs
- # Pilots by portfolio



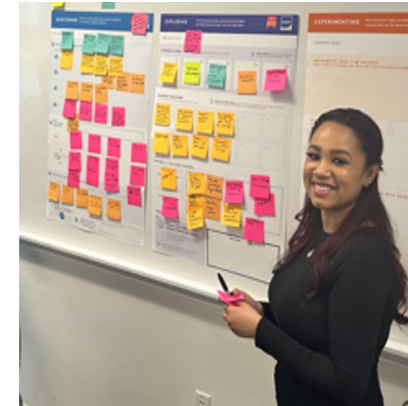
## STRATEGIC PROGRAMS

- Biometrics
- Mobility
- Sustainability
- Workforce
- New Ventures



## ECOSYSTEM DEVELOPMENT

- Airport Partners
- Universities
- Corporates
- Startups
- Venture Capital



## EMPLOYEE ENGAGEMENT

- Training Programs
- Events
- Thought Leadership



## BUSINESS OPTIMIZATION

- Platforms
- Processes
- Performance Metrics





# I-Team Monthly Dashboard

June'25

## Key Metrics

STRATEGIC					
Monthly Portfolio Updates	NEW	ACTIVE	ON HOLD	TOTAL	CLOSED
	2	26	0	28	0

- ☒ **Milestones this Month:**
- Autonomous Outdoor Pavement Scrubber:** Test began 6/24
  - A4I – Indoor Wayfinding For Users With Special Needs - GoodMaps:** Testing began 6/24 and 6/25.
  - AR Spatial Training:** Kickoff meeting completed 6/11. Test targeted JUL 2025.
  - AI Training Blueprint (UNT):** Kickoff meeting completed 6/23. Workshop scheduled for 7/24. Test targeted for AUG 2025.
  - **AI Airfield FOD Detection:** Pre-installation meeting completed 6/23. Equipment installation scheduled for 7/9. Test targeted to place Jul – Oct 2025.
  - Statement of Work (SOW) Document Automation:** New project added to pipeline.
  - APM Terminal Mobility** new program launched. Exploration of airside autonomous people movers for inter-Terminal mobility.
  - Secure Access Program:** Kiosks installed at AHQ 6/23.

## CULTURE & DEVELOPMENT

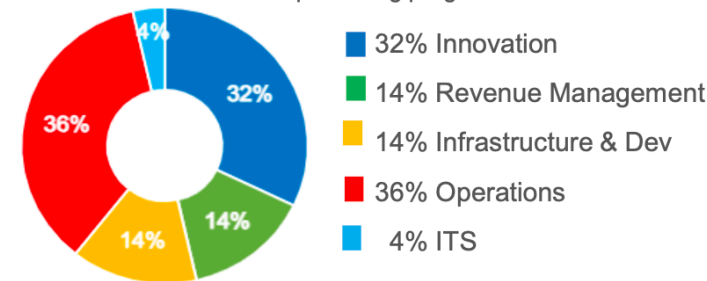
- On 6/11, around 150 employees joined #WisdomWednesday for “AI Innovation Lab: Your Mindset in Action,” an engaging session on Generative AI, prompt crafting, and its link to the Everyday Innovator mindset at DFW. For details, see p. 16.
- Innovation team members were invited as guest speakers at the Cyber Team’s quarterly meeting on 6/26.offering a key opportunity to enhance cross-functional collaboration, share key innovation initiatives, and explore synergies between innovation and cybersecurity.

## CURRENT PORTFOLIO and FY25

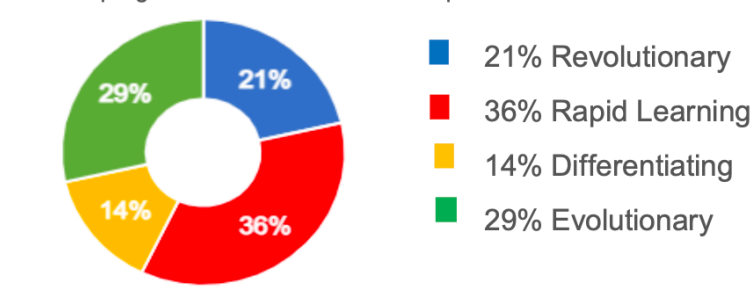
**Current Program Pipeline:** How are the programs progressing through our pipeline?



