



# Travel. Transformed.



## DFW INTERNATIONAL AIRPORT STRATEGIC PLAN 2021-2024



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# Looking Forward, Working Together, Growing Stronger

When we last updated our strategic plan in 2016, we had just come off a period of significant growth. We had record passenger numbers and successfully connected DFW Airport and our region to key cities around the world. In our plan, we committed to enhancing the customer experience and maintaining our laser focus on safety and security while simultaneously accelerating the pace of innovation. Our plan was comprehensive and ambitious – we set out to transform travel at DFW Airport.

I am incredibly proud of all that our DFW team accomplished over the last five years, and I thank each and every one of you for your contributions to our overall success. From 2016 to 2019, we grew passenger levels from 65.7M to 73.3M and added 70 new destinations, making DFW one of the most connected airports in the world. We completed more than \$4.0 billion in construction projects, providing jobs for 34,000 North Texans. With our business partners, we set records for revenues in concessions, commercial development, and cargo. In addition, we provided meaningful opportunities for hundreds of minority-owned and women-owned businesses.

Our new Strategic Plan builds on our past successes while recognizing that our world has grown increasingly complicated and unpredictable. The COVID-19 pandemic delivered an unprecedented shock to the aviation industry, erasing 90% of our passengers virtually overnight. This has underscored the need to increase our resiliency, our agility, and our flexibility, and our new Plan does just that. We have also shortened the timeframe of this plan to three years to reflect uncertainty in the travel industry as well as the challenges our airline partners face as they rebuild their networks.

DFW's Vision remains unchanged, but we have updated our Mission to better reflect our focus on customers, employees, and communities. Our Beliefs have provided a common bond across our teams that is foundational to our success, and we have updated the Beliefs to

emphasize our shared commitment to diversity, equity, inclusion (DE&I), innovation, and trust. Our Key Results served us well in the previous plan and remain, but we have updated our objectives and initiatives to reflect the critical work we must do in the coming years to remain successful. We have also added a new element to the Plan, "Our Approach," which shows how we incorporate DE&I, sustainability, innovation, and digital strategies into achieving our Key Results.

I want to express my appreciation to every DFW employee for all that we have accomplished together. The most important asset we have is our people, and every one of you has a role to play in our success going forward. Despite the challenges of the pandemic, the future for DFW is bright, and I look forward to joining you as we deliver on the goals of this new Strategic Plan.

Sincerely



Sean Donohue  
*Chief Executive Officer*



# OUR VISION

Travel. Transformed.

# OUR MISSION

We discover new ways to care for our customers, inspire our employees, and strengthen our communities to create an exceptional Airport experience. Every Day.

# OUR KEY RESULTS



# OUR APPROACH

# OUR BELIEFS



You're Important



Everyone's Welcome



Collaborating Wins



Striving for Excellence



Trust is Everything

# OUR BELIEFS



## You're Important

We value you, your point of view, your unique contributions, and your experience.

We invest in your future.

We care about your health and well-being.



## Collaborating Wins

We work best as a team with each other and with our partners to build mutual success.

None of us is greater than all of us.

Collaboration is in our DNA.



## Trust is Everything

Our customers, partners, employees, and communities trust DFW to do the right thing.

DFW is the trusted steward of a valuable community asset.

We take responsibility, and we own it.

There's transparency in everything we do.

DFW is accountable and ethical.



## Everyone's Welcome

Our culture is to welcome warmly.

DFW is diverse, like our customers and our communities.

Our differences make us stronger.



## Striving for Excellence

We're passionate about excellence and take pride in everything we do.

We find new ways to innovate, build a better – and more sustainable – DFW for everyone.

We are always improving, always learning, and always seeking efficiencies.

DFW continually sets the industry standard and adopts the best of digital.



# 2021-2024 Strategic Outlook

This strategic plan was written during a period of unusual volatility in the aviation industry, and several themes shaped our new goals. The COVID-19 pandemic reduced traffic to levels not seen at DFW in more than 20 years, and full recovery is likely 2 to 3 years away.

The dramatic decrease in passenger traffic caused critical revenue sources such as concessions and parking to drop, highlighting the need for DFW to develop revenue streams that are not dependent on passengers. Diversifying revenue sources will increase financial resiliency, providing the flexibility to weather future disruptions to business.

Our passenger mix has changed, and we must adapt technologies, products, services, and infrastructure to meet customer needs. The very world around us is also changing rapidly, and DFW will continue its focus on building sustainable infrastructure.

Last, our people remain our biggest competitive advantage. We will provide them with the tools, training, and resources they need to serve our passengers, business partners, and community.

**This strategic plan builds on the success of our previous plan but updates and tailors our Key Results:**

**Creating an Exceptional Customer Experience** means we will remain a customer-centric organization. We will use innovative, data-driven approaches to deepen the understanding of customers, and we will reimagine the Airport experience at all touchpoints.

