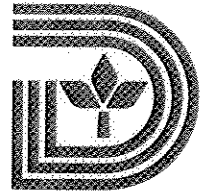


# Memorandum



CITY OF DALLAS


DATE February 27, 2009

TO Honorable Mayor Tom Leppert and  
Members of the Dallas City Council

SUBJECT City of Dallas Environmental Management System (EMS): 2009 Senior  
Management Review and Acceptance into U.S. EPA's Performance Track  
Program

Attached are presentation materials related to the 2009 Senior Management Review, as required by the City's Environmental Management System (EMS). Additionally, U.S. EPA Region 6 Acting Administrator Larry Starfield will be in attendance to present Mayor Leppert with a Certificate of Membership in the Performance Track Program, as well as an official Performance Track flag to be flown at a City facility to signify Dallas's outstanding commitment to the environment.

Please feel free to contact me if you need additional information.



Mary K. Suhm.  
City Manager

Attachment

C: Thomas P. Perkins, Jr., City Attorney  
Deborah A. Watkins, City Secretary  
Craig Kinton, City Auditor  
Judge C. Victor Lander  
Ryan S. Evans, First Assistant City Manager  
A. C. Gonzalez, Assistant City Manager  
Jill A. Jordan, Assistant City Manager  
Ramon F. Miguez, PE, Assistant City Manager  
Forest Turner, Interim Assistant City Manager  
David K. Cook, Chief Financial Officer  
Jeanne Chipperfield, Director, Budget and Management Services  
Edward Scott, Director, Controller's Office  
Frank Libro, Public Information Office  
Helena Stevens-Thompson, Assistant to the City Manager  
Eric Griffin, Interim Director, Office of Environmental Quality

# CITY OF DALLAS

## ENVIRONMENTAL MANAGEMENT SYSTEM (EMS)



2009 Senior Management Review  
March 4, 2009



Quality  
ISO9001

Environmental  
ISO14001

Safety  
OHSAS18001



# PURPOSE

- Review the implementation of one\* of three Management Systems in the City of Dallas:
  - Environmental (ISO14001:2004)\*
  - Quality (ISO9001:2000)
  - Occupational Health and Safety (ISO18001:2007)

Quality  
ISO9001

Environmental  
ISO14001

Safety  
OHSAS18001

# EMS REVIEW



Quality  
ISO9001

Environmental  
ISO14001

Safety  
OHSAS18001



# EMS: Planned Interval Review

## 4.6 Management Review

Top management shall review the organization's environmental management system, at planned intervals, to ensure its continuing suitability, adequacy and effectiveness. Reviews shall include assessing opportunities for improvement and the need for changes to the environmental management system, including the environmental policy and environmental objectives and targets. Records of the management reviews shall be retained.

- ISO 14001:2004 Element

Quality  
ISO 9001

Environmental  
ISO 14001

Safety  
OHSAS 18001



# EMS: ISO Definitions

- Non-conformances (NC):
  - Major - absence or total breakdown of the system to meet a specified requirement.
  - Minor - single observed lapse in meeting a specified requirement.
- Opportunities for Improvement (OFI):
  - Acknowledgement of areas believed to need improvement or opportunities to build on existing areas of success
- System Strengths:
  - Acknowledgement of areas that are functioning particularly well

Quality  
ISO 9001

Environmental  
ISO 14001

Safety  
OHSAS 18001



# EMS: Environmental Policy



## Environmental Policy

The City of Dallas is committed to a clean, safe, and healthy environment. As such, we will exercise environmental stewardship in our dealings with employees, other governments, citizens, City contractors, business and others in the community for our world today as well as for future generations. Caring for the environment is one of our core values, and this is demonstrated by ensuring our activities are in harmony with the natural world around us.

This commitment is embodied by the following actions:

- ❖ Implementation of programs and procedures with an intent to meet or exceed all applicable environmental laws and regulations.
- ❖ Continual improvement of our environmental performance through proactive environmental management and self-assessments and/or third-party assessments.
- ❖ Prevention of pollution at its source through implementation of best management practices and resource conservation measures to reuse, reclaim, and recycle materials we generate.
- ❖ Utilization of Environmental Management Systems, as appropriate for our operations, to provide a framework for systematically reviewing and reducing our environmental footprint.
- ❖ Employees will abide by all environmental regulations and demonstrate environmental compliance in their daily work practices.
- ❖ Educate City employees on Dallas' environmental policies and motivate and encourage employees to practice environmental stewardship by raising awareness and sensitivity to environmental issues through City policies, regulations, training, and interactive dialogue.
- ❖ Outreach to the citizens and businesses of our community by communication of this Policy and education on the importance of environmental stewardship for clean air and water and sustainable development for the City of Dallas.