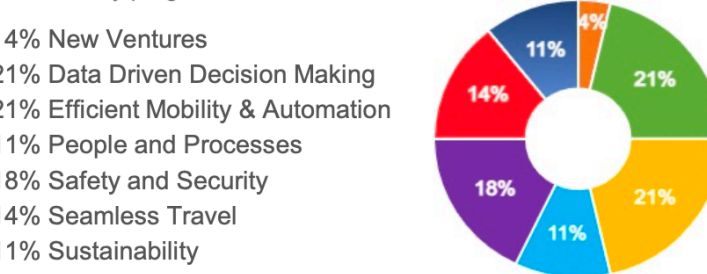
**Division Sponsor Mix**  
Which business units are sponsoring programs?



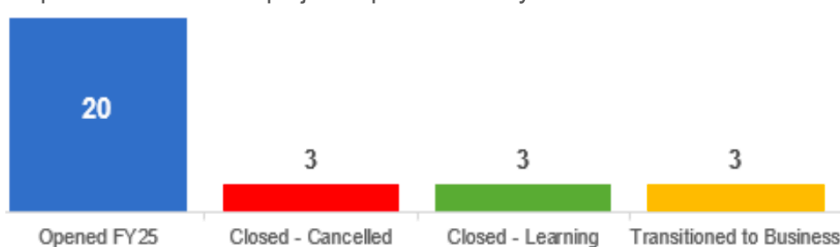
**Portfolio Mix**  
How are programs distributed across our portfolio?



**Current Focus Area Mix**  
How many programs are there in each focus area?



**FY25 Projects Opened/Closed Report**  
Reports number of new projects opened and any closed in the current FY.



## TEAM UPDATES, WINS, ETC...

- Innovation attended the ACI Airport Business Conference on June 24–25, 2025, where industry leaders explored how AI, automation, and data are reshaping airport operations, revenue models, and the passenger experience. The insights gained are directly aligned with DFW’s vision—offering actionable strategies to enhance safety through IoT-enabled ramp operations, expand non-aeronautical revenue through immersive, experiential offerings, and transform terminals into culturally rich, tech-enabled spaces that elevate the overall travel experience. For details, see p. 14.

A background image of a business meeting. A woman with curly hair, wearing a light-colored blazer, is standing and pointing at a wall covered in many small, white sticky notes. To her left, a man with glasses and a dark suit is seated, looking towards her. To her right, the back of a person's head and shoulder are visible. The entire image has a purple tint.

# How We Work



# Innovation Ecosystem

## DFW Innovation Ecosystem

To create an innovation pipeline that can repeatedly deliver viable solutions at a transformational level, you need a carefully constructed environment of internal and external connections that introduce insights, ideas, and other resources to the process. We call this an innovation ecosystem.

**Players** are the groups of people who interact with each other and the Innovation Team to identify and drive ideas. They sit in the outer square in the illustration. There are three types of players:



**Business drivers** are experts in marketplace factors affecting the travel and transportation industry, funding, and regulations, etc.

**Knowledge drivers** are experts in other relevant knowledge fields like consumer insights, trend development, and emerging technology networks.

**Internal partners** are experts in DFW enterprise knowledge and processes.

**Process Inputs** emerge from player interactions to feed the Innovation Process. They sit in the ring that circles the Innovation Process in the illustration. There are five types of inputs.

