

# SUSTAINABILITY PLAN REPORT





## OUR MISSION

to improve the journey

## OUR VALUES

Customer Focus

Diversity

Growth

Professional Development

Teamwork

## WHAT WE DO

Planning

Project Management & Delivery

Construction Management

Owner Representation

Concessions

Valet & Parking Operations

Strategic Planning & Development

Facility Operations and Management

# LETTER FROM OUR CEO



**Jacobsen Daniels Associates, LLC (J|D)** is a nationally recognized leader in transportation and strategic planning and has the ability to provide a range of services to satisfy different planning needs. Since its inception in 2001, J|D has experienced unprecedented growth. While this is a tribute to our success in meeting the different needs of our clients while providing quality work that exceeds their expectations, it also means that our environmental footprint has increased in size.

Along with our commitment to diversity, integrity, teamwork and excellence, we believe that we owe it to the community to integrate sustainability principles into our business practices and work towards becoming a sustainable organization. We understand that, as we continue to grow, we need a plan that will guide our growth in a sustainable manner. This J|D Sustainability Roadmap will allow us to investigate our environmental impact and it will allow our employees to actively engage in J|D's sustainability efforts. Additionally, we will be able to attract potential employees who share the same core beliefs and further improve our overall teamwork and productivity goals.

I am excited about the emerging leadership in the firm and the things that we have achieved for our client partners. Our strength as a firm is inextricably linked to the background, knowledge, focus and effort of our employees. I am confident that with the same effort and dedication our employees will be able to integrate sustainable business practices and thereby enhance the quality of the product presented to our clients.

Sincerely,

A handwritten signature in black ink, appearing to read 'Darryl H. Daniels', written over a horizontal line.

Darryl H. Daniels, CEO

# THE JOURNEY

Congratulations J|D, we've come a long way. Guiding this remarkable journey has been the vision to see things differently, to challenge the status quo, and to keep moving forward.

2012 was a pivotal year for us; it marked the beginning of our sustainability endeavors. We developed our first-ever Office Sustainability Plan then and set forth a series of initiatives to lessen our impact on the environment. Since then, we have grown from a single office to a national company of the most highly qualified aviation planning professionals that stretches from coast to coast.

As our company grows, so does our environmental footprint. Early on we understood the importance of introducing sustainable practices in the workplace. Now, we are taking the opportunity to celebrate our successes and memorialize our progress while looking ahead to the future. In this Roadmap, we shout out our 2025 goals, current progress, and next steps for:

- Reducing Energy
- Expanding Community Outreach
- Reducing Waste
- Commuting Green
- Reducing Water
- Optimizing the Employee Experience

J|D's Sustainability Roadmap is consistent with our company's 2020 Strategic Plan and supports our goals to grow revenue, grow staff, establish organization divisions, create and maintain a national footprint, and plan for succession. Our goal with this J|D Sustainability Roadmap is to provide a guide to improve our practices as environmental stewards while setting an example for our clients and colleagues.

Sustainability is by no means a fixed point, it is an evolving process, a journey. By virtue of this Roadmap, we solidify our commitment to improving the journey.

## WE SEE THE JOURNEY, DIFFERENTLY...







“If you can’t fly, then run,  
if you can’t run, then walk,  
if you can’t walk, then crawl,  
but by all means keeping moving”

– Martin Luther King Jr.



# REDUCING ENERGY CONSUMPTION

Energy management is one of the most important sectors of the workplace, with computers, lights, and numerous other electronics constantly using energy throughout the day. In 2012, we had 1 office with 20 employees. Now we have 10 offices, 4 on-site valet operations, 1 concessions operation, and 166 employees. As we have increased our energy-use footprint by a factor of 8, we will need to continue implementing smart energy management practices.

