

# SUPPORTING THE GOVERNOR'S VISION FOR SUSTAINABILITY



## OREGON DEPARTMENT OF ADMINISTRATIVE SERVICES

2007-13

**Updated Plan and  
Progress Report  
January 2009**



# Sustainability Plan and Progress Report

January 2009



## Director's Overview

The Oregon Department of Administrative (DAS) Services strongly supports the Governor's vision of a sustainable government that spends taxpayers' money prudently and exercises wise stewardship of Oregon's environmental treasures. Because it plays a preeminent role in state government, DAS can lead by example and help make sustainability the focus of all state agencies. A principal goal in our Strategic Plan<sup>1</sup> is "adaptable government for future generations," which we consider tantamount to promoting sustainable business practices in government.

In recent years, DAS has sharpened its focus on sustainable practices. Though every division of DAS contributes to the department's efforts toward sustainability, the following plan deals with the most significant contributions of our divisions. We believe that sustainable actions like these will compound across state government and help ensure a bright future for all Oregonians.

**Scott L. Harra, Director**  
**July 2008**

## Executive Summary

The Department of Administrative Services leads state government by providing an array of services which include budget development, procurement, human resources, IT support, surplus property management and many others. Since DAS acts as the principal vehicle for realizing the Governor's executive goals, the department will serve as state government's main resource in achieving and maintaining sustainable practices. The department's core objective is to meet and expand Governor Kulongoski's goals in sustainability:

1. **Greenhouse gas emissions.** By 2010, stop the growth of greenhouse gas emissions; by 2020, reduce greenhouse gas emissions to 10 percent below 1990 levels; by 2050, reduce emissions to 75 percent below 1990 levels, and fully stabilize and eliminate their negative impacts.
2. **State government energy savings.** By 2015, reduce energy consumption by 20 percent (based on energy consumption in 2000).
3. **State government electricity sources.** By 2010, obtain 100 percent of state government's total electricity needs from renewable energy sources.
4. **State government use of alternative fuels.** By 2010, increase the use of biodiesel in state cars by 25 percent and ethanol by 10 percent.
5. **State government sustainable procurement.** Collaborate and coordinate on regional purchasing strategies to harness purchasing power and maximize environmental and economic value. In addition, develop a program to ensure that all state agencies "green the supply chain" by ensuring that the state uses its purchasing power to stimulate production of more sustainable products and services.
6. **Sustainable information technology.** Commit to buying high-efficiency IT systems for state government; join the Climate Savers Computing Initiative.
7. **Interagency sustainability network.** Form a network of state agency personnel to exchange ideas and practices, and develop new approaches to sustainability among state agencies.



# Sustainability Plan and Progress Report

January 2009

## Program Strategies

To accomplish the Governor's goals and develop a culture of sustainability throughout state government, DAS will expand its current sustainability program by using the strategies outlined below and short-term action items updated every six months. This report includes new action items to complete by June 2009. In addition, DAS completed its first round of short-term action items at the end of 2008 and included a few major successes under each action (see Appendix 3 for the full list).

### Goal 1

*Greenhouse gas emissions.* By 2010, stop the growth of greenhouse gas emissions; by 2020, reduce greenhouse gas emissions to 10 percent below 1990 levels; by 2050, reduce emissions to 75 percent below 1990 levels, and fully stabilize and eliminate their negative impacts.

### Strategies

Build bridges among initiatives that address sustainability, global warming and climate change.

- Expand the resource conservation program and develop metrics to ensure that by 2013, no material that can be recycled or "taken back" enters a landfill. This will cover 100 percent of electronic waste, construction debris, oil and tires, and any other relevant materials generated in state operations.
- Monitor and prepare an annual greenhouse gas inventory for state government.
- Establish a state contract for a Web-based tool that reports on efforts to avoid gas consumption and reduce carbon combustion.
- Strive for the highest energy efficiency and lowest greenhouse gas emissions when designing and constructing new buildings.

### Action Items for January-June 2009

- Monitor a new compost program at the Portland State Office Building. Due: March 31, 2009
- Develop lessons learned from current tenant committees to broaden recycling program awareness. Due: June 30, 2009
- Create a pilot project with DAS Executive Staff for electronic meeting handouts. Due: June 30, 2009
- Increase the number of staff who telework at least one day a week by 10 percent. Due: June 30, 2009
- Eliminate 10 percent of junk mail that arrives to the workplace. Develop a plan to eliminate 100 percent of paper and electronic junk mail by 2011. Due: June 30, 2009
- Ensure all DAS divisions participate in the Office Max sustainability program, including reusable totes. Due: April 30, 2009
- Create a sustainability training module for Leadership Oregon and other statewide training programs. Due: June 30, 2009



Office Max employees demonstrate the reusable tote program. Photo courtesy of Office Max.