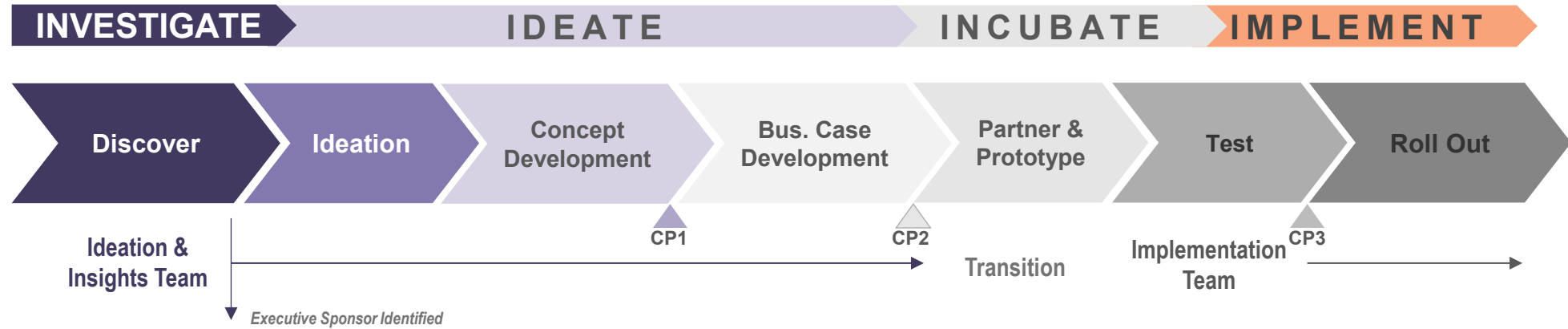
**Innovation Process**, at the center in the illustration, is the process of transforming ideas into viable solutions.



**The Innovation Team** manages all parts of the Innovation Ecosystem, including developing and maintaining ecosystem relationships, identifying and developing ideas to funnel into the innovation process, and overseeing the innovation process. They also work with Leadership to identify innovation portfolio strategy and goals.



# Innovation Process



## CONNECTORS / FRAMERS / SCOUTS

Crowdsourcing	Business proposal
Trend analysis	Feasibility assessment
Consumer need	Market assessment
Ideation	Business case
Concept generation	Value proposition
Score/prioritization	Vendor comparison
Business Model Canvas	Operational plan

## PROTOTYPES / METRICS / TRACKERS

Project plan	PNL
Prototype specs	Staffing
Pilot metrics	Marketing/Branding
Contracting	Communications
Communications	Sales strategy
Deployment	Digital strategy
Strategy	Business plan
Transition plan	



