

DART Sustainability Framework Plan



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Executive Summary

As providers of an environmentally friendly alternative to the single-occupancy vehicle, the U.S. transit industry has embraced the sustainability movement as inherent to their business. In support of the DART Board's Strategic Priorities for fiscal year 2012 and by joining APTA's commitment, DART will be articulating and developing a formal sustainability framework upon which to build and guide actions and decisions over the next five years.



DART is actively engaged in efforts to reduce its environmental impact, both when it makes economic sense to do so and when it is mandated by the state or federal government. There is interest and support within the organization to increase DART's focus on sustainable efforts through a formalized, top-down sustainability program. The five-year action plan described in this document will serve as the foundation of a sustainability program upon which DART can build in the years to come.

DART has been engaged in sustainable practices for the past few years, however with the signing of the APTA Sustainability Commitment, DART is transitioning into a more formal program with a focus on leveraging established activities such as:

- Bus replacement to clean-burning compressed natural gas (CNG)beginning in early FY2013 which will have a positive impact on the environment as well as a reduction in fuel costs
- Implementation of Smart Bus resulting in significant fuel savings
- Transition from Paratransit to Mobility Management services model which will enable a better customer experience while saving tax dollars
- Recycling and reuse of motor oil, anti-freeze, Freon, batteries, and other maintenance supplies
- Conversion to electronic records retention agency-wide
- Use of solar-powered lighting in bus shelters
- DART has multiple programs and initiatives to encourage higher ridership.

In comparing DART against the APTA Core Commitment, through this plan, DART will meet the requirements of the four core principles; this plan will also provide guidance on tracking the metrics for future annual sustainability reports.

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Motivation for Plan

Sustainability has been gaining interest and popularity world-wide over the past decade. As environmental awareness increases, economic uncertainty continues, and gas prices increase, there is increasing pressure on businesses to use resources more efficiently and make informed, holistic decisions that take into account environmental and social factors. Businesses and public agencies



are also recognizing their social responsibility to both local communities and the world community. Many entities, including DART, enthusiastically accept their responsibility to minimize their environmental footprint and are taking steps to put their ideas into action.

An increased, formalized commitment to sustainability will increase DART's "stock" among employees, prospective employees, riders, and communities in the region. In addition to the social motivations for developing a sustainability plan, there are also financial reasons in play; many federal grant programs are placing a greater emphasis on applicants having a sustainability plan in place. Transit agencies, including DART, rely on grant funding and other federal funding for portions of their budgets, so it is crucial that DART evolves with the changing federal guidelines.

DART STRATEGIC PLAN

DART's Strategic Plan for FY11-15 has set forth six strategic priorities around which sustainability can and will play a role; Strategic Priority 2 – Manage System Development and Maintain Infrastructure- specifically calls out the need to continuously improve the environmental sustainability of DART's system. Having a plan in place will enable DART to further its meeting the other strategic priorities that address customer focus, leadership in the region, employee engagement, fiscal responsibility, and use of technology to enable the organization to perform more effectively. DART's current and planned sustainability efforts provide benefits that fall under all six Board Strategic Priorities.

Board Strategic Priority 1: Strive to Exceed Customer Expectations- The Sustainability Plan will aim to attract choice riders who value DART's increased commitment to sustainability, thus increasing ridership (Board Strategic Priority 1, Goal 1). The Plan will also aim to improve pedestrian and bicycle linkages, which would improve DART's network of services (Board Strategic Priority 1, Goal 2).

Board Strategic Priority 2: Manage System Development and Maintain Infrastructure- DART's commitment to integration, connectivity, quality and equity of public transportation; maintaining state of good repair; and operating an even greener bus service are tied directly to the impetus for the Sustainability Framework which addresses all these aspects.

Board Strategic Priority 3: Build and Maintain DART's Regional Transportation Leadership- This plan through it's focus on promotion of partnerships and leadership in sustainable procurement practices will address Goals 1 and 4 specifically in this priority.

Board Strategic Priority 4: Drive Change Through Employee Engagement- This plan's focus on collaboration and internal communication specifically will enable culture change and talent development at the heart of this priority

Board Strategic Priority 5: Maximize Funding Resources- The current initiatives as well as those forthcoming that leverage conservation and optimization will enable DART to meet Goal 8 around cost containment.