**Focusing on Employee Engagement** is foundational to creating an environment where every employee feels valued. Our workforce will need to adapt to the challenges we face, and we will train and equip our teams to succeed.

**Maximizing Business Performance** is more important than ever to generate the funds needed to invest in our core business. We will diversify our revenues, and we will focus on keeping DFW's balance sheet strong.

**Driving Operational Excellence** will require continued collaboration with airlines, regulators, vendors, suppliers, and business partners. We must examine critical processes and leverage technology to help make proactive decisions.

**Strengthening Community Impact** means we will work even harder to provide economic and social benefits to all North Texans. We will be tireless advocates for diversity, equity and inclusion, and we will strive to see that DFW mirrors the communities we serve.

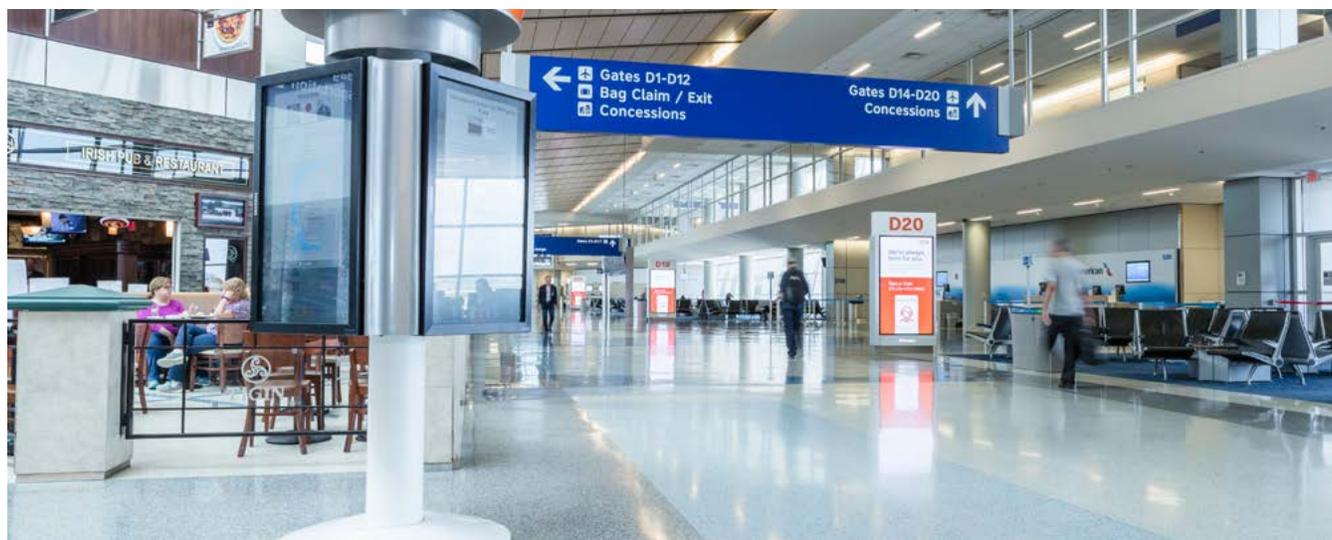
**Ensuring a Safe, Secure and Resilient Environment** is critical to our business. We will build on our strong foundation of safety and security and add a deliberate focus to increase resiliency across DFW.



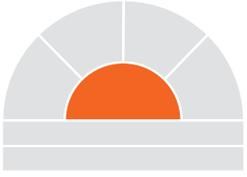
# 2021-2024 Key Performance Indicators

	FY 2021	FY 2024
<b>CUSTOMER EXPERIENCE</b>		
Overall customer satisfaction score	4.35	4.40
Customers with online DFW account	1.4 million	2.4 million
<b>EMPLOYEE ENGAGEMENT</b>		
Employee engagement	3.89	4.05 to 4.15
Workforce diversity versus labor market availability	Exceed	Exceed
<b>BUSINESS PERFORMANCE</b>		
Total passengers	56 million	82 million
Cargo tonnage	980,000	1.125 million
Bond ratings	AA/A1/A+/A	One Upgrade
DFW Cost Center/PFIC net revenues	\$84 million	\$180 million
Digital maturity level	n/a	TBD*
<b>OPERATIONAL EXCELLENCE</b>		
Regulatory enforcement compliance	100%	100%
Innovation maturity level	Lower Quartile	Upper Quartile
FAA Aircraft departure rate (North flow)	90 per hour	99 per hour
CO <sub>2</sub> emissions (metric tons)	40,148	33,809
<b>COMMUNITY IMPACT</b>		
% of AC/D/M/WBE annual goals achieved	100%	100%
DFW's economic impact on the region	\$37 billion	\$45 billion
<b>SAFE, SECURE AND RESILIENT</b>		
Composite safe and secure index	85%	90%
Cybersecurity maturity score	1.17	1.32
Critical system reliability score	n/a	TBD*

