

Environmental Management System City of Dallas

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City of Dallas

- 13,000 Employees
- 55 “Industrial” Facilities
 - 2 Waste Water Treatment Plants
 - 3 Water Treatment Plants
 - Landfill and Transfer Stations
 - Airports
 - Zoo
 - 6 Major Service Centers
- Over 100 Regulated Entity Numbers with TCEQ
- Thousands of Environmental Requirements

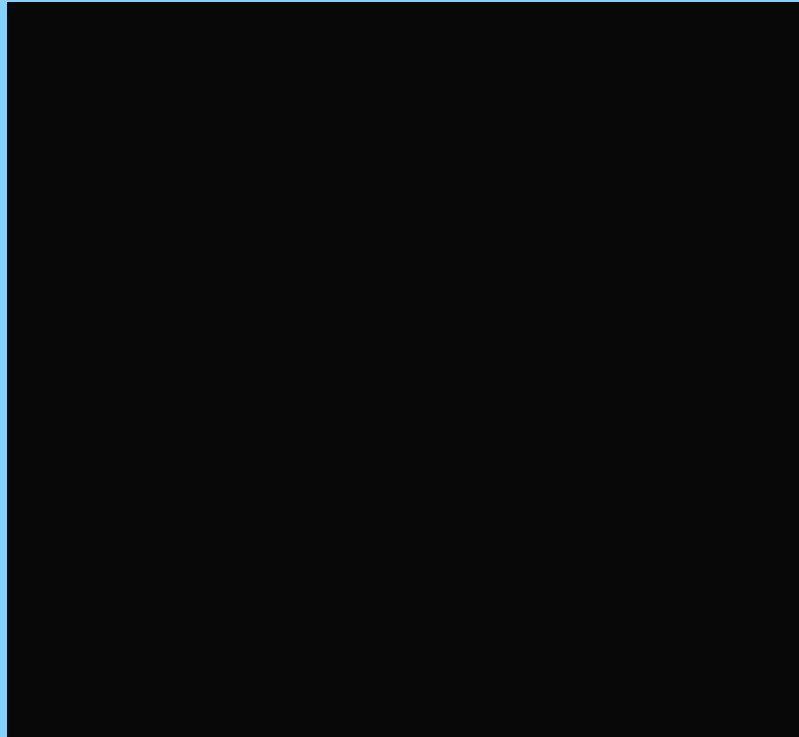


Why EMS at the City of Dallas?

- Pre 2000
 - Compliance Concerns
 - No Focal Point
 - Minimal Training
 - Few Policies/Directives
 - Need to Enhance Compliance Monitoring
 - Sustainability Programs Begin

Why EMS at the City of Dallas?

Fall 2003 4 Weeks of Media
Coverage of Environmental Issues
at Service Centers



Why EMS at the City of Dallas?

- EPA Inspections of City Facilities
 - EPA Enforcement Order Issued Resulting in Penalty (\$800,000 and \$1.2 Million Environmental Projects)
 - Office of Environmental Quality Established Reporting to City Manager's Office
- **Winter 2004**
 - EMS Implementation Begins

EMS Departments

Aviation	Sanitation
Police	Fire
Code	Convention Center
Streets	Parks and Recreation
Equipment & Building Services	Dallas Water Utilities
Public Works	

Organization of the EMS

- City Manager's Office Stated Each Department Have 0.5 FTE on Average Dedicated to EMS
- Each Department Set Up Cross Functional EMS Core Team to Develop and Implement the EMS
- City Wide Procedures and Training Developed by OEQ
- Monthly Reporting to City Manager's Office on Progress
- Due Date: April 30, 2007



Results of the EMS

Compliance

- Systematic Compliance Auditing of City Facilities by OEQ
 - Partnership with Texas Commission on Environmental Quality (TCEQ) to disclose violations without fear of penalty
- Reduction in Compliance Gaps Noted During Compliance Auditing
- Reporting of Compliance Gaps to Department Director and City Manager



Reduction in Notices of Violation –

19 in FY 2005/2006

2 Thus Far in FY 2006/2007

This leads to a reduction in costs
(fines, staff time, attorney's)
and improved compliance
record

Further Sustainability

- **The City has purchased CNG vehicles since 1994. The EMS set a new goal**
 - All new sedans purchased (except emergency vehicles) will be green vehicles (CNG, ethanol, or hybrid)
- **All buildings over 10,000 square feet are LEED Silver**
 - Monitoring and measurement data will be collected to verify associated environmental impacts in water use, energy use, and waste reduction



CNG Vehicles

New Programs

- Streets is Recycling Material Collected from the Right of Way
- Police is Considering the Use of LED Lights Instead of Flares Leading to a Reduction in Wastes and Storage of Flammables
- Farmer's Market is Evaluating Composting of Vegetable Waste to be Used by Parks and Rec as Compost Material



Other Examples

- Improved and Coordinated Environmental Training Programs
- Documented Legal and Other Requirements
- Grant Application Increases
- Employee Participation and Morale
- Increased Communication Between Departments
- Enhanced Agency Relationships



City of Dallas Ongoing Implementation Issues

- Staff Turnover Has Caused Significant Delays**
- Director and Facility Manager Commitment is Not Consistent Across the City**
- Progress on Objectives and Targets is Minimal**
- Departments Stray From City Wide Procedures**

Lessons Learned

- **Senior Management Support is Crucial**
 - This includes City Manager and Dept. Director
- **Sometimes it Helps to Bring in “Outside” Experts for Reassurance**
- **Environmental Staff Can’t Do it Alone...In Fact the EMS Won’t Perform Well Unless Field Staff is Involved**
- **Don’t Get Too Caught Up in Paperwork. The Focus of the EMS Should be Environmental Improvements**

Lessons Learned

- **Watch out for the Naysayers**
- **Develop a Reporting Mechanism for Management**
- **Use the Carrot and Stick Approach**
- **To Lead the EMS, Choose Someone with Environmental Experience**
- **Find an Operational Champion**
- **Don't Over Commit in Written Procedures**
- **Educate Staff Early in the Process**
- **Identify Performance Indicators Early**

City Wide Approach versus Site by Site

- **Each Department is Similar to an Individual Company- Different Aspects, Impacts, Legal Requirements**
- **Volume of Documentation is Huge**
- **Cost is High and Staff Commitment Must be Great**
- **Benefits**
 - **Sharing of Information and Knowledge**
 - **Equal Pain Across All Departments**
 - **Everyone Participates at the Beginning**
 - **EMS Manages All Initiatives**
 - **Expansion of EMS is Rare**

Ranking of the City of Dallas

- **SustainLane Ranking**
 - The City of Dallas Ranked 24 out of 50 Cities Scored for Sustainability Practices
 - www.sustainlane.com
 - Scored Highest for Internal Sustainability Knowledgebase
 - The City is Working Diligently to Improve Scores for Next Year
- **Ranked Number 5 in the US for the Use of Alternative Fueled Vehicles**

An Environmental Management System is a Management Process that Drives Change...

In the City of Dallas it is Driving a Change to Be a More Sustainable, Environmentally Friendly City



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