Approved by Dallas City Council January 26, 2005.

Signed

Mary K. Suhr  
City Manager

## Commitments:

- Comply with and exceed environmental laws and regulations
- Continual improvement of environmental performance
- Pollution prevention at its source

Quality  
ISO 9001

Environmental  
ISO 14001

Safety  
OHSAS 18001

# EMS: Objectives & Targets (OT)



Objective	Target	Status
Reduce the Amount of Water Consumed by City Operations (Citywide)	Reduce water consumption by 5% by Dec '08	On track - DWU's Water Conservation Division has reduced its potable water usage by more than 278.9 million gallons from 2006-07, a 20.5% reduction.
Reduce the amount of energy consumed by City Facilities (Citywide)	Reduce 5% Kwh per year by Dec '13	On track - In-house conservation awareness program has been initiated. Implementation of the 4 <sup>th</sup> comprehensive Performance Contract with the Museum of Art. 17 of 23 cool roofing projects have been awarded. 8 of 16 HVAC retrofit projects have been completed.
Construct "Green" buildings according to LEED standards (Multi-Department)	Establish tracking for construction of new buildings greater than 20,000 square feet to meet minimum Silver LEED certification	Completed - In 2008 6 buildings were certified LEED Silver or Gold, 5 LEED buildings are waiting to be certified and 11 are in the design, planning or construction phase.

See Appendix A for list of citywide and multi-departmental objectives & targets and status

Quality

ISO 9001

Environmental

ISO 14001

Safety

OHSAS 18001





# EMS: Audits and Compliance

## COMPLIANCE

- 107 facility audits were conducted (up from 57 in FY07).
- 107 findings were issued: 4 major NCs, 63 minor NCs, 40 observations.

## EMS

- 7 internal departmental EMS audits were conducted.
- 3 external EMS audits occurred: Stage I, Stage II, and Surveillance I.
- 174 findings were issued: 16 major NCs, 130 minor NCs, and 28 Observations.

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# EMS: Audits and Compliance



Audit Type	Auditor Days	Minor NCs	Major NCs
Stage II Certification (Jan 28 - Mar 14, 2008)	120.5	71	0
Surveillance I (Oct 6 - 24, 2008)	25.5	27	0

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# EMS: Non-Conformances (NC)

## EXAMPLE OF A CERTIFICATION AUDIT NC

- NC: City failed to make conducting a root cause analysis a mandatory exercise for processing all non-conformances.
- Solution: Tracking software non-conformance module was revised to incorporate a mandatory root cause analysis tool (i.e., the 5 whys method).



# EMS: Non-Conformances (NC)

## EXAMPLE OF A SURVEILLANCE AUDIT NC

- NC: Many departments were not adequately tracking the training required for their personnel
- Solution: Departments have become more detailed in developing training plans for each of their employees, including projected class schedules for the year



# EMS: System Strengths

- 62% decrease in non-conformances from the certification audit
- Significant progress made toward meeting many environmental performance improvement objectives (e.g. reducing energy use, water use, emissions, petroleum based spills, and waste to the landfill through increased recycling).
- Personnel in all areas have a good understanding of the Environmental Policy; how they support it in their jobs; and how their jobs impact the environment.

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# EMS: Environmental Performance

	FY07	FY08	% Reduction
Number of spill responses	353	286	19%
Est. average cost per spill	\$857	\$462	46%
Est. annual cost	\$302,575	\$132,194	56%

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# EMS: Environmental Performance

Best management practices (BMPs): salt/sand storage at a City facility



BEFORE



AFTER

Quality  
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Environmental  
ISO14001

