

DEPARTMENT OF ADMINISTRATIVE SERVICES

# SUPPORTING THE GOVERNOR'S VISION FOR SUSTAINABILITY

Biennial Progress Report  
2007-2009

July 1, 2009



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## EXECUTIVE SUMMARY

**Grade for effort: A**  
**Grade for results: B-**  
**Action items complete: 44/54**  
**Percent complete: 80%**

The Oregon Department of Administrative Services (DAS) 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. This report summarizes the progress to move DAS and state government toward a culture of sustainability.

The DAS Sustainability Plan, released in July 2008, represents DAS' first sustainability plan in four years. It included new concepts for sustainability in DAS programs, and implementation strategies aligned with the goals developed by Governor Kulongoski (see page 2). The plan also included short-term action items for each goal and strategy to be completed within six months. The following chart breaks down the completion of these action items.

GOAL	PERCENT OF ACTION ITEMS	NUMBER OF ACTION ITEMS COMPLETE	PERCENT OF ACTION ITEMS COMPLETE
Greenhouse gas reduction	24	9/13	69
Energy conservation	12	5/6	83
Renewable power	5	3/3	100
Alternative fuels	12	6/6	100
Sustainable procurement	15	6/8	75
Sustainable information technology	19	9/10	90
Interagency collaboration	11	4/6	66
Social equity	2	0/2	66
<b>TOTAL</b>	<b>100%</b>	<b>44/54</b>	<b>80%</b>

While completion of action items represents a major focus for the DAS Sustainability Program, it is not the only measure of success. Here are a few examples of how sustainability will integrate into the culture of DAS and state government.

### Major successes:

- Executive Team*

DAS established the Executive Sustainability Committee in May 2008. This group is comprised of the DAS Director and seven key division administrators. They review new sustainability policies, marketing and outreach, trouble-shoot concerns or problems, and ensure the program's vision meshes with the department's vision.
- Marketing and branding*

DAS released a marketing plan for sustainability in January 2009. This plan includes strategies for branding sustainability as a "commodity" and infiltrating it throughout DAS and state government. The DAS Sustainability Coordinator no longer finds staff within DAS who wonder what she does, or what the program intends. Employees now understand that sustainability is a core value of DAS. The



next step is to take that awareness and turn it into action. This marketing plan became a major focus of the program from January to June 2009, and a full summary of progress is on page 15.

- *Statewide coordination*

DAS embraced the role of primary resource for sustainability in state government. The DAS Sustainability Coordinator now receives more calls from other agencies, cities, counties, and states than she does from DAS employees. DAS expected an increased level of statewide outreach to happen by 2011, when the Sustainability Coordinator position planned to move more broadly into state government. It did not anticipate the statewide role to expand so soon. Even with this statewide role, DAS ensures that it will not lose focus to continue to move its own employees to a culture of sustainability over the next biennium.

- *Oregon Sustainability Board (OSB)*

DAS assumed the role of staff support to the OSB in July 2007, with the passage of House Bill 3244. The bill established the OSB as a full board within DAS. The DAS Sustainability Coordinator assigns 20 percent of its time to assist the OSB with projects. By January 2008, the OSB and DAS developed a strategic and successful partnership.



Oregon Sustainability Board in 2007

## Major plans for 2009-2011:

- *Gather data*

The DAS Sustainability Program intends to contract out for the creation of a self-reporting, internet-based information tool to gather sustainability data. This will ensure DAS captures and tracks the appropriate data for adherence to state goals and program success. The following represents some of the top data points the DAS Sustainability Program plans to include in the tool:

- ◆ Number and break-out of environmentally-preferred products purchased and types of labels or certifications they have, if any
- ◆ Number of products or services that benefit local businesses and number of jobs associated
- ◆ Number of products or services purchased by state agencies from companies that are owned and operated by minority, women and emerging small businesses or qualified rehabilitation facilities
- ◆ Green building attributes incorporated in new construction or renovations
- ◆ Renewable projects on state buildings or lands
- ◆ Miles traveled by air for state business
- ◆ Number of staff that complete sustainability training modules, and level of implementation within their agencies
- ◆ Number of jobs created by state sustainability spending on procurement, fleet, and green building

- *Implement policies*

DAS writes statewide policies that all agencies must implement. This creates the perfect opportunity to infuse sustainability into those policies, and encourages agencies to focus on sustainable practices. The DAS Sustainability Program will review all DAS statewide policies for opportunities.





- *Best practices*

DAS will continue to research best practices from public agencies around the country and the world, and ensure state agencies learn from past experiences. DAS will talk with individuals who implemented the programs and discuss the opportunities for lessons learned, as well as potential collaboration.