Board Strategic Priority 6: Use Technology to Integrate and Advance Services and Systems- The movement Smart Bus and the internal move to Google Earth will enable internal and external communications and collaborations as targeted in Goal 2 of this priority.

Regionally, MPOs are focusing upon the collective approach to sustainability. DART as a regional leader can be a major contributor. The sustainability programs and ordinances that have been implemented by cities in the DART Service Area and the North Central Texas Council of Governments (NCTCOG) share common sustainability initiatives as indicated below.

Local and Regional Sustainability Initiatives

	Air Quality	Water Conserve	Energy Conserve	LEED/Green Buildings	Vehicle Idling	Hybrid Vehicles/ Alt Fuel	Recycle
Addison	X	X	X	X		X	X
Carrollton	X	X	X				X
Dallas	X	X	X	X	X		X
Farmers Branch			X	X	X	X	X
Garland		X	X			X	X
Glenn Heights							X
Highland Park		X					X
Irving		X					X
Plano	X	X	X	X	X		X
Richardson		X	X		X		X
Rowlett		X		X			X
University Park		X					X
NCTCOG	X	X	X	X	X	X	X

Note: Cockrell Hill is not included as there is currently no information available regarding sustainability initiatives.

Source: City websites, NCTCOG website, 2012

TRANSIT INDUSTRY

As providers of an environmentally friendly alternative to the single-occupancy vehicle, the U.S. transit industry has embraced the sustainability movement as inherent to their business and starting in 2005 proactively set forth to define what it means in detail. Resulting has been the American Public Transportation Association's (APTA) sustainability program, developed to encourage members of the transit industry to become more sustainable, and to provide a framework for tracking improvement across years. The signatories of the commitment agree to adhere to four core principles:

- 1) Making sustainability part of my organization's strategic objectives
- 2) Identifying a sustainability champion within my organization coupled with the proper human and/or financial resources and mandates
- 3) Establishing an outreach program (awareness-raising and education) on sustainability for all staff of my organization
- 4) Establishing a baseline measurement for my organization of the following indicators:
 - a. Water usage
 - b. Criteria air pollutants (and water pollutant discharge)
 - c. GHG emissions (and GHG savings)
 - d. Energy use (electricity, fuel)
 - e. Recycling levels/waste
 - f. Operating expense per unlinked passenger trip and vehicle revenue mile
 - g. Unlinked passenger trips per capita in service area of operation
 - h. VMT per capita in service area of operation

Signatories also agree to provide a report to APTA on their organization's progress in the above four areas within one year of signing the commitment.

DART became a signatory of the sustainability commitment in December, 2011. A sustainability champion within DART was identified at the time the commitment was signed by DART's president and CEO. At the time of signing, DART met the requirements of two of the four core principles, through the development of this process, DART now meets all core principles. Tying into the Strategic Plan, DART is using its creation of a sustainability framework to create a program geared for internal and external outreach as well as articulating a baseline for developing metrics.

DART is in the process of transitioning from a focus on major capital programs and expansions, towards maintaining and focusing on a state of good repair of its capital and prioritizing increasing ridership. In order to do so, a refocus and shift in how business is done will need to be addressed- this sustainability framework will help to facilitate that.

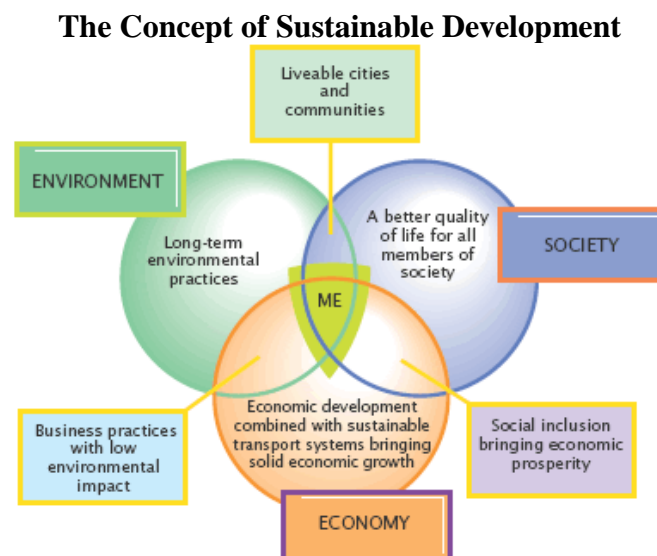
Baseline Summary

METHODOLOGY- GENERAL PROCESS

To facilitate developing the framework plan, DART has created a core team that is representative of all aspects of the organization. Through this team, an inventory was undertaken of existing projects and programs that are associated with sustainability. A five-year sustainability framework articulates the actions required to implement and realize the goals and objectives defined. Elements of the plan include:

- Metrics, measurements, and actions to achieve short-range goals and objectives,
- Definition of additional mid- and long-range targets or “stretch goals,”
- Articulation and commitment of annual sustainability targets,
- Definition of reports and tracking requirements for the sustainability plan, and
- Communication plan regarding internal and external stakeholder engagement.

The project team gathered ideas of how DART and its employees view sustainability through department interviews, Executive Management Team (EMT) workshops, and other conversations with employees at various levels within the agency. The results convey that DART has been focused primarily upon the environmental and economic returns related to sustainability decisions and actions. Going forward, DART intends to increase its awareness of and impact on the social aspect of sustainability. DART’s definition of sustainability takes into account the agency’s organizational culture; employee passions; and its Mission, Vision, and Values statements. The graphic below, developed by UITP and integrated into DOT’s reauthorization of TEA-21, illustrates how DART defines sustainability.



Source: Adapted from Ralph Hall, Introducing the Concept of Sustainable Transport to the U.S. DOT through the Reauthorization of TEA-21

The fine tuning of these definitions to specifically relate to transit becomes important when measuring it against transit's own "triple bottom line" of ridership, cash flow and operations. To provide guidance on DART's view of sustainability and to frame DART's future sustainability efforts, the agency, as part of this process, has developed a sustainability position statement.

BASELINE

DART is currently involved in many efforts to use resources more efficiently and reduce its carbon footprint. Every department has made at least a small contribution toward this effort, even if it was not branded as a "sustainable" action.

Ten departments within DART were interviewed on the subject of sustainability. Each department provided examples of what has been or is being done by the department to reduce the agency's impact on the environment, address fiscal needs and define social benefits as perceived at time of discussions.

Maintenance

The Maintenance Department has the greatest opportunity to make strides in sustainability, due to the many resources that fall under its purview. Energy consumption, commodity use and re-use, chemical recycling, and fleet maintenance and upgrades are examples of the numerous areas in which the Maintenance Department plays a significant role.

Transportation

There are not many existing efforts in place to improve sustainability that are specifically related to transportation, due to the fact that bus and rail operations are primarily schedule-driven. However the discussion of key programs indicated that several fell under the umbrella of sustainability:

- Cameras on SMARTBuses will allow training department to use recordings to improve operating habits (in addition to other uses)
- LRV auto shut-down function: engine shuts off after approximately 40 minutes of inactivity
- NRVs are primarily hybrids (some are regular gas)
- Most record-keeping in the station office is now electronic
- Vehicle wash uses recycled water

Mobility Management

The Mobility Management Department has recently overhauled its structure for service provision. The new service structure will go into effect on October 1, 2012. The changes are expected to result in lower costs and increased operating efficiency.

Capital Planning/Service Planning

The Capital Planning and Service Planning Departments work on a variety of short- and long-range planning efforts for the agency. Many on-going and future projects discussed included elements of sustainability:

- Through NEPA/planning work, already engaged in some sustainability-related activities

- Required to follow DFW Airport Sustainability Plan for I-3 project
- All new bus shelters use solar panels to power lighting
- Old bus shelters are being retro-fitted with solar panels
- I-Stops are being installed at stops without lighting/shelters to provide lighting (testing solar power for lighting)
- Working to improve bike linkages- Goal: to bike easily and safely within three miles of a station
- In FY 13 DART will be updating its System plan. In years past this process yielded a menu of system expansion projects. A primary focus of the updated plan will be to identify smaller capital projects designed to improve system efficiency and protect core capacity.

Human Resources

The Human Resources Department was very eager to participate in the discussion of sustainability and had many examples and ideas to share. Some highlights include:

- Many processes are now electronic/online: new hire, training, job applications, testing
- Tele-conferencing and video conferencing used when possible for executive-level interviews
- Leadership DART program is interested in taking on projects related to sustainability; currently working on increasing the number of conference rooms equipped with computers and projectors
- Successful health and wellness program in place

Procurement

The Procurement Department is involved indirectly (and sometimes directly) with many sustainable activities engaged in by other departments. Highlights include:

- A procurement technology project which will move the agency to paperless bidding is in the development stages; IT is leading the effort.
- Energy procurement is under review; would like to introduce new policies and procedures to the process.