## 2025 GOALS

- 1. 100% Energy Efficient Lighting by 2025
- 2. Improve Energy Management Practices

## NEXT STEPS

- 1. Develop Incandescent Lighting-Phase-out Plan
- 2. Review Options for LED Conversion
- 3. Measure Ypsilanti Office Energy Consumption using ENERGY STAR

## 2018 UPDATE

### Lighting

67% of Goal Achieved

- » 22% of offices have fluorescent and compact fluorescent lighting, and 12% are LED
- » 33% of offices with an active phase-out of incandescent lighting

### Energy Management

70% of Goal Achieved

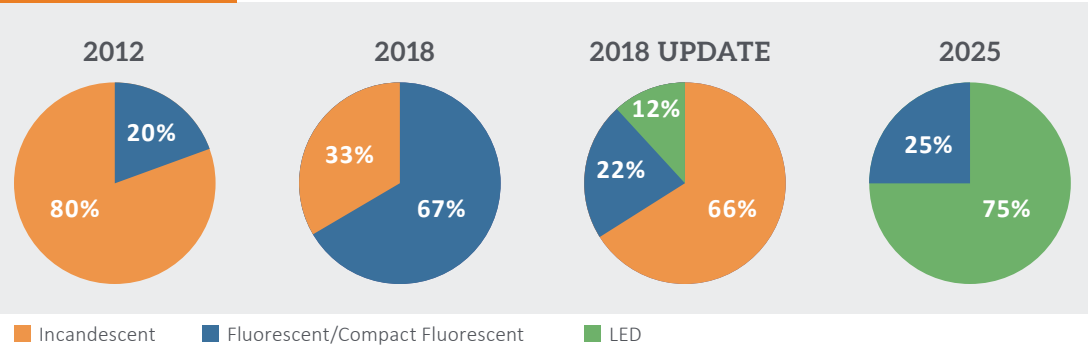
- » Better energy management practices implemented 70% of the time

The little things count! JJD offices turn off lights and computer monitors when not in use. Motion sensors are installed in some offices for back up. We are well on our way of achieving our goal of 100% energy efficient lighting by 2025 throughout all offices.

**Shout out to our Ypsilanti Office!** Since 2012, Ypsi has implemented the following energy saving measures:

- Insulated attic and windows to prevent heat loss/gain
- LED retrofits to all exterior lights
- All appliances are ENERGY STAR certified
- Wifi-enabled thermostats to monitor temperature remotely
- HVAC commissioned to operate only during occupied hour

## LIGHTING







## EXPANDING COMMUNITY OUTREACH

Sustainability goes beyond decreasing our impacts on the environment but also bettering social and economic initiatives. Through community outreach and volunteer efforts, J|D makes strides toward improving social equity in the areas surrounding our offices.

### 2025 GOALS

1. Develop a schedule of annual volunteering events

### NEXT STEPS

1. Integrate Environmental Volunteer Activities with J|D's Cultural and Social Responsibility Committee

### 2018 UPDATE

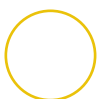
#### Volunteering Events

*100% of goal achieved*

- » Two annual volunteering events
- » Charity donation events

J|D currently participates in two annual volunteering events in offices across the country with coordination through the Cultural & Social Responsibility Committee. The first being J|D's Annual Day of Giving that allows all employees to prepare and serve food at local Ronald McDonald House of Charities facilities for families returning from the hospital. The other event involves participation from J|D's Ypsilanti, Los Angeles, and Atlanta offices in partnership with Delta Airlines' "Trip to the North Pole" that provides a day of Christmas to local children. Each year J|D has Bike Month to encourage wellness. The winner of the competition receives \$100 for a donation to a charity of choice. Beyond company planned events, many employees volunteer regularly.

In recognition of Martin Luther King Jr. Day, J|D planted a tree as part of a community volunteer effort. Moving forward, we are looking to include more environmental volunteer events.







# REDUCING WASTE

Landfill space is rapidly depleting in the U.S. This factor, combined with a poor recyclables market and ever-increasing regulations on acceptable recyclable materials, is a recipe for environmental disaster. Traditional waste management practices emphasize reducing, reusing, and recycling waste before landfill. We will implement Zero-Waste practices by preventing waste to the greatest extent possible.