Safety  
OHSAS18001



# EMS: Environmental Performance

## Spill and cleanup a neighborhood alley



BEFORE



AFTER

Quality  
ISO 9001

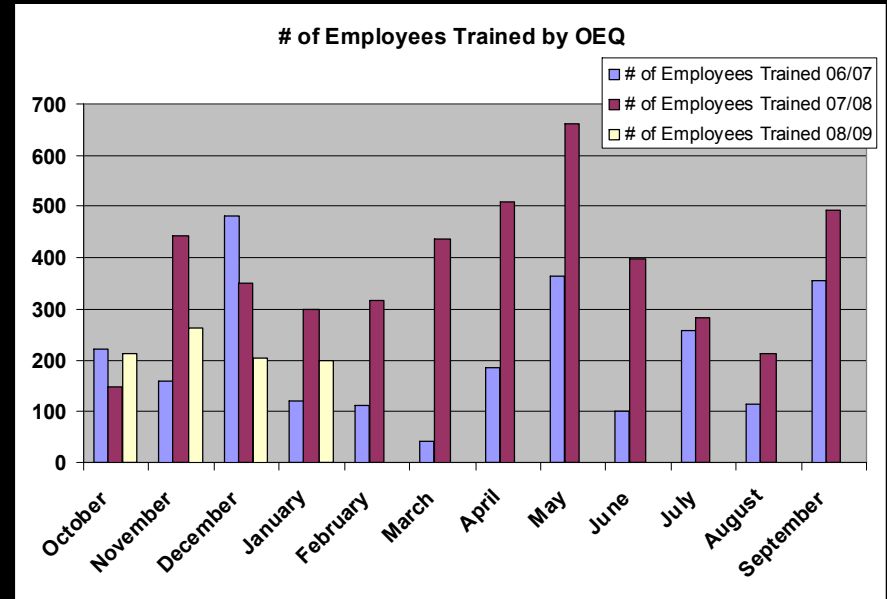
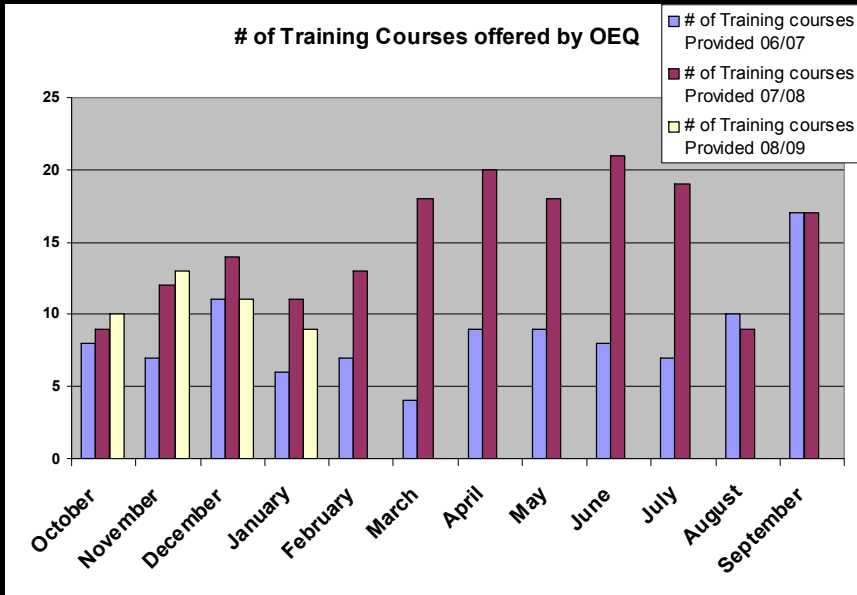
Environmental  
ISO 14001