Rail Development Program

The Rail Program Development Department is engaged in a few sustainable projects, however there is no policy or program in place to promote or support sustainability efforts all the way from the design phase of a project through the commissioning phase of the project. Highlights include:

- Storm water pollution prevention practices are in place
- Have not addressed construction requirements beyond what a local community may require, but see an opportunity to implement sustainability-related requirements on the SOC-3 project
- Have applied LEED/"green" principles to some areas but not holistically due to budgetary concerns/perceptions as well as unknown performance impacts post-commissioning

Marketing

Internally, the department is ready to use existing tools, such as DARTnet, and develop new strategies to inform employees of sustainability efforts and encourage employee engagement. Externally, the department can use existing outreach opportunities to inform and engage the public.

Information Technology (IT)

The IT Department is actively seeking ways to lower costs and decrease energy consumption. Highlights include:

- Moving to “thin client”(looks like a cassette) for individual work stations; only equipment will be terminal, keyboard, mouse – a repurposing of the PC
- DART purchases its printers – DART cost of capital is cheap (government)
- Phone system – getting rid of 12 PBX, moving to voiceover IP, where voice is treated as data, will save \$250K/annually, starting now, will finish in FY '13, consumes less power than PBX, uses smaller machine servers

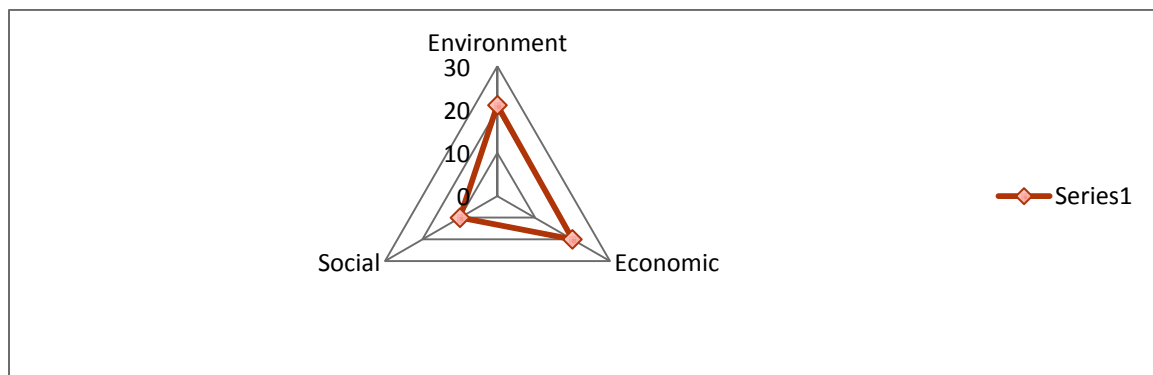
Government Relations

The Government Relations Department act more as a liaison between the agency and other entities, so they are not currently involved in many sustainability efforts. However, highlights of the conversation indicated areas of influence and ties to sustainability:

- Policies for development of system/stations influenced by local community requirements
- Expectations of local communities regarding sustainability vary; local communities provide sustainability partnering opportunities for DART

CONCLUSIONS FROM INVENTORY AND INTERVIEWS

Each project or initiative discussed was assessed for its placement in the three categories of sustainability: environment, economy, and society. Projects could fall under one, two, or all three categories. One point was given to each area of relevance for each project, and then the total points for each category were tallied. When these were “mapped” against the environmental, economic and social impacts and drivers, the following “splatter chart” shows a heavier focus on engaging in items that are more impactful (and influenced) to both the financial bottom line and environment.