## 2025 GOALS

1. Reduce Overall Waste and Increase Recycling to 100% by 2025
2. Limit Waste through Green Procurement

## NEXT STEPS

1. Conduct Annual Waste Audit
2. Increase Recycling Bins and Signage in Offices
3. Develop Green Purchasing Plan

## 2018 UPDATE

### Reducing Waste

30% of Goal Achieved

- » Paper waste reduced in the waste stream
- » Potential recyclable materials expanded to include ink cartridges, bulbs, batteries, textiles, Keurig cups, and used equipment/electronics
- » Reusable ware and utensils available

### Green Procurement

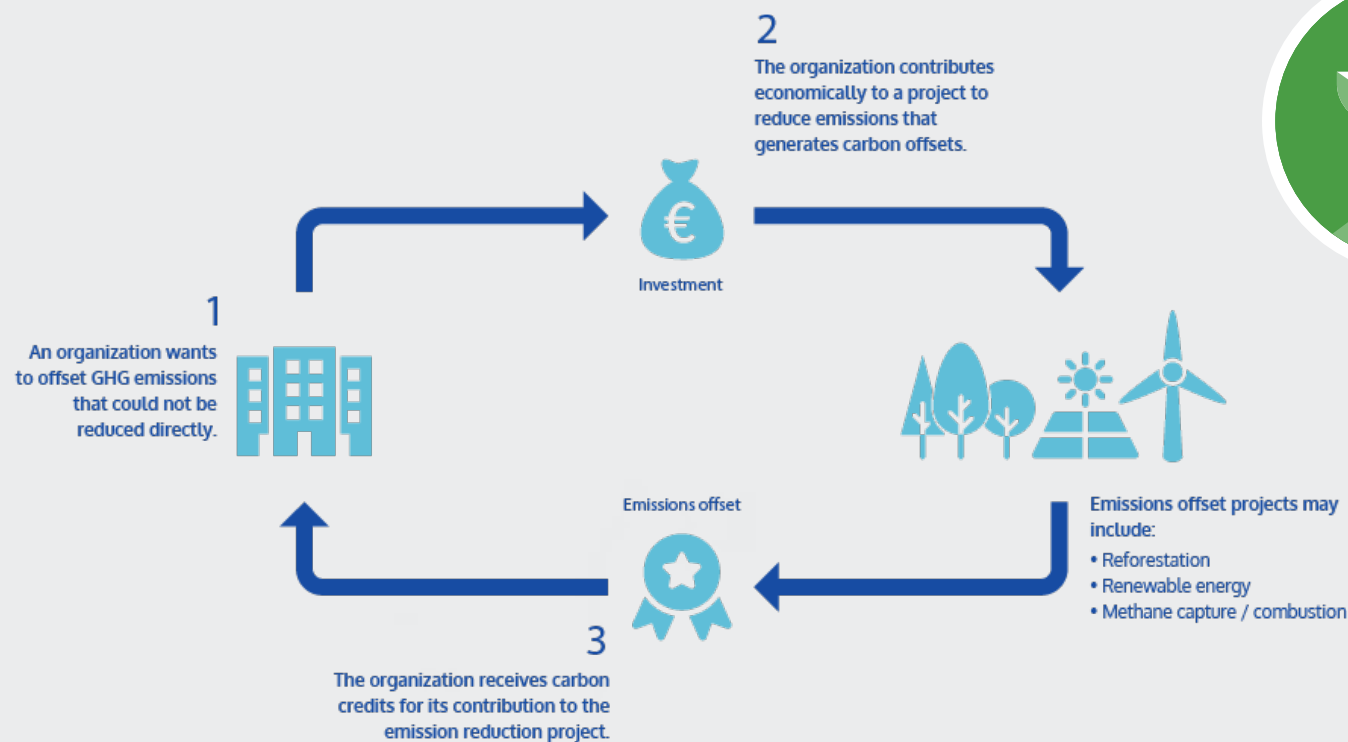
12% of Goal Achieved

- » Recycled paper purchased

Similar to energy and water, J|D's waste footprint has increased since 2012. During that time, we pledged to reduce overall waste and to recycle all potential materials by 2025. Paper was our biggest source of waste in 2012. Thanks to paper and printing reduction awareness practices, we have significantly reduced paper from our waste stream. We have also doubled our recycling capability from 4 materials to 9 materials. Additionally, most of our offices are equipped with reusable utensils to limit waste produced from meals.

Shout out to our Atlanta office! Our Atlanta office has taken waste management a step further and has recycling bins for every employee. Signage is in place indicating the materials of what can and cannot be recycled. There is a nearby recycling center that takes electronic and other hard-to-recycle items. Our ATL office also recycles Keurig coffee cup pods!