### Success Spotlight

In July-December 2008, DAS created an interactive template that assists State Fleet's documentation of greenhouse gas impact of vehicles prior to purchase.



# Sustainability Plan and Progress Report

January 2009

## **Goal 2**

*State government energy savings.* By 2015, reduce energy consumption by 20 percent (based on energy consumption in 2000).

### **Strategies**

Construct and operate buildings that incorporate maximum efficiency and innovation.

- Develop programs to involve tenants in operation of buildings.
- Seek out innovative technologies to include in new construction projects.
- By 2015, expand renewable energy projects (solar, wind, fuel cell, etc.) that offset the energy costs in DAS buildings by 20 percent.
- Work with the Oregon Department of Energy to develop a central program to initiate and track solar and renewable energy projects in state government.
- Research the available software products for power management and energy conservation.

### **Action Items for January-June 2009**

- Contract with a third party company to process utilities bills for more timely payments and data entry. Due: March 31, 2009
- Review the applicability of refurbished systems furniture in DAS projects. Due: April 30, 2009
- Create five tenant committees to re-build a culture of energy conservation in DAS buildings. Due: June 30, 2009
- Develop a plan to pilot a third-party solar project on a DAS building in 2009. Due: June 30, 2009

### **Success Spotlight**

DAS supported tenants in the Portland State Office Building on the development of their new sustainability committee.

## **Goal 3**

*State government electricity sources.* By 2010, obtain 100 percent of state government's total electricity needs from renewable energy sources.

### **Strategy**

By 2010, convert DAS to 100-percent renewable electrical power through utility purchases and green tags or both.

### **Action Items for January-June 2009**

- Support related legislative bills. Due: June 30, 2009



Solar array on the Pendleton State Office Building in December 2008

### **Success Spotlight**

DAS completed its first solar installation on the Pendleton State Office Building, which offsets 5 percent of the building's annual electrical load.

# Sustainability Plan and Progress Report

January 2009



## Goal 4

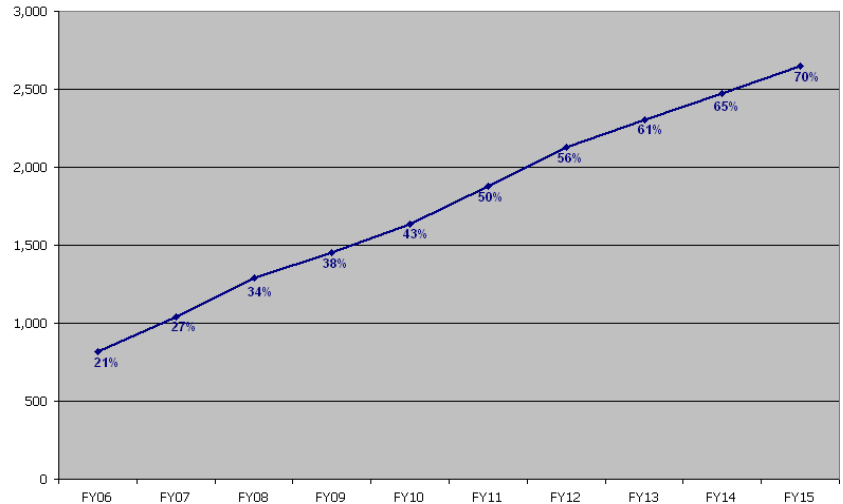
*State government use of alternative fuels.* By 2010, increase the use of biodiesel in state cars by 25 percent and ethanol by 10 percent.

### Strategies

Develop a program to achieve and expand the DAS “green” fleet.

- Replace SUVs with more economical all-wheel-drive sedans that get better estimated fuel mileage.
- Engage other agency fleets and focus on implementing an Environmental Management System that uses DAS’ fleet as a model and trainer.
- Create an electric car infrastructure for state government.