\*baseline to be determined FY22



## OUR KEY RESULTS



# Creating an Exceptional Customer Experience

DFW strives to be a customer-centric organization. The Airport creates an exceptional customer journey by delivering on the basics – “Clean, Working and Friendly” – and leveraging customer insights. It is also critical that we provide the human touch with warm, welcoming, Texas hospitality. DFW employees collaborate closely with the Airport’s business partners to work toward a shared vision to transform travel. The redesign and remodeling of Terminal C is an opportunity for DFW to raise the bar once again in creating an exceptional customer experience.

### STRATEGIC OBJECTIVES AND INITIATIVES

#### Deepen understanding of what makes an exceptional airport experience for critical DFW customer segments.

- Expand customer research capabilities to better understand the underlying needs and sentiments of customers at key touchpoints.
- Adapt lessons learned from non-airport customer-centric organizations to further enhance the DFW customer experience.
- Incorporate customer-focused, leading-edge technology and design elements into scheduled terminal renovations and long-term planning processes.

#### Strengthen and deepen DFW’s relationships with its business partners to implement a shared vision of the customer experience.

- Agree upon consistent, shared hub performance goals with American Airlines and other business partners to ensure alignment and better performance.
- Establish a data-sharing structure with the Airport’s business partners.

#### Develop innovative, data-driven approaches to meet customers’ core needs.

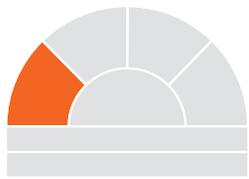
- Convert current processes using digital tools and automation to improve customer satisfaction, reduce processing times, and generate revenue or save costs.
- Reimagine the customer experience at all touchpoints to make it more relevant to today’s preferences and purchasing behaviors.

#### Develop multiple communication channels for effective customer listening and personalized communication at all points of the travel journey.

- Actively listen to customers to gauge overall sentiment and collect customer feedback.
- Implement a Customer Relationship Management technology platform and process.
- Research, design, and implement new wayfinding and communication technologies that work for all customers, regardless of native language or physical abilities.



## OUR KEY RESULTS



# Focusing on Employee Engagement

The engagement, physical and emotional well-being, and trust of DFW's employees are critical to achieving the vision. Delivering on the Airport's mission every day requires innovative thinking and new perspectives from various diverse backgrounds. As more employees join DFW, workplace expectations will continue to evolve. DFW strives to create a culture that embraces diversity, equity and inclusion – a key component of the Airport's competitive advantage. DFW will continue to optimize the success of its employees at every stage of the employee journey.

### STRATEGIC OBJECTIVES AND INITIATIVES

#### Ensure the DFW workforce is valued, encouraged, and can achieve its fullest potential.

- Implement an employee experience lifecycle journey to identify and improve the moments that matter the most to employees.
- Attract and retain talent through competitive compensation and benefits, succession planning, and talent management programs.
- Modify the performance review process to further establish a consistent approach for evaluating employee performance.
- Develop and enhance employee training programs to address evolving skill set needs.
- Continually update the Live Well program to ensure it supports a healthy workplace, including emotional well-being.

#### Create a diverse, equitable, and inclusive culture.

- Continue to evolve the Airport's DE&I strategy.
- Actively promote and advance programs to create a culture that warmly welcomes new employees, including mentorship, allyship, and employee resource groups.

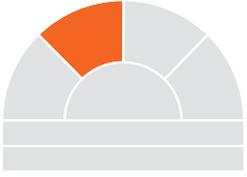


#### Develop processes and practices to enable collaboration within DFW.

- Broaden employee exposure to other business areas with interdepartmental opportunities.
- Develop and implement a collaborative framework for project delivery through inclusive teams.

#### Create an organizational culture that embraces the need to improve continually.

- Educate employees on this strategic plan and their role in its implementation; ensure alignment with employee goals, initiatives, and beliefs.
- Expand innovation training for all employees to develop a digital culture, including a risk-management mindset, design thinking, data literacy, business acumen, and more.
- Implement a DFW knowledge transfer program.



# Maximizing Business Performance

DFW can achieve its mission only if it is financially strong and resilient. The Airport's revenue base must be broadened and diversified. Profitable new businesses that achieve appropriate risk-adjusted returns will be explored while maintaining a competitive cost structure and integrating sustainability into business planning processes. Data analytics, innovation, and digital transformation should be leveraged to achieve this key result.