## GOVERNOR'S GOALS

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 Kulonowski's goals in sustainability:



Governor  
Kulonowski

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.

## DAS PROGRESS

The Department of Administrative Services leads state government by providing an array of services including budget development, procurement, human resources, IT support, surplus property management and many others.

### 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.*

**Grade for effort: A**  
**Grade for results: C**  
**Action items complete: 9/13**  
**Percent complete: 69%**



DAS completes the annual greenhouse gas (GHG) inventory for state government operations. In 2007, the fuels used in DAS Fleet operations decreased by 4 percent, the energy used in DAS buildings increased by 9 percent and garbage use stayed about the same. The result is a net increase of 3 percent in GHG emissions from 2006-2007. Even though a colder winter caused higher energy use, the data shows that DAS needs to increase its efforts to mitigate these outside factors and to achieve this goal.

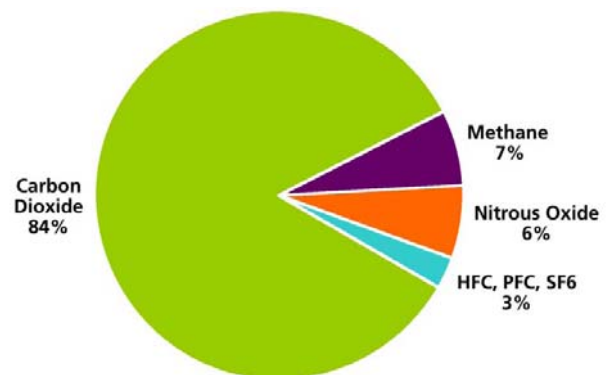
## Major successes:

- *Fleet purchases*  
State Fleet, a section of DAS, created an interactive template to document 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.
- *Compost program*  
The Portland State Office Building Green Team worked with their cafeteria operator to create a compost program. The waste hauler collects the material and brings it to a compost facility where it is broken down, bagged and sold for local use. This program reduced the waste from the cafeteria by 20 percent and avoided sending usable material to the landfill. DAS plans to expand the program to some of their other buildings.
- *Office Max*  
All DAS divisions now participate in the Office Max reusable tote program. This program reduces the frequency of deliveries and provides reusable totes for deliveries instead of boxes. This program reduces the GHG emissions for deliveries by 50-75 percent.

## Major plans for 2009-2011:

- *Sustainability training*  
In December 2009, DAS will eliminate the statewide training function due to budget cuts. DAS did not want to lose momentum around sustainability awareness and education, and plans to complete an online iLearn module, which would allow state employees to participate in a sustainability curriculum at their desks.
- *Recycling*  
While many aspects of sustainability thrive in DAS buildings, recycling has slipped. The program was very strong in past decades, but suffered in recent years. In 2009, the DAS Sustainability Intern worked with her

## Sources of Oregon Greenhouse Gas Emissions (2000)



Source: Oregon Department of Energy



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

fellow MBA students and investigated the factors for the decrease. DAS plans to take the information they provided and create a reinvigorated program around their recommendations.

- *Third-party utilities*  
Tracking the energy performance of buildings is critical in order to meet GHG and energy reduction goals. However, due to decreases in staffing levels, DAS struggled for adequate review and scrutiny of the utility bills to find opportunities for saving. DAS plans to rectify the situation through a



contract with a third-party company to pre-payment process, review, and enter the bills into the existing Utility Manager program.

- *Earthwise certification*  
Marion County started a new certification program based around environmental stewardship in buildings. DAS plans to obtain that certification at all Salem buildings.
- *Cafeterias*  
DAS maintains cafeteria space in five buildings. The Oregon Commission for the Blind contracts with DAS to use these cafeterias as a business opportunity for visually-impaired folks. While DAS owns and operates the buildings, they have limited opportunity to influence the daily operation and equipment purchase decisions of the

vendors. DAS would like to develop a larger role to help the cafeteria operations be more sustainable.

- *“No waste” social events*  
In past years, waste audits revealed the number one item in DAS’ trash is waste from lunch and social events. In order to mitigate this situation, DAS proposes a new practice of “no waste” lunch and social events, which encourage staff to employ reusable plates, cups, and silverware, as well as to bring fewer single-serve or to-go containers back from restaurants.
- *Teleworking*  
DAS would like to establish a new focus to allow more staff to telework. This helps avoid GHG emissions in their commute and creates less energy peration.