**Percentage of Alternative Fuel Vehicles in DAS’ Fleet Inventory (Projected)**



### Action Items for January-June 2009

- Develop a plan for electric car plug-in stations that include solar panels to offset the energy used. Due: May 15, 2009
- Create a plan to market the Environmental Management System to other state fleets. Due: June 30, 2009
- Continue to investigate all kinds of alternative fuel vehicles for viability in state fleet and prepare an annual report of process. Due: June 30, 2009

### Success Spotlight

DAS Fleet successfully participated in the electric car workgroup that converted 11 out-of-warranty Toyota Prius hybrids into plug-in electric hybrids.

## Goal 5

*State government sustainable procurement.* Collaborate and coordinate on regional purchasing strategies to harness purchasing power and maximize environmental and economic value. In addition, develop a program to ensure that all state agencies “green the supply chain” by ensuring that the state uses its purchasing power to stimulate production of more sustainable products and services.

### Strategies

Through education and technology innovation, create a culture of sustainable procurement in state operations.

- By 2010, develop metrics to track the number of and amount spent on statewide price agreements that offer environmentally preferred and local products.
- Promote the Responsible Purchasing Network<sup>3</sup> (RPN) as a resource for environmentally sound purchasing decisions.



# Sustainability Plan and Progress Report

January 2009

- With the launch of each new price agreement, conduct research and host forums with purchasing entities to ensure common standards are developed for environmentally preferred products and services (i.e. EPEAT <sup>4</sup>, Green Seal <sup>5</sup>, etc.).

## Action Items for January-June 2009

- Create five Buyer Guides for use with five price agreements. Due: June 30, 2009
- Develop a metric to track the success of Responsible Purchasing Network as a resource for state government's procurement staff. Due: April 30, 2009
- Develop a plan to track purchases of environmentally preferable products from statewide price agreements issued by the State Procurement Office. Due: June 30, 2009
- Determine if solid ink printers are environmentally preferable and recommend requirements for use. Due: June 30, 2009
- Review the process for special procurements and determine if the state can use it as a tool to increase purchases of environmentally preferred products. Due: June 30, 2009
- Participate in at least one "green supplier" forum. Gain knowledge from suppliers who sell environmentally preferable products and use sustainable business models. Increase suppliers' knowledge of how to do business with state government. Due: June 30, 2009

## Success Spotlight

In October 2008, SPO featured sustainability prominently in its public procurement conference and brought new awareness to the topic for over 300 procurement professionals.

## Goal 6

*Sustainable Information Technology (IT)*. Commit to buying high-efficiency IT systems for state government; join the Climate Savers Computing Initiative<sup>2</sup>.

## Strategies

Develop more sustainable IT practices in state government.

- Build new contracts and activities to support the concepts of Climate Savers.
- By 2013, reduce the number of servers providing IT support to state agencies by 50 percent.



Hot and cold server rows at Oregon's State Data Center

## Action Items for January-June 2009

- Convene a multi-agency workgroup around power management with the following tasks: (1) review results of research on software for workstation power management; (2) deploy a pilot project using power management in a state agency; (3) develop a statewide price agreement for power management software. Due: June 30, 2009
- Investigate sustainability portfolio management software to track sustainability actions and metrics. Due: April 30, 2009
- Coordinate a report with the State Data Center to document a 15 percent reduction in servers since 2007. Due: June 30, 2009



# Sustainability Plan and Progress Report

January 2009

- Set the default for all agency internal printing to two-sided printing and copies. Inventory all printers and develop a plan for phasing out printers that cannot print two-sided. Due: June 30, 2009.
- Develop a plan to replace all non-Energy Star compliant PCs. Implementation will depend upon divisions obtaining resources to purchase new machines. Due: June 30, 2009

## Success Spotlight

In December 2008, the Enterprise Information Strategy and Policy Division delivered a power management forum that brought important information about sustainability policy and products to xx IT professionals in xx state agencies.

## Goal 7

*Interagency Sustainability Network.* Form a network of state agency personnel to exchange ideas and practices, and develop new approaches to sustainability among state agencies.

## Strategies

Provide staff support to the Sustainability Coordinators Network to maximize the input from state agencies and harness the network's potential.

- Help agencies develop partnerships, resource-sharing or other solutions for effective coordination.
- Frequently review and update statewide policies in support of IT, green building, resource conservation, sustainable procurement, and fleet practices to stay focused on best practices and the Governor's goals.