\*1 carbon credit = 1 ton of avoided GHG emissions



## COMMUTING GREEN

Transportation contributes to 34% of total carbon dioxide emissions. Business travel, as well as transportation to and from work commonly contributes to the overall carbon footprint of the company. We will reduce carbon emissions associated with company business travel and transportation, and, specifically, reduce the annual single-occupancy vehicle miles traveled.

### 2025 GOALS

1. Create a carpool incentive program
2. Purchase carbon offsets

### NEXT STEPS

1. Conduct Annual Transportation Survey
2. Provide education and resources on available alternative forms of transportation
3. Review Carbon Offset Programs

### 2018 UPDATE

#### Carpool

2% of goal achieved

- » 2% of J|D employees carpool to work

Hitch a ride with a coworker! Doing so will help to decrease our company's carbon footprint. Currently about 2% of the company is carpooling to work. Education is needed to help our employees learn of the available methods of alternative transportation in their area.

A majority of business travel is done via air travel. Planes produce copious amounts of greenhouse gases, which we can't control. However, we can take responsibility for trips generated for work and find solutions to offset carbon emissions, such as using video-conferencing, or using fuel-efficient alternatives when possible. J|D has a telecommuting program that allows for professional staff to work from home 2-3 days a week. This helps reduce greenhouse gas emissions associated from travel to and from work.







## REDUCING WATER CONSUMPTION

**“SAVING 13,450 GALLONS OF WATER EACH YEAR, REDUCING WATER BILL BY 17%.”**

While 71% of the earth is covered in water, 3% of that water is fresh water, and only 0.5% is available for drinking. With growing population rates and droughts, it is imperative we all try to conserve water for everyone to use and have access to. Managing our water consumption is important within the workplace in order to improve the overall sustainability of the company and the world. We will ensure that smart practices are developed, and that wasteful spending is minimized.

### 2025 GOALS

1. Install aerators on all taps in bathrooms and kitchens
2. Install dual flush toilets
3. Implement water saving strategies in our leased offices

### NEXT STEPS

1. Measure Ypsi Water Consumption in ENERGY STAR Portfolio Manager
2. Coordinate with leased-office spaces management to review water saving strategies

Our long-term vision is to reduce the overall monthly water usage for all our offices. With the installation of aerators on faucets and dual flush or low-flow toilets, we greatly reduce our water consumption. A third of our offices have aerators installed and half have low-flush toilets. This saves JJD approximately 13,450 gallons of water each year, thus reducing our water bill by 17%!

As our leased office spaces share utilities with their respective facilities, water management in these locations can be tricky as we have limited control. However, we can still be mindful of our water usage. Using water when only necessary and reporting leaks immediately can significantly impact water reduction efforts. Moving forward, we would like to work with the management teams of our leased office spaces to determine what else we can do to save water.

### 2018 UPDATE

#### Install aerators on faucets

*33% of goal achieved*

- » 33% of our offices have installed aerators on their faucets

#### Dual Flush Toilets

*50% of goal achieved*

- » 50% of our offices have low flush toilets, but none have dual flush toilets. This is progress but goal has not been achieved... yet!





# OPTIMIZING EMPLOYEE EXPERIENCE

The average worker spends over 90,000 hours at work, indoors, throughout their lifetime. It is not a secret that the quality of working conditions impacts productivity. In fact, studies have shown that occupants in green, sustainable facilities report 30% fewer ailments and a 38% increase in focus and productivity. Beginning in 2019, the J|D Sustainability Roadmap includes optimizing the Employee Experience as a new goal; the purpose of which is to create awareness on ergonomics and enhanced indoor environmental quality.

## 2025 GOALS

3. Promote Ergonomic Education and Preventative Assessments
4. Improve Health and Wellness
5. Enhance Indoor Air Quality

## NEXT STEPS

1. Provide Ergonomic Training and Signage
2. Coordinate with HR to identify additional and create awareness on Wellness Offerings
3. Establish Preventative IAQ Testing

## 2018 BASELINE

- » 2 offices in third-party recognized facilities
- » Company-wide wellness programs
- » Green cleaning products used
- » Implementation of Stand-up Desks in the LA and Phoenix Offices



## WHAT IS ERGONOMICS?

Ergonomics is the process of arranging workplaces to fit the people who use them. Ergonomics aims to make people comfortable and to prevent workplace injury. Approximately 33% of all workplace-related injuries result from poor, or lack of, ergonomics.