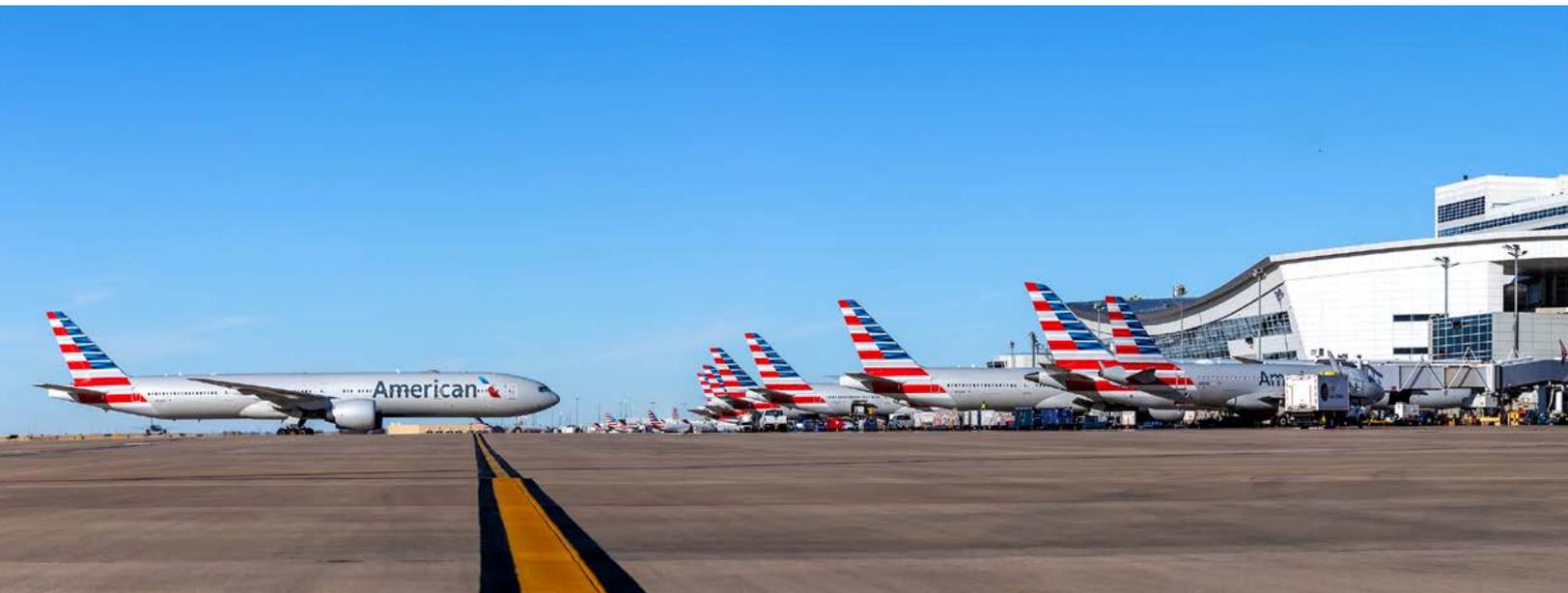
## STRATEGIC OBJECTIVES AND INITIATIVES

### Make a solid financial recovery and improve bond ratings.

- Achieve a bond rating upgrade from at least one rating agency.
- Structure future debt issuances to achieve faster amortization of principal and match future passenger facility charge collections.
- Maximize new federal and state grant funding opportunities for infrastructure, sustainability, safety, and security projects.
- Complete new use agreement negotiations that strengthen DFW's financial position in the future.
- Ensure DFW remains cost-competitive with the Airport's peer group of large U.S. hub airports.

### Expand and diversify DFW cost center and Passenger Facility Improvement Corporation net revenues.

- Develop and implement new revenue-generating parking initiatives, including expanded prepaid and premium products.
- Negotiate a new rental car agreement that improves profitability for all parties.
- Add 250 acres of new commercial development focusing on logistics operations and distribution centers in the pharma, high-tech, transportation, and aerospace sectors.
- Diversify and grow revenues by developing five new profitable businesses.



**Increase international passenger traffic faster than the national average among U.S. airports and exceed DFW's pre-pandemic levels.**

- Recover DFW's No. 1 position among North American gateways for connecting passenger traffic between Asia and Latin America by implementing targeted demand campaigns for underperforming markets.
- Actively promote DFW's differentiators to recover pre-pandemic international service levels.
- Streamline the international-to-domestic and international-to-international connection processes, including bag transfers.

**Increase and diversify DFW cargo activities using leading-edge technology and customer insights.**

- Execute the first phase of the 19th Street cargo area redevelopment master plan to own and operate state-of-the-art cargo facilities.
- Develop new South America-to-Asia trade lanes and air service.
- Leverage DFW Cargo Cloud and status as a Center for Excellence of Independent Validators to grow pharma traffic.
- Establish an international e-commerce gateway.