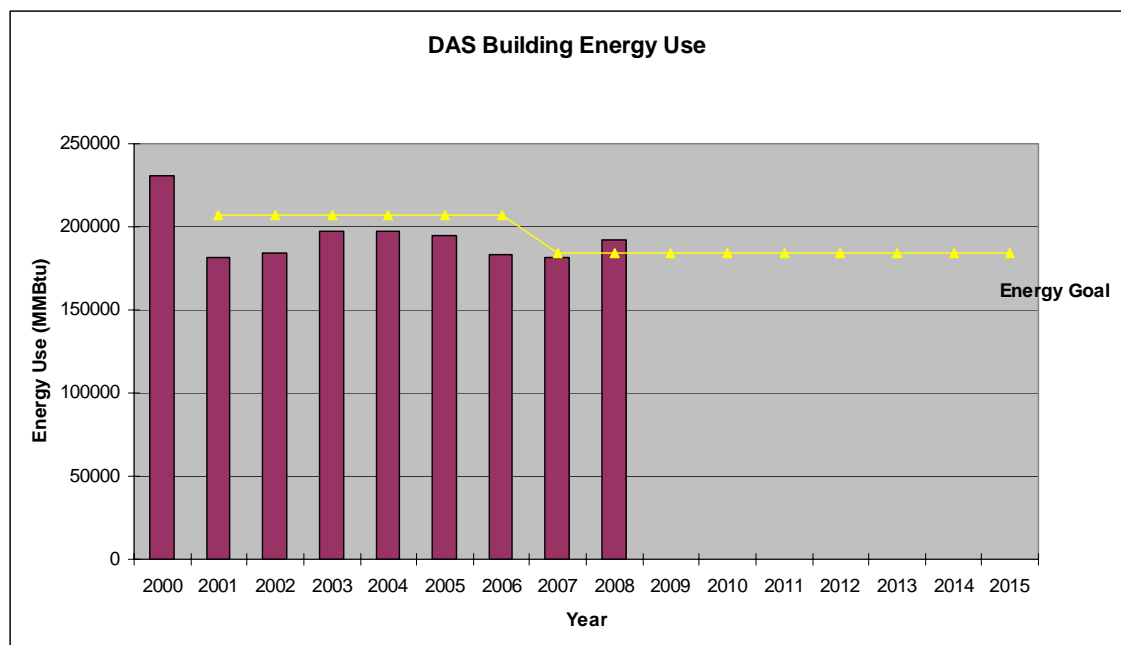
## Goal 2

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

**Grade for effort: B+**  
**Grade for results: B-**  
**Action items complete: 5/6**  
**Percent complete: 83%**

In 2007, DAS achieved an impressive, energy reduction savings rate of 21 percent over the year 2000. However, in 2008, that number slipped to 16 percent. While that still represents savings on energy production and cost avoidance, it does not yet meet the 2015 goal of 20 percent.

Since DAS initiated a resource conservation management program with increased vigilance of utility bills and building systems in 2001, DAS avoided over \$3.5 million in maintenance and utility costs.





## Major successes:

- *Green Teams*  
DAS created five, new tenant committees (Green Teams) from July 2008 to June 2009 in Salem and Portland. The buildings are: the Portland State Office Building, State Library, Executive Building, Justice Building and Commerce Building. However, the new committee in Portland actually consists of seven buildings consolidated into one large committee. This will save on coordination from Salem and allow groups to collaborate on projects.
- *Electrical monitoring*  
Electrical loads in DAS buildings represent about 80 percent of the utilities charges. DAS already tracks energy carefully in buildings, but wanted to obtain even more detail on the electrical use. DAS expanded the existing system they use from Portland General Electric (PGE), their electrical company, to a new product called Energy Expert. This system sends several DAS employees daily “scorecards” of the buildings which allow staff to recognize

problems with the building systems and take action. So far, in only one month of operation, this system had paid for its yearly charge in several buildings.

- *Chilled beams*  
DAS completed a major renovation of the Eugene State Office Building in May 2009. The building uses an innovative system for heating, ventilating, and air-conditioning called four-pipe, active chilled beams. This system is the first of its kind in the Pacific Northwest and could save as much as 35 percent in energy costs.



*Chilled beams and indirect lighting highlight the innovative energy conservation measures incorporated into the Eugene State Office Building*

## Major plans for 2009-2011:

- *Dark buildings*  
DAS recognizes that unnecessary energy use at night wastes money. One major source of waste is from overhead lighting that remains on overnight and on weekends. To mitigate this situation, DAS plans to obtain federal stimulus money to re-circuit and re-program the lighting systems. This will ensure overhead, ambient, lights shut off from 7 p.m. to 6 a.m. Staff would still be able to

work with their task lights and safely exit the buildings with emergency lighting.