Safety  
OHSAS 18001





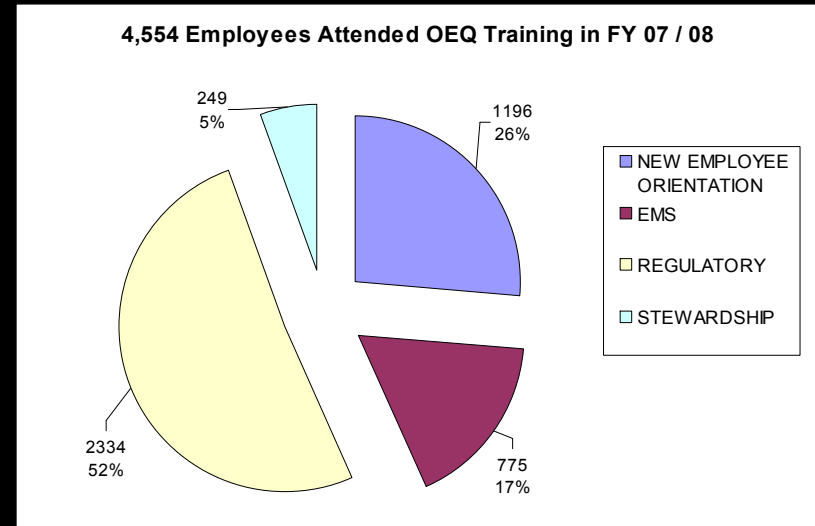
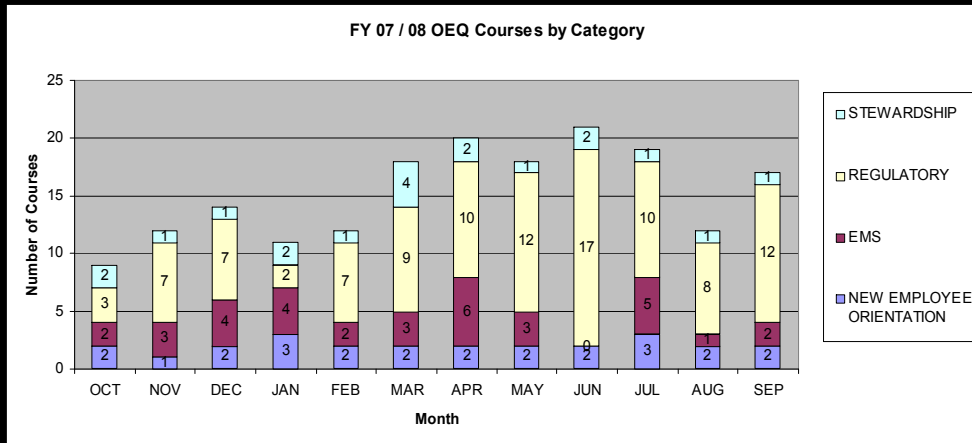
# EMS: Training



Training Courses and Employees Trained  
FY06-07, FY07-08, FY08-09 (ytd)



# EMS: Training



Courses Offered and Employees Trained by Category (FY07-08)

# EMS: Corrective/Preventive Actions



CORRECTIVE/PREVENTIVE ACTION LIST							
Location City of Dallas							
Record No	Status	Type	Action Required	Person Responsible	Target Date	Completion Date	Related NCR
00005	Closed	Corrective	Draft Lanuage for Bid specs and purchasing. submit to EMRs for comment and finalize.	Laura Fiffick	9/28/2007	10/1/2007	00244
00006	Closed	Corrective	Set up contractor internet website	Hannah Kolni	3/1/2007	12/3/2007	00244
00098	Closed	Corrective	A meeting is scheduled with HR the week of September 10th to review training requirements for ISO 14001 and environmental compliance. As a result of the meeting the EMS Training procedure will be updated and distributed.	Frank Camp	9/28/2007	10/24/2007	00435
00097	Closed	Corrective	Review all EMS procedures and notify each affected Department outside of the EMS fenceline, in writing, of their responsibilities. Receive comments and make changes on the procedure, if required.	Frank Camp	9/28/2007	11/27/2007	00435
00098	Closed	Corrective	Add to the appropriate procedure (document control or EMS guide) the requirement to notify affected Departments outside of the EMS fenceline in writing and receive comments	Louise Hanson	1/22/2008	1/14/2008	00435
00099	Closed	Corrective	Update the Objective and Target procedure as well as the EMS Guide.	Louise Hanson	12/6/2007	11/30/2007	00436
00100	Closed	Corrective	Review EMS procedures and EMS guide for all references to the EMS fenceline. Gather the fenceline documents for the EPA Consent Decree. Prepare a consise statement of the fenceline for Kevin's review. Update procedures and/or guide according to procedure	Frank Camp	9/1/2008	11/20/2007	00470

- NCs are entered into a database as a result of several different pathways:

- Internal EMS audits
- 3<sup>rd</sup> party EMS audits
- Internal compliance audits
- Departmental audits
- Environmental inspections

- 584 of 609 CAPAs have been closed to date (96%) from all three systems

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# EMS: Communications



Main | Tasks | Reporting | Recent | More Toolbars... | Setup | IE | Help | Logout