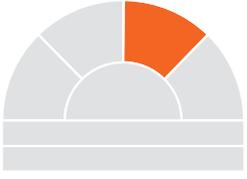


**Use digital technologies, data, and analytics to drive efficiencies and generate new value.**

- Establish, prioritize, and implement digital investment roadmaps for each digital transformation theme.
- Rapidly evaluate and pilot new technologies.
- Develop and implement enterprise data governance policies and processes to ensure transparency and accessibility. Enable more predictive and proactive operational decision-making.
- Implement a comprehensive connectivity strategy, including 5G private network pilot projects, to provide enhanced bandwidth and widespread coverage throughout the Airport to meet the needs of customers, operations, and business partners.



## OUR KEY RESULTS



# Driving Operational Excellence

Operational excellence includes airfield operations, technology, environmental stewardship, planning, facility design, and construction. It necessitates the Airport build resiliency into each operational area to prevent irregular events and to recover quickly when an event occurs. The goal of operational excellence compels DFW to incorporate sustainability and technology into the Airport's plans to enable the shift from reactive to proactive operations. Finally, it drives DFW to continually innovate to improve performance, enhance the customer experience, and ensure that the Airport remains safe and secure.

### STRATEGIC OBJECTIVES AND INITIATIVES

#### Develop innovative, collaborative processes combined with leading-edge technology to achieve operational excellence.

- Design and execute the Integrated Operations Center (IOC) plan to utilize digital technology to advance DFW from reactive to proactive operations and provide an exceptional customer experience.
- Develop and begin implementing the Airport's three-year Digital Twin Roadmap to enhance asset management, operations, and energy optimization.
- Collaborate with airlines and the Federal Aviation Administration to optimize airport surface and airspace utilization to increase daily aircraft operations.
- Complete a 2030 autonomous technology roadmap that prioritizes key initiatives such as robotic passenger boarding bridges and transportation services.

#### Replace critical assets based on their condition and add capacity to meet future growth.

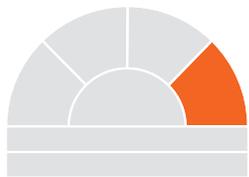
- Continually update the evaluation of assets to ensure their timely replacement.
- Ensure that the central terminal area renovation, including Terminal C and the new piers on Terminals A and C, progress on schedule and within budget.
- Develop a future gate capacity plan to meet international and domestic service demand.

#### Position DFW to achieve Net Zero Carbon by 2030.

- Implement an electric vehicle and charging station transition plan.
- Commence construction of supplemental central utility plant when funding and approvals are complete.
- Minimize landfill waste and explore using waste for energy.



## OUR KEY RESULTS



# Strengthening Community Impact

DFW is the second-largest economic driver in the State of Texas and a key community asset for the North Texas region. The Airport is committed to community engagement and will expand its impact by driving economic vitality, strengthening the community, and equipping and educating tomorrow's leaders. Partnerships with the community and stakeholders are crucial to DFW's success. The Airport will continue to honor the community's trust by being a good steward, advocating in the community, and sharing expertise.

### STRATEGIC OBJECTIVES AND INITIATIVES

#### Drive economic vitality at DFW to positively impact the North Texas region.

- Continue to enhance the Airport's supplier diversity program.
- Enhance DFW as a global leader in the North Texas region through close collaboration with regional chambers and other organizations.
- Work with business partners to present a unified, positive message about DFW to ensure broad community support.

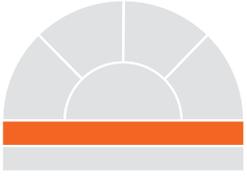
#### Strengthen the community by addressing pressing social issues within the Airport's key focus areas, and take action to drive change.

- Advocate and serve as a voice for DE&I in all business processes and practices with internal and external stakeholders, ensuring suppliers fulfill the Airport's DE&I training requirements.
- Amplify DFW's community thought leadership position on DE&I, environmental stewardship, business development and diversity, human trafficking, and healthy workplaces awareness through the Airport's speakers' bureau and editorial opportunities.
- Ensure employees who hold leadership roles in the community, including service on committees and boards, effectively advocate on the Airport's behalf and convey a consistent message.
- Align community engagement activities around key focus areas and partner with the United Way as the primary vehicle for employee charitable giving.



#### Empower and develop tomorrow's leaders to advocate for and guide DFW's future growth.

- Continue the Leadership DFW program to educate current and emerging leaders about the impact and importance of the Airport to the region.
- Build an alumni network program to create active advocates for the Airport.
- Partner with local educational institutions to increase awareness of DFW, its positive impact on the community, and career opportunities in aviation.