The findings of the interviews were presented for discussion at the first sustainability workshop session held with the Executive Management Team (EMT) at DART in spring, 2012. During the workshop, DART project team members presented an overview of the project and current findings, and members of the EMT provided valuable input and insight regarding development and implementation of a sustainability program. Key comments and conclusions from the workshop include:

- Understanding and Communications
 - We as an agency need to understand our reasons for addressing sustainability.
 - We are already engaged in sustainable activities, so we ought to document them and get credit for them (ex: CNG buses will make a big impact)
 - Veneer issues- need to be aware of and decide how best to approach
- Alignment of Board policies with sustainability related actions:
 - Board policies may conflict with sustainable directions/initiatives
 - Need to review and assess, as well as tie into DART Vision and Mission statements
- Impacts of Sustainability Efforts
 - Should be “budget-neutral.”
 - Energy management is a common theme and focus throughout
- Many decisions have been and are made around impacts to maintenance (costs, replacements, etc)- is this the right filter for making decisions?
- Scope of Effort
 - We are better off in getting a couple of issues defined immediately instead of trying to tackle it all right now
 - Changes can be implemented incrementally over time.
 - Texas specific items- energy, water and congestion- suggest these are elements to proactively address in framework
 - Keeping up with technology will also drive efficiencies and energy use
- Need to evolve in order to stay relevant

The department interviews and EMT workshop provided valuable information about DART’s current efforts and areas of interest for future sustainability efforts. Over the course of the interview process, it became evident that DART is already engaged in efforts to reduce its environmental impact, both when it makes economic sense to do so and when it is mandated by the state or federal government. There is interest and support within the departments to increase DART’s focus on sustainable efforts through a formalized, top-down sustainability program. The EMT echoed this interest in a formal plan and emphasized the importance of a clear definition of sustainability and set of objectives for the plan.

CONCLUSIONS AND RECOMMENDATIONS

The department interviews and EMT workshop were key elements to understanding DART's current position on sustainability. Support from and continued dialogue with the EMT will be crucial to the success of DART's sustainability efforts. This section provides conclusions and recommendations for moving forward into the next phase of the project.

DART has many great initiatives in the works. Moving toward an all-CNG bus fleet is an important step in raising DART's level of sustainability, both in image and in practice. A more environmentally-responsible public image will likely bring about other benefits, such as attracting more choice riders who value environmental conservation. LED lighting initiatives on vehicles, at park-and-rides, and at other facilities will also make a big impact on the agency's efforts to decrease its carbon footprint and use resources more efficiently.

Each transit agency faces challenges when instituting new programs, and DART is no different. Internal education regarding new policies and procedures is an important key to the success of a sustainability program; without a comprehensive, multi-faceted approach to the engagement of employees at all levels, there is a risk that the program will not gain adequate grass-roots support and thus the anticipated outcomes of the program will not be achieved.

This assessment revealed that most of DART's current sustainability efforts have environmental and economic benefits; fewer projects had articulated social benefits. Given the existing focus of DART's sustainability efforts, it was recommended that DART continue to focus on the areas of the environment and the economy, while working to increase efforts in the social realm. Specific areas of interest include energy consumption reduction, water conservation and the introduction of sustainability concepts into the System planning process.

Overview of Five-Year Action Plan

The Five-Year Action Plan builds on DART's demonstrated strengths in environmentally- and economically-focused sustainability efforts while also aiming to increase DART's focus on sustainable activities that create social benefits. To frame and guide future efforts, DART has developed its Sustainability Vision:

“To promote a culture of sustainability that adds value for our customers, improves quality of service, attracts tomorrow’s workforce, and positions DART as a leader in sustainability with a focus on continual improvement.”

This vision for sustainability aligns with the agency's overall Mission, Vision, and Values statements developed by the DART Board of Directors. The following goals of DART's sustainability program embody DART's commitment to the overall Mission, Vision, and Values as well as its Sustainability Vision by incorporating environmental, social, and economic aspects:

1. **Optimize** Consumption, Conservation, and Reuse of Resources in our Operations and Provision of Service
2. **Strengthen** our Role in the Community through Enhancement of Transit Options and Fostering of Partnerships
3. **Promote** Sustainable Business Practices that Facilitate Good Decision-Making, Employee Engagement, and Enable Continual Improvement

For each of these three goals, strategies and metrics have been developed for near and mid-term targets. The goals themselves have been developed to provide maximum flexibility and allow for continual input As DART's system continues to mature and the metrics continue to evolve and improve over time.

Goal 1: Optimize Consumption, Conservation, and Reuse of Resources in our Operations and Provision of Service

This goal focuses on efficient use of resources, which can result in both environmental and economic benefits. DART currently engages in optimization activities such as reduction of electricity use, reduction in use of and conservation of fossil fuels, reduction in paper usage, and reuse of bus maintenance fluids. DART plans to continue and build upon these efforts over the next five years.