**INTELEX**

Home | My Tasks | Dashboard | Site Map | Reporting | My Email | Message Center

Location: City of Dallas  
Module: Communication

**Communication: Closed Communications List** [Exit]

Home | Report Communication | Open Communications | **Closed Communications**

Find | List All | Delete

Record No.	Location	Subject	Communication Details	Date Reported	Person Responsible	Target Date	Date Responded	Select Deselec
<a href="#">00393</a>	City of Dallas	event	Ms. Kolni: I would like to express my appreciation for the calendars, information and general assistance! We'll put everything to good use. I'm curious, do you have a speaker that could do a pres . . .	Monday, February 02, 2009	Nicole Cooper	Friday, January 30, 2009	Friday, January 30, 2009	<input type="checkbox"/>
<a href="#">00394</a>	City of Dallas	event	Love Field Airport Survey Contact Brittany Westphal	Monday, February 02, 2009	Nicole Cooper	Wednesday, January 14, 2009	Wednesday, January 14, 2009	<input type="checkbox"/>
<a href="#">00395</a>	City of Dallas	event	Through Eric Griffin, 50 recycled pens for State Legislature goody bags	Monday, February 02, 2009	Nicole Cooper	Wednesday, January 28, 2009	Wednesday, January 28, 2009	<input type="checkbox"/>
<a href="#">00390</a>	City of Dallas	Info Request	Wants to know about this weekends recycling event and if she can bring her 40' tv	Friday, January 23, 2009	Nicole Cooper	Friday, January 23, 2009	Thursday, January 22, 2009	<input type="checkbox"/>
<a href="#">00391</a>	City of Dallas	Info Request	Wants to know about volunteer activities with Green Dallas	Friday, January 23, 2009	Nicole Cooper	Friday, January 23, 2009	Thursday, January 22, 2009	<input type="checkbox"/>

Quality  
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# EMS: Communications



**DALLAS DELIVERS**

## CITY HALL HIGHLIGHTS

VOLUME 3 . ISSUE 2      FEBRUARY 2009

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**In this Issue:**

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- Residents invited to grow a greener Dallas 3
- Dallas Fire-Rescue visits Scottish Rite 4
- Parks presents Senior Fitness programs 5
- Cultural Center activities held across the city 6
- Dallas Animal Services features 7
- Ade Williams one of Top 25 Worth Watching 8
- Timbergen Branch to receive LEED Gold 9
- South Central residents learn about City Hall 10

### City marks another environmental milestone

The City of Dallas has achieved another environmental milestone with acceptance into the Environmental Protection Agency's (EPA) prestigious National Environmental Performance Track Program. Performance Track recognizes organizations that go above and beyond legal requirements to reduce the environmental impacts of their operations.



In August 2008 the City of Dallas became the first large municipality to become a member of the program.

"Acceptance into the Performance Track Program is a great honor that every employee of the City deserves to share," said OEQ Interim Director Eric Griffin. "Other cities will be looking to us for leadership which highlights the need to keep improving our environmental performance."

Membership requires that an organization meet specific criteria, including certification of an Environmental Management System (EMS) to manage and control the environmental risks associated with its operations. On June 3, 2008, the City of Dallas became the first city in the United States to have a certified EMS covering a broad scale of operations, making the City eligible to apply to Performance Track.

Other membership criteria include a record of sustained compliance, commitment to public outreach, and a commitment to continuous environmental improvement, which Dallas demonstrates with the following three-year goals:

- Reduce total water use at City facilities by almost 50 million gallons (5 percent)
- Reduce total non-transportation energy use by over 300,000 million BTUs (13 percent)
- Reduce total transportation energy use by over 30,000 million BTUs (4 percent)
- Increase land and habitat conservation by over 60 acres (10 percent)

Membership in Performance Track Program has its perks. The City will receive exclusive regulatory and administrative benefits and will be considered a low priority for routine inspections conducted by the EPA. The City also benefits from public recognition and networking opportunities.

The EPA will make a formal presentation to City of Dallas in early spring to recognize its new membership in the Performance Track Program.

City Hall Highlights is published every month by the Public Information Office. Send your contributions (and photos) to richard.hill@dallascityhall.com. Copy deadline for the March issue is Feb. 20.