# Typical Innovation Initiatives

**NO-COST DEMOS**

**TEMPORARY  
PILOT INITIATIVES**  
(informal bids under  
\$50K)

Quick posting  
Bonfire

**RFPs  
PILOT INITIATIVES**  
(over \$50K)

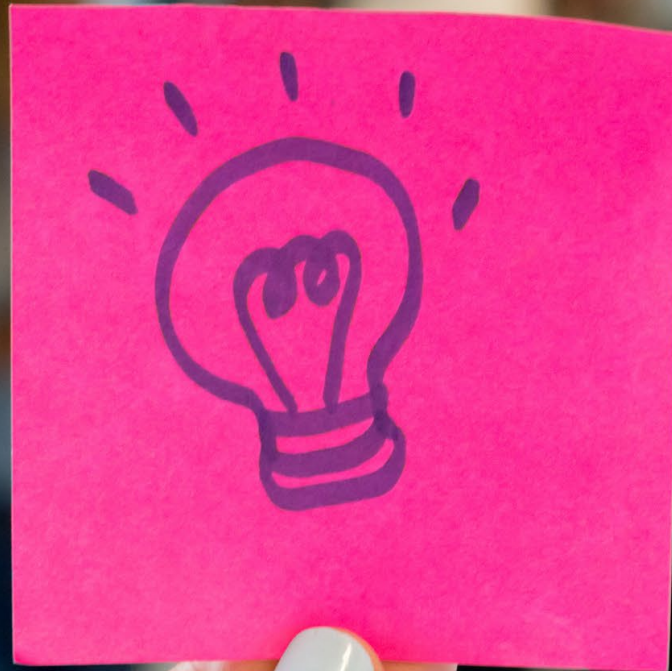
*Rare occurrence*

Bonfire

**ON CALL  
INNOVATION  
SERVICES  
CONTRACTS**

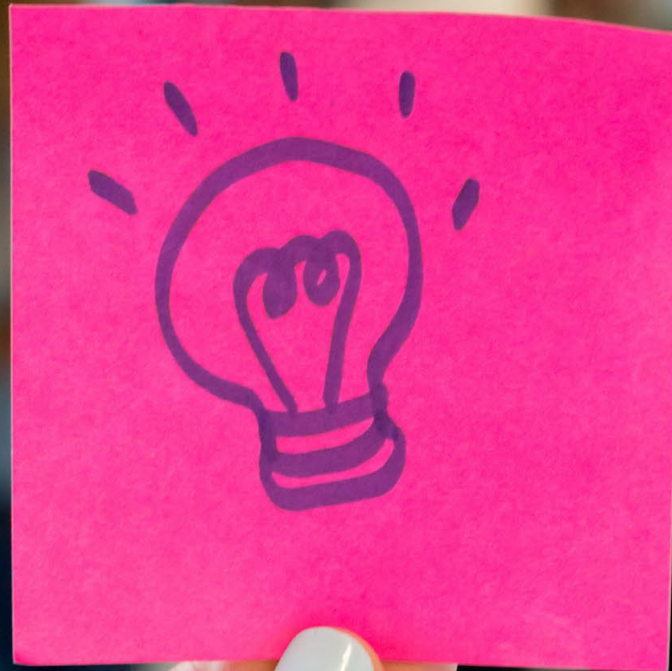
Ongoing

*NEW RFP coming  
soon!*



**Innovation belongs to everyone...**





**...and we count on partners like you.**





Thank you!  
#DFWInnovates



# Doing Business with DFW Airport

Important Facts to Know and Understand  
[www.dfairport.com](http://www.dfairport.com)

## Do Your Homework

Who is DFW?  
Are we a prospective client?  
Do we utilize your product or service?  
How do we procure your product or service?

## Check out Resources at [www.dfairport.com](http://www.dfairport.com)

Supplier Registration  
View Solicitation Schedule  
Insurance/Bonding – ROCIP 2.0  
Capacity Building Program Series

## Learn About Business Diversity

M/WBE Local Program  
ACDBE & DBE Federal Programs  
Relevant Market Area  
D/M/WBE Certification

## Study the Bid/Proposal Process

Understand Procurement Method, Requirements & Deadlines  
Attend Pre-Bid & Proposal Events  
Network



# Dallas Fort Worth International Airport 2025 Buying Plan



At DFW, we recognize that suppliers play a critical role in the Airport's ability to ensure the timely availability of quality supplies, materials, equipment, technology, construction, and professional services in support of the Airport's operational and administrative functions as well as its revenue-generating initiatives.

## What's included:

- Forecast of opportunities to help businesses plan responses
- List of projected contracts for all DFW Airport departments
- Upcoming contract details: Project Description, Contract Type, Estimated Amount, Term, and Advertisement Dates
- Information on how to register to receive notifications of business opportunities and submit bids and proposals electronically
- Resources and opportunities for Doing Business with DFW Airport



# What is Bonfire?

- An eProcurement platform used by the public sector to streamline the solicitation process.
- Once registered, Vendors can view and download proposals from any organization's Bonfire Portal.
- Vendors can submit bids/proposals online.
- No more in-person bid/proposal submissions.

# VENDOR REGISTRATION

- Registration for [DFW's Bonfire Portal](#) is quick, easy and free.
- Once registered, you will be able to create submissions for the Open Public Opportunities.
- In addition to general organizational information, you will be able to:
  - Select commodity codes
  - Upload documents (i.e. insurance or MWBE certifications)

Portal Log in


---

**Procurement Portal**  
Gisela Peters cloud DEMO

---

Log in Open Public Opportunities Past Public Opportunities

---

 **Register as a Vendor**

ORGANIZATION NAME


FIRST NAME LAST NAME

EMAIL EMAIL (AGAIN)


PASSWORD PASSWORD (AGAIN)

**Create account »**

---

 **Log in with your Bonfire Account**  
[Show account login screen »](#)

---

 **Need Help?**  
[Contact Bonfire Support here »](#)



# Thank you