## Action Items for January-June 2009

- Actively track, comment, and prepare testimony on legislation related to climate change, water and energy during the 2009 legislative session. Due: June 30, 2009
- Ensure the network coordinates with the Oregon Sustainability Board on a new initiative around ecosystem services. Due: March 31, 2009
- Develop a metric to track the effectiveness of the network. Due: April 30, 2009
- Convene a meeting of state agencies that routinely transport large shipments statewide. The group will examine the feasibility of coordinating shipments to reduce duplication of effort and environmental impact. Due: June 30, 2009

## Success Spotlight

The network developed a new policy on sustainable procurement and operations and revised the existing statewide policy on resource conservation.

# Sustainability Plan and Progress Report

## January 2009

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### Social Equity

In addition to the Governor's seven goals outlined above, DAS supports building a strong community through social equity.

### Action Items for January-June 2009

- Develop a plan and metric to increase the contributions of DAS employees to the Charitable Fund Drive and Governor's Food Drive by 10 percent a year. Due: June 30, 2009
- Use existing metrics to track state agency participation in Minority, Women & Emerging Small Businesses and products made by employees with disabilities in statewide price agreements for social sustainability indicators. Due: June 30, 2009



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# Sustainability Plan and Progress Report

January 2009



## Appendix 1

### Broader Impact on Other Agencies and the Public

#### Greenhouse Gas Reduction Strategies

- DAS has taken the lead in collecting data on reducing emissions and reporting the results. This process will involve other state agencies, and where possible, inspire programs that reach into the agencies' internal operations.
- DAS' targets in building conservation and innovation, sustainable construction and waste reduction could become statewide policies, enabling state government to stay on the cutting edge of sustainable operations.
- Fleet's "green" operation could serve as a model for other state and national fleets.

#### Sustainable Procurement Strategies

- DAS' procurement targets expand the ability for state agencies to purchase sustainable products. These sustainable procurement targets will magnify across Oregon with city, county, school districts, non-profits and even other states able to buy off those contracts.
- Through the Western States Contracting Alliance, the State Procurement Office leads the development of a contract for office supplies that emphasizes green products.

#### Outreach Strategies

By developing and maintaining a partnership with the city of Salem, Marion County, school districts, neighborhood associations, and other citizen groups, DAS can create a stronger sense of community around sustainability issues.

## Appendix 2

### References

1. DAS Strategic Plan: [http://oregon.gov/DAS/docs/businessplans/2006\\_strategic\\_plan.pdf](http://oregon.gov/DAS/docs/businessplans/2006_strategic_plan.pdf)
2. Climate Savers Initiative: [www.climatesaverscomputing.org/](http://www.climatesaverscomputing.org/)
3. Responsible Purchasing Network: [www.responsiblepurchasing.org/](http://www.responsiblepurchasing.org/)
4. EPEAT: [www.epeat.net/](http://www.epeat.net/)
5. Green Seal: [www.greenseal.org/](http://www.greenseal.org/)



## Appendix 3

### Progress from July-December 2008

The Department of Administrative Services (DAS) released a new sustainability plan in July 2008. The plan contained a road map for infusing a culture of sustainability into DAS and how that culture would spread into state government by 2013. This report summarizes the progress, success and lessons learned from the department's actions July-December 2008.

#### GREENHOUSE GAS (GHG) EMISSIONS



DAS completed the GHG inventory for state government operations. In 2007, the fuels used in DAS

Fleet operations decreased 4%, the energy used in DAS buildings increased 9%, and garbage use stayed about the same. The result is a net increase of 3% in GHG emissions from 2006-2007. Even though a colder winter caused higher energy use, it shows that DAS has more work to mitigate these outside factors and achieve the goal of arresting an increase by 2010.

State Fleet worked with the sustainability intern, Jessica Balsam, to develop an interactive template that will assist in documenting the greenhouse gas impact of vehicles prior to purchase. State Fleet incorporated this template into their existing strategy that determines the viability of new cars for fleet purchases.

Goal: By 2010, stop the growth of greenhouse gas emissions; by 2020, reduce greenhouse gas emissions to 10 percent below 1990 levels; by 2050, reduce emissions to 75 percent below 1990 levels, and fully stabilize and eliminate their negative impacts.

Efforts to increase recycling should offset any carbon emissions tied to solid waste use. Marion County even offered to increase communication with tenants, and state buildings are pursuing the county's EarthWise certification. While increasing recycling continues to be a major focus, the recycling industry suffered severely in the depressed economy. This could have an affect on recycling in DAS and all state buildings into 2009. DAS will track this issue carefully and watch for opportunities to mitigate any industry trends with increased vigilance on internal processes.

