# DFW — History of Connecting the World!

From Regional... To Global...

## External Forces

Pressure for 1 airport on 2 fronts: CAB & FAA

## Industry

Rivalry

## 1950

Greater Southwest Int'l Airport

Love Field

1960s Smoking & whiskey OK Payphones

1978 Airline Deregulation Act

1979 Wright Amendment (limitations at Love Field)

Bronliff goes bankrupt

Shift toward environmental awareness

1988 Smoking banned on flights 2 hours or less

1990 Aviation Safety & Capacity Expansion Act (start of PFCs)

1992 Open Skies opens up international markets

1993 Senate Bill 348 passes, allowing DFW expansion

The internet is introduced

FAA forecast for 2005 1.1M aircraft ops

AA takes heavy losses; bailout follows

Barnett Shale drilling takes off

Jet fuel price skyrockets

2006 Wright Amendment settled

## 1965

Joint Ownership

DFW Interim Board

**DALLAS**
Erik Jonsson
Hobart D. Turman
Frank Hoke

**FORT WORTH**
Bayard Friedman
J. Lee Johnson III
H.B. Fuqua

## DFW Airport

DFW Design Team 1968

- Unique "Cloverleaf" design

Construction begins on 18,000-acre plot

## 1970

Control Tower 1 — 1973

- World's tallest at 196 feet
- 1st U.S. landing of the Concorde SST

No security

40 air carriers

Passengers (in thousands) 6,000
Revenue (in thousands) $30,000
Operations (in thousands) 180

## 1974

DFW Opens!

- Named DFW Regional Airport
- 4 terminals, 3 runways, 56 gates
- 1st flight AA #341

Awarded "Gateway Status": –International flights begin

AA moves corporate headquarters to Fort Worth from New York

Southwest lawsuit: whether Love Field remains open to commercial traffic

## 1980

4th & 5th Runways — 1983

- Start of Hawaii daily non-stop service

6th Runway — 1986

Renamed Dallas-Fort Worth International Airport

Pressure to Build: Airport Dev. Plan –2 new runways DL Easy Street

Minority & Economic Dev. Program established

27,618
$65,823
463

## 1990

Air Safety Tech — 1990

- Maverick –Doppler Navigation Aid

1992 Environmental Impact Statement

DFW ranks as world's 2nd busiest

Airport Community Committee established to address envir. impact

Increase in OP costs

Fort Worth Alliance — 1994

- DFW adds 2 new control towers
- State-of-the-art Fire Training Center

7th Runway — 1996

- Only airport to have 7 worldwide

Strategic Business Plan

Low-cost carriers start

2/4/94— Jeff Fegan becomes CEO

Parking Garage Expansion — 1997

- Hyatt East

ADP Update

Master concessionaire converts to individual leases

FAA Airspace Redesign doubles capacity

Capital Dev. Plan (CDP)—Terminal D

Revenue mgmt. division established

Ambassador program begins

48,637
$221,050
725

47 International Markets

## 2000

Sustainability — 2000s

- Central Utility Plant (CUP) upgrade
- EPA Environmental National Performance Track
- 95% reduction in emissions
- Clean Texas Platinum
- Clean energy fueling facility

2 Int'l Openings — 2000

- Int'l Cargo Center
- Int'l Perishable Treatment Facility

Terminal D Opens — 2005

- Largest expansion
- 3 runway extensions
- Art program
- Skylink
- Grand Hyatt DFW

Rental Car Facility — 2003

- Parking department established

AOC & EOC — 2006

- Emergency services

DFW

67,665
$456,273
845

CDP continues with added security enhancements

1st Employee Engagement Survey

Rise of the Aerotropolis

Delta de-hubs

Connected Online launches

Seeking new non-airline revenue sources

Body scanners in Terminal D

## 2010

New Use Agreement

$6,091
$831,554
846

Airlines agree to $1.9B terminal renewal & improvement program

LiveWell

Record international expansion with 9 international flights

46 non-stop international markets

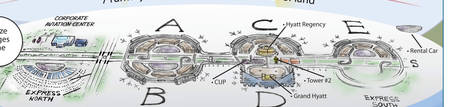
Rail Service

Future "F"

## 2020

DFW Global Super-Hub

7 runways, 6 terminals on 18,000 acres of land




We recognize major changes in the airline industry

## Key Results

- CREATE CUSTOMER SATISFACTION
- DELIVER OPERATIONAL EXCELLENCE
- KEEP DFW COST COMPETITIVE
- FOSTER EMPLOYEE ENGAGEMENT

## GROW THE CORE BUSINESS

*DFW International Airport will provide our Customers outstanding facilities and services, expanding global access and economic benefits to those we serve.*

And Extending Our Reach...

## Insights

Flying is a **BIG DEAL:** getting there is half the fun!

## Internal Events

Birth of DFW

Bold vision and multiple stakeholder support **WORKS!**

An airport as big as Manhattan!

**REGULATION & POINT TO POINT**

Change is constant

No "ONE" business plan

Be flexible

**HUB & SPOKE**

Air-Traffic Controller Strike

Delta #191

AA #102

Delta #1141

We can't keep up!

Staff as planners is important—with a vision

**LOW-COST CARRIERS**

Run it like a business

Competition with other airports

We are responsible for customers

Bringing in **TALENT!**

**9/11**

Pray for **BEST** Plan for **WORST**

Focus on Revenue Diversification is **IMPORTANT** —Commercial Development

**POST 9/11**

Increased Customer Focus

Lost Decade

## Our Beliefs

You're Important! Owning It! Stepping Up! Reaching Out! Innovating Wins!

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