**The GreenZine**  
OEQ Monthly News!

Volume 2, Issue 11  
November 2008

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## "Purchase Green Products Month"

**Buying into a Greener Future**  
by City of Dallas Purchasing Team

**Buying into a Greener Future continued**

**Energy Efficiency and Renewable Sources**

To improve energy efficiency, the city purchases computers with the Energy Star® label to reduce energy usage. Energy efficiency reduces the amount of electricity needed and thus cuts down on air pollution from the production of electricity. Beyond that, the city currently purchases 40% of its energy from renewable sources; renewable energy is considered an inexhaustible supply of energy and when used to generate electricity, is a non-polluting or less polluting energy option. The renewable energy the City purchases powers our street lights.

**Around the Office**

For everyday office purchasing, we are users of Office Depot's green book and 20% of office supply purchases are made from recycled resources.

**Expanding Options**

Business Development and Procurement Services looks at opportunities to allow for green purchases for every contract while keeping in mind some of the challenges inherent to EPP. Some of these include competitiveness, availability and cost-effectiveness of the procurement. As our local market expands in environmental opportunities, programs and services, the easier it becomes for the City of Dallas to procure and put in place environmentally preferred contracts. Our city operations continue to demand resource efficient purchases and our department is here to facilitate that task!



Recycled Copy Paper in City Hall



City of Dallas Natural Gas Vehicle

**What is environmentally preferable (green) purchasing?**

Environmentally Preferable Purchasing (EPP), often referred to as "green purchasing," is the affirmative selection and acquisition of products and services that most effectively minimize negative environmental impacts over their life cycle of manufacturing, transportation, use and recycling or disposal. Examples of environmentally preferable characteristics include products and services that conserve energy and water, minimize generation of waste and releases of pollutants; products made from recycled materials and that can be reused or recycled; energy from renewable resources such as biobased fuels, solar and wind power; alternate fuel vehicles; and products using alternatives to hazardous or toxic chemicals, radioactive materials and biohazardous agents.

Definition from <http://orf.od.nih.gov/EnvironmentalProtection/Green+Purchasing/#1>

Page 2

The GreenZine



# EMS: Follow-up Actions

## COMPLETE

- Prepared mandatory root cause analysis tool for processing non-conformances
- Trained citywide on waste manifesting and labeling

## IN PROGRESS

- Tracking employees not receiving training
- Coordinating internal EMS audits with Quality and Safety
- Training contractor on their responsibilities under the EMS
- Reducing turnover of EMRs; developing new EMR training
- Managing citywide/multi-departmental Objective & Targets



# EMS: Legal and Other Changes

- 81 regulatory changes that might affect City operations were tracked and reviewed.
- 60 departmental notifications of potential regulatory change were issued and 3 letters were submitted to the TCEQ commenting on changes.
- OEQ communicated to the state on:
  - changes in the state LPST program;
  - changes to regulatory criteria for USTs; and
  - Clean Air Interstate Rule for NOx.



# EMS: Recommended Improvements

- Develop a system for knowledge sharing and transfer among environmental professionals working on EMS (continuity).
- Prepare cost avoidance procedure for Objective & Targets.
- Entry of appropriate opportunities for improvement into tracking software.
- Targeted contractor audits for high-risk, high-impact activities.
- Continuation of management systems integration.
- Closer coordination between environmental inspection team and compliance/EMS audit team.
- Develop a mini-course for Executives on EMS.
- Develop a resident and small business EMS checklist.

Quality  
ISO 9001

Environmental  
ISO 14001

Safety  
OHSAS 18001





# EMS: EPA Recognition



Quality  
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Environmental  
ISO 14001

Safety  
OHSAS 18001

# EMS APPENDICES



Quality  
ISO9001

Environmental  
ISO14001

Safety  
OHSAS18001

# EMS APPENDIX A: Objectives/Targets



Objective	Target	Status
Reduce the Amount of Water Consumed by City Operations (Citywide)	Reduce water consumption by 5% by Dec '08	On track - DWU's Water Conservation Division has reduced its potable water usage by more than 278.9 million gallons from 2006-07, a 20.5% reduction.
Increase the Amount of Used Oil Collected and Recycled from City Operations (Multi-Department)	2% per year increase in gallons/pounds of recycled oil, absorbents to achieve a 6% cumulative increase by Sep '09	On track - In FY07 the City experienced a 2% increase in the amount of used oil recycled and an increase of nearly 95% in the amount of absorbents recycled. In FY08 there was 30% percent increase in the amount of absorbents recycled. Recycled used oil rates decreased from FY07, though not all facilities have reported their data.
Increase the Use of Compost Material at City Facilities (Multi-Department)	Provide for a 10% increase in tons of composting/mulch used by Dec '09	Behind - Re-assigning responsibility for this OT to OEQ. Data is available from Farmers Market.