A Success Story

A major activity that DART is very excited about and proud of is the transition of its bus fleet from diesel fuel to compressed natural gas (CNG) over the next few years. By 2015, the entire bus fleet will use CNG fuel, which is much cleaner than diesel. The switch to CNG will lower emissions from DART buses and benefit air quality. Lower emissions will also be appreciated by riders and the general public. The new fleet will cut carbon based emissions by nearly 50 percent. CNG will also virtually eliminate nitrogen oxides (NO_x) which is an ozone precursor. The new CNG buses will also increase the fuel efficiency of the fleet.

Objectives for Five-Year Plan

The focus over the next five years will be to increase ridership across all modes; as well as increase operating efficiencies, including but not limited to, utility usage and cost management.

Strategies for FY2013

- Strive to reach a five percent reduction in electricity usage
- Track the benefits received by the transition from diesel to CNG/LNG fuel in its bus fleet.
- Develop a method of aggregating and tracking its water usage.
- Engage Leadership DART

Goal 1: Optimize consumption, conservation and reuse of resources in our operations and provision of service.					
Strategy	Metric	Action	Dept. Lead	2012 Base	2017 Target
Reduce electricity consumption	5% annual reduction in accordance with State of Texas statutes	Continue electricity reduction practices previously mandated by the state	Maintenance	0.58 kWh/sf w/o propulsion	0.43 kWh/sf
		Perform energy audit to find additional ways to reduce consumption	Maintenance	Completed Audit by FY 2015	Initiate recommendation by 2017
Reduce fuel consumption	Reduction in fuel per vehicle mile	Continue fuel use reduction practices via the Bus replacement initiative	Maintenance	4.14 mpg (Diesel and LNG equivalent)	4.66 mpg (CNG equivalent)
		Assess various projects in progress or planned to determine potential for fuel reduction.	Maintenance	Ongoing	
Conserve and reuse water	Metric based upon sq. ft. of facilities	Perform audit of water use to determine highest uses; focus on HQ and/or one operation facility Identify options for reduction and ways to conserve.	Maintenance Agency wide	TBD - Water supplied to DART via multiple vendors need to track differently.	TBD - Develop system of data collection and set baseline prior before 2017
Promote sustainable facilities	Achieve LEED silver certification at NE Police facility; apply silver certification for renovations/modifications to consolidate dispatch facility at CROF	Apply silver LEED certification to new facilities and incorporate sustainable design and construction practices in other facilities	Program Delivery	0%	Incorporate sustainable design practices in SOC-3
Focus on air quality and impacts	Reduce Emissions that contain Carbon	Transitioning toward an all-CNG bus fleet	Maintenance	2538 g/mile 2012 for all carbon- based emissions	1332 g/mile 2012 for all carbon- based emissions
	Reduce Air Pollutants	Particulate Matter (PM) Nitrogen Oxides (NOx)		0.232 g/mile PM 24.29 g/mile NOx	0.003 g/mile PM 0.037 g/mile NOx

Goal 1: Optimize consumption, conservation and reuse of resources in our operations and provision of service.					
Strategy	Metric	Action	Dept. Lead	2012 Base	2017 Target
Promote recycling programs	Recycling motor oil, scrap metals from batteries	continue to recycling motor oil, scrap metals from batteries	Maintenance	50% Batteries; 100% Motor Oil	90% Batteries & motor oil
	Include consideration of sustainable practices including recycling and waste reduction with vendors	target contracts that provide opportunities for waste reduction	Procurement	0%	90% of contracts

Goal 2: Strengthen our Role in the Community through Enhancement of Transit Options and Fostering of Partnerships

The focus of this goal is on the communities in which DART provides service. This is a social sustainability goal that could also have environmental and economic benefits. DART currently works with the cities within its service area to coordinate city-funded pedestrian and bicycle linkages with DART stations, shelters, and other facilities. DART intends to seek out new and creative ways to establish collaborative relationships with the communities it serves.

A Success Story:

FY 12 saw the continued implementation of the Passenger Support Facility Program to replace bus stop benches and shelters. This program adds or refurbishes nearly 230 benches and shelters annually through a \$6M federal grant.