# Ensuring a Safe, Secure and Resilient Environment

There is nothing more important to DFW than the safety and security of its employees, tenants, and customers. Every member of the Airport's community contributes to keeping everyone safe and secure, regardless of their job or employer. "See something, say something" has become second nature to the DFW community. A multi-year focus on safety and security has led DFW to understand that resilience is vital to ongoing success. The COVID-19 pandemic taught DFW to assess the viability of all major systems and processes including testing the Airport's ability to respond under a far greater range of scenarios than had previously been considered. There is a need to understand the long-term impacts of climate change on the Airport and its partners, and increasing resiliency must be a part of all major investment decisions.

## STRATEGIC OBJECTIVES AND INITIATIVES

**Amplify the DFW culture, including employees and business partners, proactively protecting people, systems, services, and infrastructure.**

- Enhance educational and awareness programs to ensure safety is everyone's responsibility.
- Promote enterprise risk management best practices with guidance from the Risk Council.
- Improve safety and security data transparency and reporting.
- Ensure ongoing and continuously improved training and education regarding the Airport's Safety Management System.
- Implement an interagency Insider Threat Mitigation program.
- Modernize physical access control into secured areas with improved accountability for personnel once inside those areas.

**Ensure DFW is an industry leader in organizational resiliency and is well-positioned to anticipate, respond to, and recover from future threats or disruptions.**

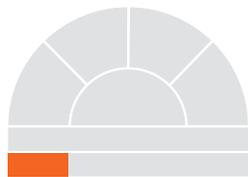
- Update the Airport Emergency Management Plan.
- Establish a systematic scenario planning process to identify potential risks and develop recovery strategies.
- Conduct a vulnerability assessment to identify gaps in DFW's response to major health threats and put measures in place to mitigate those threats.
- Develop a future gate capacity plan to meet international and domestic service demand.

**Continually strengthen DFW's technology compliance and cybersecurity programs and processes.**

- Complete cyber initiatives for access/identity management, network security, and operational technology to better assess, detect, respond to, and recover from cyber threats.
- Promote enterprise cybersecurity awareness through training.
- Develop and test disaster recovery plans for critical systems and processes.



## OUR APPROACH



# Diversity, Equity and Inclusion



DFW strives to create a respectful and inclusive work culture that recognizes and appreciates the diversity of all employees, ensuring that each employee can contribute, develop, and be fully engaged. Diversity, Equity and Inclusion is a journey that requires an unwavering commitment to serve each other, our customers, and the community with cultural awareness and sensitivity making DFW a place where everyone is welcomed.

Our DE&I approach aligns with the Airport's strategy to engage and empower diverse employees to do their best work while feeling respected and included. The diverse team at DFW provides an opportunity for each individual to bring their unique experiences and perspectives to the Airport.

**The composition of the national workforce is changing, and the Airport's hiring practices will reflect those trends. The shift will benefit and support DFW's overall strategy.**

### THE DFW WORKFORCE



Women make up **33% of the DFW workforce**



**Black employees make up 24% of the DFW workforce, followed by Hispanics at 16% and Asians at 9%**



People of color make up **47% of DFW's senior management**



**42% of the DFW workforce are Millennials, and 26% are Boomers**

### THE WORKPLACE



Gender-diverse companies are **15% more likely to outperform peers**



Ethnically diverse companies are **35% more likely to outperform peers**



Inclusive teams outperform peers by **80% in team-based assessments**

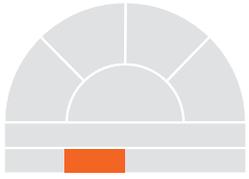


Diverse teams drive **6% greater revenue, 15% more customer wins, and greater market share**



“Each individual brings unique experiences and perspectives. Across the organization, **diversity, equity and inclusion unlocks innovation and will drive our success** as a global super hub.”

Sean Donohue



# Sustainability



Sustainability has become part of DFW's DNA. Years ago, the Airport recognized that its operations and investments impact not only DFW – but also the region, nation, and world. DFW achieved the carbon emissions reduction target of 15% per passenger two years ahead of the schedule set in the Airport's Strategic Plan 2016-2020. When DFW became the first carbon neutral airport in North America and the largest in the world, the Airport established a leadership position in influencing climate action within the region.