Quality  
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Environmental  
ISO 14001

Safety  
OHSAS 18001

# EMS APPENDIX A: Objectives/Targets



Objective	Target	Status
Reduce the amount of energy consumed by City Facilities (Citywide)	Reduce 5% Kwh per year by Dec '13	On track - In-house conservation awareness program has been initiated. Implementation of the 4 <sup>th</sup> comprehensive Performance Contract with the Museum of Art. 17 of 23 cool roofing projects have been awarded. 8 of 16 HVAC retrofit projects have been completed.
Increase the use of Bio-Diesel fuel (Citywide)	Increase the use of bio-diesel fuel by 25% by Sep '09	On track - Baseline goal of 60,730 gallons of bio-diesel purchased per month is being surpassed. One facility has been added to increase the use of bio-diesel.
Increase recycling of paper, plastic, glass, cardboard, and aluminum by City facilities (Citywide)	Increase total materials recycled to 2.2M lbs (20%) by 2010. Increase paper, plastic, glass, cardboard and aluminum recycling by 5%/yr	On track - Internal Recycling program allows single stream recycling and been implemented in 250 City facilities.

Quality  
ISO 9001

Environmental  
ISO 14001

Safety  
OHSAS 18001

# EMS APPENDIX A: Objectives/Targets



Objective	Target	Status
Implement an Asbestos Education Program for City Departments (Citywide)	May 20, 2009	On track - Program was developed based on personnel job duties and the potential for asbestos fiber exposure. Training classes held in Aug, Sep and Dec '08 and 123 employees were trained. 94% of City employees requiring Asbestos training have attended the class.
Decrease NOx, VOC, PM and CO2 emissions from On-Road and Off-Road vehicles (Citywide)	5% for each pollutant by Sep '10	On track - One unit has been purchased with Tier III engine. OEQ hired HNTB Corporation to calculate City fleet emission reductions. 666 vehicles were purchased for FY08 and 62 (10%) are alternative fueled (CNG). Working with departments to determine current practices and possible program implementation alternatives.

Quality  
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Environmental  
ISO 14001

Safety  
OHSAS 18001

# EMS APPENDIX A: Objectives/Targets



Objective	Target	Status
Replace Mercury Thermostats with Non-Mercury Thermostats (Multi-Department)	Replace as needed, develop a proactive program by Sep '07 and implement by Oct '09	On track - Year to date, 408 Mercury free City Facilities and 671 Mercury containing thermostats were removed from City facilities. 399 City Facilities were surveyed.
Increase the quantity of less toxic/non-hazardous chemical products (Citywide)	Increase the Product Substitution Program by 4% by Dec '10	On track - 256 approved products during this period. Participated in Go Green! Purchased outreach materials.
Construct "Green" buildings according to LEED standards (Multi-Department)	Establish tracking for construction of new buildings greater than 20,000 square feet to meet minimum Silver LEED certification	Completed - In 2008 6 buildings were certified LEED Silver or Gold, 5 LEED buildings are waiting to be certified and 11 are in the design, planning or construction phase.

Quality  
ISO 9001

Environmental  
ISO 14001

Safety  
OHSAS 18001

# EMS APPENDIX A: Objectives/Targets



Objective	Target	Status
Reduce environmental impact from construction activities (Multi-Department)	Develop and implement a training program that combines SWM material and pollution prevention material targeted for construction personnel for professional staff by Sept '09	On track - Draft pollution prevention training presentation was created to include with SWM outreach training. Presentation is currently being revised.
Increase the quantity of "green" construction materials purchased (Multi-Department)	Establish a baseline of current construction materials being used by the City of Dallas and identify list of product substitutions by end of Dec '09	On track - Purchased the GreenBook to identify green materials and scheduled two Green Construction Meetings.
Determine method to reduce environmental impacts from accident scenes (Multi-Department)	Ongoing	On track - Recommendations made. Emissions Awareness Work Instructions completed. Pamphlets discussing emissions being researched.

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