Objectives for Five-Year Plan

Focus on maintenance and improvement of transit access to local neighborhoods and activity centers through partnerships with service area communities and stakeholder agencies. Programs and projects include: the completion of the Passenger Support Facility Program through FY 2016, coordination with the service area communities on the identification of capital projects to improve pedestrian access to rail stations and major transit centers. Continued emphasis on economic development and transit oriented development through programs and projects that improve linkages between transportation and land use.

Strategies for FY2013

- develop and execute an external communication plan to inform service area communities of DART's sustainability program
- encourage community engagement.

Goal 2: Strengthen our role in the community through enhancement of transit options and fostering of partnerships					
Strategy	Metric	Action	Dept. Lead	2012 Base	2017 Target
Work with communities to improve non-transit linkages to/from system	Passenger Support Facility Program metrics	Replace bus shelters and upgrade stops; Target locations to promote bike parking/lockers and pedestrian linkages	Service Planning	Approximately 200 bus shelters & stops	Completion by 2016
Implement third party funded programs with other agencies in planning and design of DART stations and other facilities	Work with PSFP and other agencies to develop specific capital projects around stations and key transit stops	Apply "green design" criteria to new facilities/fixed assets; improve inter-Agency coordination for pedestrian/bicycle station linkages	Program Delivery/Planning	Approximately 200 bus shelters & stops	Multi-agency capital program and funding identified for new programs and projects
		For renovations or retrofits, identify opportunities for green design, and/or improved quality of life	Program Delivery	Baseline TBD, many principles applied as standard criteria	TBD
Communicate the role and impacts of transit service on communities (the business case)	Update information from existing metrics developed in 1999, 2003, 2007 UNT report	Define and quantify impacts of moving people out of cars and into transit: define number of highway lanes (or vehicles) transit has taken off (or removed need for) in particular with regards to Orange Line; carry out TOD policy goals and objectives	Economic Development & Marketing	Update in FY13	Update UNT data by 2017

Goal 3: Promote Sustainable Business Practices that Facilitate Good Decision-Making, Encourage Employee Engagement, and Enable Continual Improvement

The final goal focuses on business practices across all facets of the agency. Economic, environmental, and social benefits (like the Health program) can be realized through this goal.

A Success Story

The Agency moved to Gmail for email and calendar platform which will result in lower infrastructure support costs, including few servers and reduced energy costs. TO date, migrating our email environment to Google Gmail "in the cloud" has eliminated the need for 13 physical servers, 6 terabytes of storage and a reduction of electricity usage in the data centers of about 3%. It has also reduced our operating expenses by about \$400,000 per year compared to Groupwise. Google, as the provider, also has sustainability initiatives that we naturally become a part of.



Objectives for Five-Year Plan

Position DART as an attractive place to work by creating a culture that recognizes Sustainability as a workplace value

Strategies for FY2013

- Develop and execute an internal communication plan to inform employees of the sustainability program
- Encourage and solicit participation on both formal and informal levels. Formal opportunities could include task forces and steering committees, and informal activities could include personal reduction in paper usage/printing, using a reusable coffee mug, turning lights off when not in use, and spreading the word about sustainability to co-workers.

Goal 3: Promote sustainability business practices that facilitate good decision making, employee engagement and enable continual improvement					
Strategy	Metric	Action	Dept. Lead	2012 Base	2017 Target
Promote Sustainable Procurement practices	Encourage and promote sustainable practices through DART contracts and purchases	Analyze each contract and purchase for opportunities to promote sustainable practices	Procurement	0%	100%
Encourage a culture of sustainability at DART, in our service area and in our industry	Employee participation in sustainable initiatives	Create a cross-departmental DART sustainability steering committee at senior level and an employee-level "Green Team"	Marketing & Communications	10%	100%
	Agency participation in and recognition for championing sustainability in service area and industry	Build awareness of DART's sustainability practices and achievements.	Marketing & Communications	0%	Achieve "silver" level recognition with APTA, local recognition
Articulate DART position around sustainability efforts	Sustainability resources and reporting on internal and external traditional and online media.	Define online "real estate" for resources and reporting of sustainability efforts.	Marketing & Communications	0%	TBD
		Develop and implement internal training/awareness program	Marketing & Communications	0%	complete

Communicating the Plan

As the major public transit system in the north Texas region, DART is the commuter alternative to for 13 service area cities. As such, it's logical and makes good business sense for the Agency to be the champion promoting the use of public transportation to improve air quality. However DART's belief in and potential contributions to a broader perspective in sustainability are also part of its mission.