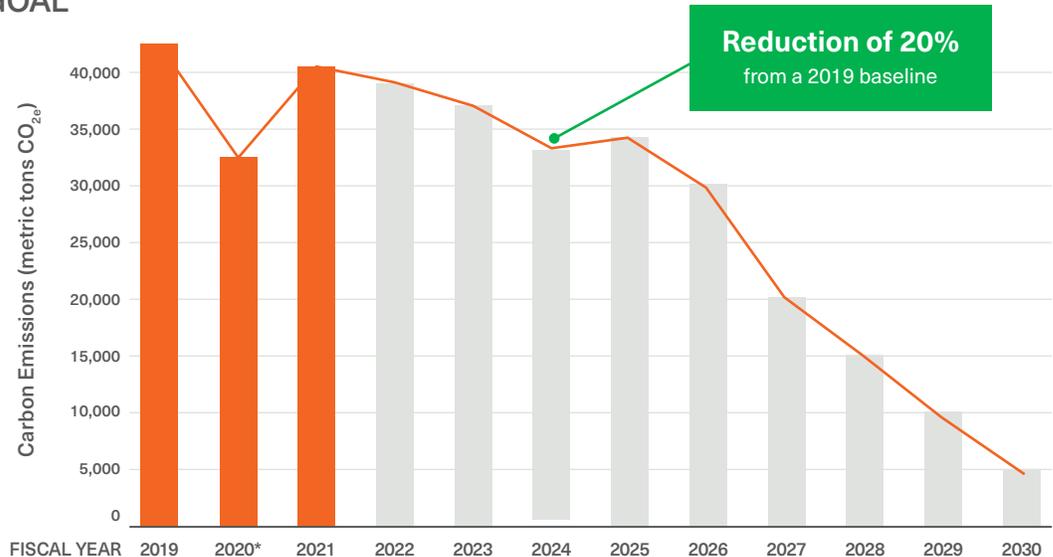
To advance DFW's leadership in sustainability and expand the Airport's positive influence, targets are being developed in six areas: water and biodiversity, climate action, health and safety, circular economy, energy performance, and equity.

Among these, climate action, energy performance, and resiliency are our primary near-term focuses. Reducing the Airport's carbon footprint and reaching net zero will require bold actions, including electrification of DFW's fleet vehicles, building an electric central utility plant, continued commitment to renewable energy, and eventual investment in technologies to remove carbon from the atmosphere. Leveraging strategic partnerships and advancing mindful, responsible business practices will also be important.



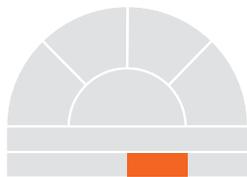
## CLIMATE ACTION GOAL

In August 2020, DFW committed to an ambitious goal to achieve net zero carbon emissions by 2030, two decades ahead of the United Nations' IPCC and the Paris Agreement's target of 2050.



\*FY20 emissions were impacted by reduced operations during the COVID-19 pandemic.

# OUR APPROACH



## Innovation



Our world is changing at a rapid pace. Emerging technologies are driving growth in data and people’s expectations for experiences that help them live without friction. We will work collectively to identify challenges and embrace new and emerging technologies, to ensure meaningful solutions come together – “Travel. Transformed.”

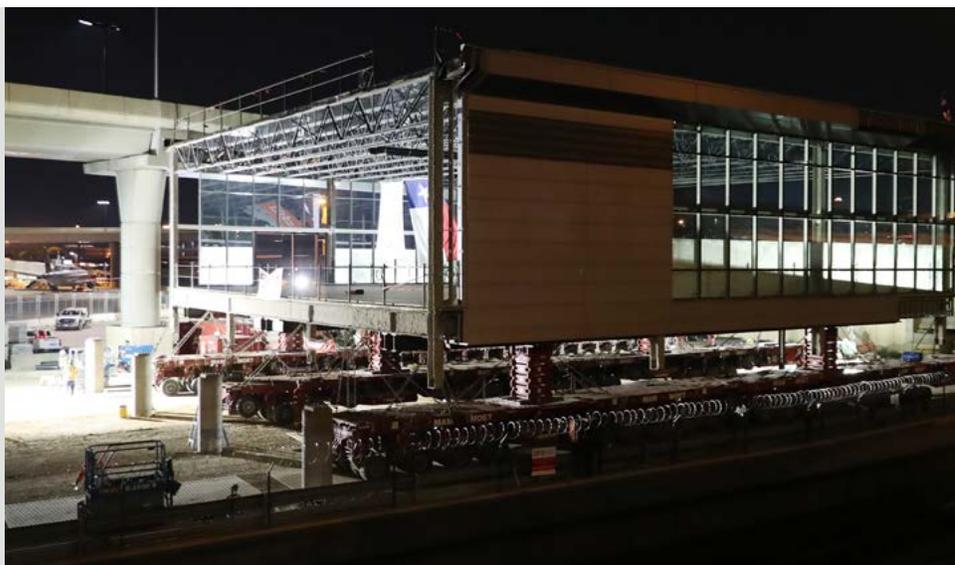
To keep up with the swift pace of change, DFW introduced a focus on innovation with a collective goal to continuously reinvent the way our work is accomplished and to deliver new solutions to the Airport’s customers and business partners.