By March 2009, DAS will contract with a company to scrutinize and process utility bills. Also in March 2009, DAS will complete an on-line calendar that encourages staff to carpool to events.

#### ENERGY SAVINGS

DAS continues to lead energy reduction in state government with an impressive 21% reduction over the year 2000 for the 2007 calendar year. While the reduction meets the state goal in advance, it shows little room for slipping. Over the next eight years, DAS needs to bring the percentage higher through the

Goal: By 2015, reduce energy consumption by 20 percent (based on energy consumption in 2000).

increased outreach to tenants and expanded renewable projects.

# Sustainability Plan and Progress Report

January 2009



DAS created two new tenant committees over the six-month period – one in Salem and one in Portland. However, the new committee in Portland actually consists of seven buildings consolidated into one large committee. This will save on coordination from Salem. In addition, several interested leased buildings were also invited to join the group. Therefore, the two committees actually represent eight buildings and more.

The “dark buildings” project reached a snag when DAS realized there needs to be a major investment of capital funds to reprogram lighting systems. This project has been incorporated into a conservation package that the Governor will propose in his budget for 2009-2011.

## ELECTRICITY SOURCES



*Sustainability Coordinator, Elin Shepard, at PGE's new wind farm, Biglow Canyon*

DAS continues to trumpet the Governor’s goal for 100% renewable power with state agencies. DAS will sponsor the legislative bill that gives agencies the ability to construct renewable projects on state land and buy green tags from the utilities.

There was not a sufficient budget to support a consultant report for the renewable potential of

DAS buildings. This review now will be completed using sustainability fund financing in late summer 2009.

In addition, DAS completed its first solar project – a rooftop array at the Pendleton State Office Building. This project originally was intended as a carport for the building next door, but the construction costs were too high.

Goal: By 2010, obtain 100 percent of state government’s total electricity needs from renewable energy sources.

It was moved to the roof of the smaller building and will offset about five percent of the building’s annual electrical load. The system’s design accommodates expansion in the future, if needed. In addition, the building will have new windows installed to increase its efficiency. As a pilot project, the Pendleton solar roof was a tremendous learning experience for DAS.



*Solar array on the Pendleton State Office Building*

## USE OF ALTERNATIVE FUELS



*Converted electric hybrid at the Oregon Department of Transportation offices*



Goal: By 2010, increase the use of biodiesel in state cars by 25 percent and ethanol by 10 percent.

The DAS State Fleet leads state government for sustainable, fleet practices. It was the first state fleet to receive ISO 14001 certification with an environmental management system (EMS). The EMS is re-certified



# Sustainability Plan and Progress Report

January 2009

every two years, which requires State Fleet to continually monitor the sustainability of internal operations.

State Fleet actively participated in the Governor’s electric car work group, and they were an instrumental player in successfully converting eleven out-of-warranty Toyota Pruis to electric hybrids. These vehicles were deployed in many fleets around Oregon, including two that remained with State Fleet for daily check outs.

State Fleet successfully increased the percentage of alternative fuel vehicles to 34 percent. They increased their process for analyzing the GHG impacts of vehicles prior to purchase. In addition, the Governor incorporated the purchase of 25 electric cars into a conservation package of his budget. If approved, State Fleet will purchase the cars in 2010.

## SUSTAINABLE PROCUREMENT



*National experts Scot Case, Stacey Foreman, and Marcia Deegler discuss sustainable procurement strategies at the Partners for Public Procurement conference*

Goal: Collaborate and coordinate on regional purchasing strategies to harness purchasing power and maximize environmental and economic value. In addition, develop a program to ensure that all state agencies “green the supply chain” by ensuring that the state uses its purchasing power to stimulate production of more sustainable products and services.

The DAS State Procurement Office (SPO) was instrumental in several innovative price agreements in 2008, including office products and lamps and ballasts. The office products agreement with Office Max incorporates reusable totes in place of excessive packaging and decreased deliveries for fossil fuel savings. The lamps and ballasts agreement sets a new standard for toxics reductions, which will ensure the lowest levels for mercury and lead in the country.

In addition to the price agreement development, SPO also completed a Buyer’s Guide to accompany the agreement. The Buyer’s Guide explains the agreement’s format, a brief description of lamps and ballasts in general, proper placement of specific lamps, and when to call in an expert. The intent is to ensure agencies use sustainable products in the most sustainable way.