One of the core principles of the APTA Commitment is to establish an outreach program (awareness-raising and education) on sustainability for all Agency staff. The Plan includes short term and midterm goals (five years), objectives and tasks. Thus, a Communications Plan for the Sustainability Initiative must be an integral part of the overall plan. The following is a framework for the Communications component of the Sustainability plan.

Key Objectives:

- Define what "Sustainability" means for DART both externally and internally
- Build awareness of DART's sustainability business practices and achievements
- Encourage a culture of sustainability at DART, in our service area and in our industry.

Key Tactics:

1. Initial benchmark research of internal and external awareness of DART sustainability practices and achievements
2. Identify most important stakeholder groups and determine what channels and messaging most appropriate for each
3. Develop agreements with core group to ensure metrics and achievements are shared as soon as available for dissemination to appropriate audiences
4. Create real estate on intranet as repository for all information and news related to Sustainability
5. Weave sustainability into existing Internet real estate and social media initiatives
6. Add Sustainability subject matter experts into DART Speakers Bureau efforts
7. Research service area sustainability partners and efforts that DART can tie into
8. Strategically integrate sustainability efforts/messages into Earth Day planning
9. Establish budget for communications plan
10. Recruit a "Green Team" of employees who will be our eyes and ears in the field as well as be a resource for execution of campaigns
11. Incorporate sustainability practices messages into marketing campaigns
12. Leverage student poster competition to get word out about sustainability

Milestones:

- | | |
|------------------------------|--------------------|
| ○ Presentation to DART Board | January 22, 2012 |
| ○ Agency Kick-off | February 11, 2013 |
| ○ Year 2 Report to APTA | September 13, 2013 |

Looking Ahead: 2018 and Beyond

The intent of this plan is to foster a foundation of sustainability that will weave seamlessly into the daily practices and culture of the agency over time such that the concept of sustainability will become an institutionalized part of the agency. Going forward, DART will formally engage and articulate its initiatives and efforts within the definitions of sustainability and around the goals set forth in this framework.

Appendix A - APTA Metrics

Currently DART meets the Core Principles with this Framework Plan, as the plan is implemented, DART can be recognized at the Bronze or Silver level by APTA by the end of FY13.

	APTA Core Principles	Status	Comments
1	Making sustainability a part of your organization's strategic objectives	Complete	<ul style="list-style-type: none"> Board direction for FY12 to address CEO support APTA Sustainability Commitment signatory
2	Identifying a sustainability champion within the organization coupled with the proper human and/or financial resources and mandates	Complete	Capital Planning
3	Establishing an outreach program (awareness-raising and education) on sustainability for all staff of your organization	In process	Have the tools, need to implement, framework for plan is being developed
4	Undertaking a sustainability inventory of your organization. A list of indicators has been established below, outlining what needs to be measured and for which a baseline year needs to be determined based on data availability1:	In process	Need to assess and prioritize as part of Task 2
	a water usage* per unlinked passenger trip and vehicle revenue mile	NA	Water currently not being tracked, will be over next several months, tracked against total inventory of facility as it is a fixed cost (landscaping, utility)
	b criteria air pollutant emissions per vehicle mile (bus only)	Baseline 2012 Follow-up 2017	NOx and Particulate Matter tracked - Based on bus fleet replacement program – Paratransit system to be added
	c GHG emissions and GHG savings per unlinked passenger trip and vehicle revenue mile	Baseline 2012 Follow-up 2017	Pollutants containing carbon aggregated and tracked for bus – CO, CO ₂ and Hydrocarbons – Paratransit to be added
	d energy use (electricity, fuel) per square feet of facilities and per vehicle mile	Baseline 2012	kWh/square foot not including traction power Gal/mile Diesel or C/LNG
	e recycling levels/waste* per unlinked passenger trip and vehicle revenue mile	NA	TBD, 100% recycling of oil, haz waste already required regardless of operation/service levels
	f Bus & LRT operating expense per unlinked passenger trip and vehicle revenue mile	2011 baseline NTD Data	\$6.35 per passenger \$9.20/bus rev mi \$20.28/rail rev mi
	g System unlinked passenger trips per capita in service area of operation	2011 NTD Data	28.1 Passengers per capita incl. all modes
	h System VMT per capita in service area of operation	NTD Data	20.36 revenue miles per capita incl. all modes