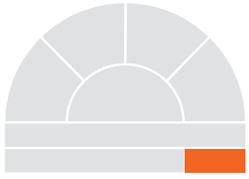
At DFW, innovation is the process of implementing new methods, ideas, or products to deliver long-term value while keeping up with today’s operational challenges. We need a deep understanding of our customers to create services and experiences that are relevant and satisfy their needs. More important, we must measure the impacts of those solutions to determine success.

DFW must embrace the everyday innovation mindset that empowers employees to question, explore, and experiment. The key to success will include creating partnerships across the organization to bridge internal capabilities with external expertise to transform travel.

**“Travel. Transformed.” is not an endpoint but rather a constantly evolving vision of what is possible.**



## OUR APPROACH

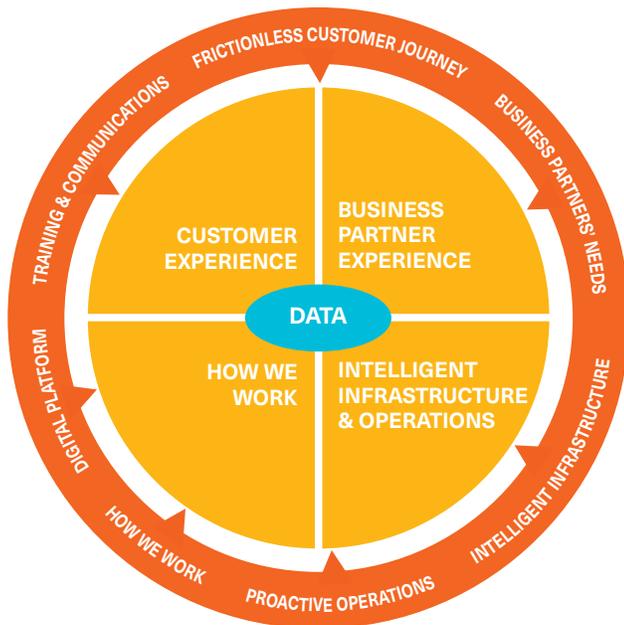


# Digital Transformation



The COVID-19 pandemic accelerated the adoption of digital technology by several years. Technology is rapidly connecting people and things while changing the way people conduct their everyday lives. The pace of technology change in such areas as connectivity, artificial intelligence, machine learning, and autonomous and electric vehicles will continue to accelerate.

Digital transformation is an enterprise journey that requires updated IT systems, new tools, and skill sets to enable faster and flexible decision-making. It is more than a single project or person. It is a holistic approach to leverage technology, create new revenue, increase efficiencies, build resilience, and remain relevant to our customers and partners.



### DFW's success in digital transformation includes:

- **A clear vision and strategy:** DFW created four strategic themes and seven primary workstreams
- **A sense of urgency:** Leaders and team members must be bold, be willing to test, and learn quickly
- **A digital culture and mindset:** Teams must be risk-tolerant, customer-centric, and truly collaborative
- **An investment in the appropriate systems** to support business objectives



**Digital disruption has contributed to the collapse of half of the Fortune 500 companies since 2000, emphasizing the need to remain relevant in a fast-changing business environment.**

# The Future is Ours

This Strategic Plan sets our course through the year 2024 to achieve our vision of “Travel. Transformed.” Our vision is aspirational. Our mission and key results map out the steps to implement the plan with increased emphasis on DE&I, sustainability, innovation, and digital transformation. Defined metrics will evaluate our progress for each key result. This is a clear and focused plan to help us navigate through inevitable challenges and change.

Each one of you was instrumental in achieving the goals and objective of the prior strategic plan – thank you. You are important in making this plan a reality. Everyone – from our Board of Directors to our employees, business partners, suppliers, and even our customers – plays a significant role in our success.



While having a plan is essential, we must all own it by understanding what is required, and make a commitment to proactively step up every day to execute our roles.

We must reach out and collaborate across the community, industry, divisions, and departments to accomplish what’s in this Plan. We must also continue to innovate as opportunities present themselves.

We are excited to have this Strategic Plan as our guide, but even more pleased that together, we will accomplish our vision of “Travel. Transformed.”

## Our Board of Directors

DFW is jointly owned by the cities of Dallas and Fort Worth and is governed by a Board of Directors composed of members of the community. Members of the Board include the mayor of each city and an additional nine members appointed by the city councils of Dallas and Fort Worth through their respective board appointment processes. A 12th, nonvoting seat on the Board rotates annually between the Airport’s host cities of Coppell, Euless, Grapevine, and Irving. The Board is responsible for providing strategic direction and advising on policy.



**Matrice Ellis-Kirk**  
Chair  
Dallas



**Henry Borbolla III**  
Vice Chair  
Fort Worth



**Gloria M. Tarpley**  
Secretary  
Dallas



**Eric Johnson**  
Mayor  
Dallas



**Mattie Parker**  
Mayor  
Fort Worth



**Vernon Evans**  
Fort Worth



**Ben Leal**  
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