SPO featured sustainability prominently in the Partners in Public Procurement conference in October 2008. This conference brought basic and innovative sustainability information to over 300 public sector procurement staff.

## INFORMATION TECHNOLOGY

Through the Enterprise Information Strategy and Policy Division (EISPD), as well as the State Data Center and Operations Division, DAS holds an important position for creating and deploying sustainable IT practices in state government. Though sustainability remains a policy consideration for some time, such as the E-waste

Goal: Commit to buying high-efficiency IT systems for state government; join the Climate Savers Computing Initiative.

policy, these divisions continue to expand the concepts into daily operations for DAS employees. In September 2008, Operations released a new, internal procedure that required staff to turn off workstations at



# Sustainability Plan and Progress Report

## January 2009

the end of the work day. The procedure also created a standard workstation image to avoid extra equipment. With the work of the sustainability intern, these divisions developed a business case template and process for IT purchases.

EISPD delivered a successful power management forum in December 2008 that brought policy and sustainability information to 50 IT professionals in

various state agencies. They reviewed the applicability of power management software tools in state government and selected DAS as a pilot agency. The Governor incorporated the purchase of the software into a conservation package of his budget. If approved, DAS will deploy the software in 2010. In addition, EISPD will work with SPO to create a state price agreement that other agencies could use to purchase the package at a reduced rate.

### INTERAGENCY SUSTAINABILITY NETWORK



*DAS organized a tour for state agency staff from the Interagency Network to tour several solar arrays in July 2008*

Realizing the need for increased inter-agency coordination around sustainability, the Oregon Sustainability Board charged DAS with reinstating the

Interagency Sustainability Coordinators Network, which had disbanded in 2006. DAS reconvened the group in January 2008. The group met six times in 2008, establishing a regular schedule of every other month.

Goal: Form a network of state agency personnel to exchange ideas and practices, and develop new approaches to sustainability among state agencies.

The group provided information on governor's goals, kept tabs on internal sustainability activities in the agencies, learned about cap and trade and solar projects from local experts, and established a subgroup to coordinate legislative activities for the 2009 session.

The group also participated in stakeholder meetings for updates of the Sustainable Facilities Standards and Guidelines and Resource Conservation policies. They drafted and finalized a new policy on Sustainable Procurement and Internal Operations that was submitted to DAS Executive Staff for adoption in December 2008.

### SUSTAINABILITY PROGRAM – OTHER ACTIVITIES

Over the last six months, the DAS Sustainability Program:

- Finalized a marketing plan for branding and deploying a full assault of the program, including a new informational program called One-Thing Thursday,
- Established an excellent working relationship with the Oregon Sustainability Board, including traveling with the Board to their meetings and arranging tours to connect them with the community,
- Established and convened monthly meetings of the Executive Sustainability Committee,
- Coordinated completion of 80% of the July-December 08 action items,



*Secretary of State and Oregon Sustainability Board Chair, Bill Bradbury, tours a geo-heated brewery in Klamath Falls*



# Sustainability Plan and Progress Report

## January 2009

- Provided state government operational and policy support for electric car project, including the conversations with Nissan to launch their new car in Oregon,
- Co-coordinated the Oregon Sustainability Awards, which were presented at the Oregon Business Summit in Portland in December 2008,
- Increased profile for program:
  - Phone calls and emails: increased from 5-8 a day to 15-20 a day. 85% of calls and 60% of emails are from non-DAS staff.
  - Presentations: presented at industry conferences or events about once a month, and joined DAS division and other agency staff meetings.
    - Oregon Association of Government IT Managers conference in Redmond in August 2008
    - EISPD staff meeting in September 2008
    - International Facilities Management Association 25<sup>th</sup> annual conference in Beaverton in September 2008
    - Rotary Club in Astoria in October 2008
    - Oregon Public Property Managers Association conference in Eugene in November 2008
    - Power Management Forum in December 2008
  - Press articles: featured in several press articles.
    - Light and Medium Truck in September 2008
    - Coast River Business Journal in November 2008
    - National Stone, Sand, and Gravel Association periodical in December 2008
  - Statewide committees and organizations (not previously discussed in report):
    - Interagency Greenhouse Gas Emissions Team
    - Interagency 100% Renewables Team
    - Energy Efficiency Workgroup
    - Association of Professional Energy Managers



*The Sustainability Awards ceremony at the Oregon Business Summit*



*Sustainability Coordinator, Elin Shepard, presents state government's vision for sustainability to the Astoria Rotary Club*