## WHAT IS WELLNESS?

Wellness is a process of becoming aware and making choices toward a health and fulfilling life. Chronic diseases account for 75% of all healthcare costs. These types of diseases are highly preventable when wellness is a part of everyday life.

## WHAT IS INDOOR AIR QUALITY?

Indoor Air Quality (IAQ) refers to the quality of the air we breathe in our workplaces. Air is not just oxygen and can include Volatile Organic Compounds (VOCs) which are gases from chemicals, dust, and other contaminants such as CO<sub>2</sub> and CO. As we spend 90% of our time indoors, it is important that we monitor IAQ and take active steps to avoid IAQ pollution.

Leadership in Energy and Environmental Design (LEED) certified facilities are known for being healthy, productive workplaces for occupants. LEED is a third-party rating system that evaluates a facility's environmental and sustainable performance. Ergonomics, wellness, and IAQ, among other things, are emphasized in the LEED rating system. J|D's Atlanta and Baltimore offices are in LEED certified and ENERGY STAR certified facilities, respectively. Company-wide we have initiatives to promote wellness, such as Bike Month and the Step Challenge. Several of our offices utilize green cleaning chemicals to cut down on VOC emissions.







## CONTINUING THE JOURNEY

“Be not afraid of growing  
slowly, be afraid only of  
standing still.”

– Chinese Proverb

### MONITORING AND TRACKING

We have made great progress since 2012 and we are on track to achieving our goals by 2025. Because we have more than quadrupled in size, it is important that we advance the company’s journey through continuous self-improvement, innovation, and implementation to take us into 2025. There is no better way to do this than by forming a company Green Team.

#### J|D Green Team

Sustainability is a Team Effort. A Green Team is a group of individuals responsible for championing and implementing company-wide sustainability initiatives, serving as both an inspirational and educational resource. Most of our sustainable efforts occurred in silos since the 2012 Office Sustainability Plan.

Moving forward from 2019, it is imperative that we have J|D Green Team to carry out the initiatives described in this Roadmap.

#### Updates to the Sustainability Roadmap

We can’t measure what we don’t track. As aviation planners, no one understands this better than we do. Every day, we help our clients monitor the success of their projects. We track our time, our professional development, and even our steps. It’s what we do. Therefore, it is highly important that we develop and implement a system to monitor our company’s sustainable performance as we continue to grow.

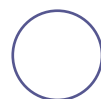
The first responsibility of the J|D Green Team will be to provide updates to the Sustainability Roadmap (In 2012 and again in 2019 we administered surveys to collect information on our performance). Seven years is too long to go in between updates. The J|D Green Team will collect performance data and will ensure regular, annual reporting of the J|D Sustainability Roadmap.

#### Integration with the Cultural and Social Responsibility Committee

Community engagement and outreach is a pillar of J|D practice. Sustainability is not just about reusable straws, it’s about people. Therefore, integrating sustainability

into J|D’s Cultural and Social Responsibility Committee is a perfect fit to further weave sustainability into everything we do.

J|D’s Cultural and Social Responsibility Committee is responsible for planning and leading company volunteer activities. With the rollout of the 2019 J|D Sustainability Roadmap, the J|D Cultural and Social Responsibility Committee will expand to include environmental volunteer activities.





**SUSTAINABILITY  
IS A JOURNEY;  
AND WE ARE GOING TO  
MAKE IT A GREAT ONE.**

## CONCLUSION

We have much to celebrate and to be proud of. We've made great strides to minimize our company's environmental footprint, realizing measurable reductions. Perhaps our most striking, and most humble, achievement is how sustainability has been cultivated into our mindset. We asked the question, "what does sustainability mean to J|D", and this is what we received:

- **Reducing the waste and carbon footprint of offices while making the most of the space...**
- **Reducing the effects our company and employees have on our planet...**
- **Making the company more efficient in every way possible, either environmentally, economically, or socially...**

Sustainability makes J|D a better company. As we take action to mitigate our company's environmental footprint, we also take care of our surrounding community. Sustainably run offices are also healthier, more productive, and more utility-efficient facilities. As such, the rewards of implementing a Sustainability Roadmap are realized socially, as we give back to our communities, economically, as we save money through better management of our resources, and environmentally, as we lessen our impact on the planet.

Our work is not over yet. We have many things left to accomplish and a solid plan to see us to the finish line.





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