- *Move custodial to days*  
DAS plans to move the custodial crew from nights to days. This will be a transition for both the custodial crews and those who work in the buildings. DAS hopes it will save energy and allow staff to build relationships with the crews.

## **Goal 3**

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

**Grade for effort: A**  
**Grade for results: B+**  
**Action items complete: 3/3**  
**Percent complete: 100%**

In 2006, Governor Kulongoski made a bold statement that state agencies would obtain 100 percent of their electrical needs from renewable sources by 2010. At the



time, state agencies embraced the goal and started to line up ways to achieve it. However, in 2008, the state entered a major economic recession, which required difficult choices to balance budgets. One of the items eliminated was the requirement for 100 percent renewables. The Governor recognized that while it was an important step to advance support of renewables and support the renewable companies in Oregon, it would cost more money than the state could afford. This goal was tabled, but the Governor encouraged agencies to look at creative and less expensive ways to meet its original intent.

**Major success:**

- *Pendleton solar*  
In December 2008, DAS completed its first solar project – a rooftop array at the Pendleton State Office Building. The system design generates 10 kilowatts, which will offset around 5 percent of the building’s use. In June 2009, the building received new windows to increase its efficiency, which may increase the renewable offset from the solar array even further.



Solar panels on the Pendleton State Office Building

**Major plans for 2009-2011:**

- *Solar*  
In March 2009, DAS worked with the Energy Trust of Oregon (ETO) to coordinate a “solar working group” of agencies. This group intends to develop and implement a third-party solar project before the end of 2009. As of June 2009, the group consisted of seven state agencies and had almost completed a draft RFP. The ETO deployed a team of experts to evaluate all the rooftops and land for the RFP and it appears the total solar potential could be around 2-3 megawatts of solar.
- *Other renewables*  
DAS plans to take the solar assessments from the ETO and add other renewables (wind and geothermal) to get a full picture

of renewable potential for all DAS buildings. The DAS piece of the “renewable mapping” would be part of a larger, collaborative effort with other agencies.

- *Salem Motor Pool (SMP)*  
The SMP has the potential to house an alternative fuel hub for the mid-Willamette Valley. It could house electric charging stations, hydrogen, compressed natural gas, and other alternative fuel sources. Because of this potential, DAS would like to create a hub of renewables to offset an increase in electricity use. The project would include a solar fuel island over the vending area, a solar tracker in the back field, and a large demonstration parking lot of permeable material.

**Potential Offsets from Solar**

Annual DAS Building Use (kW) for 44 buildings	Annual Renewable Potential (kW) on 19 buildings	DAS cost for Renewables*	Ongoing annual cost savings potential after year six	Total savings potential over lifetime of solar array
12,700	2,000	\$500,000	\$600,000	\$15,000,000

\* Assumes third-party investment, with a six-year flip to state ownership and buy-out paid by federal stimulus funds. The only DAS cost is from minor roof repair or structural work.



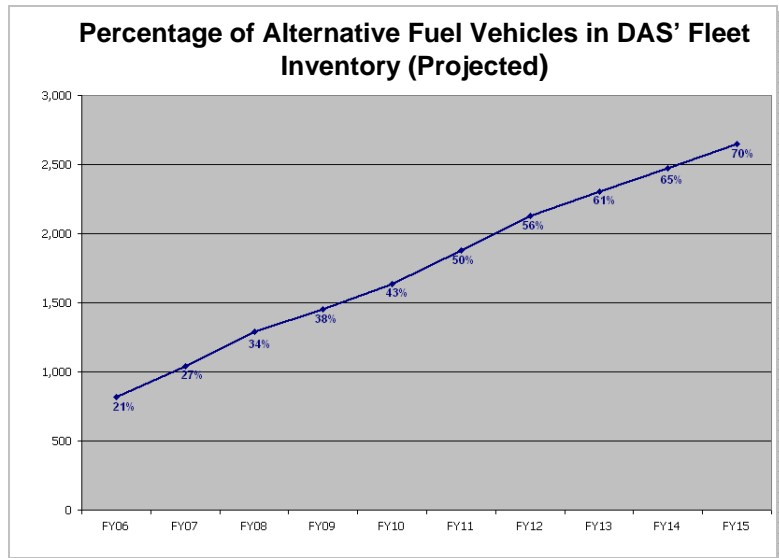
**Goal 4**

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

**Grade for effort: A**  
**Grade for results: A**  
**Action items complete: 6/6**  
**Percent complete: 100%**

State Fleet successfully increased the percentage of alternative fuel vehicles to 34 percent. The tables below represent the configuration of alternative fleet vehicles, and the projected increase to 70 percent of the DAS Fleet by 2015.

DAS Fleet Alternative Fuel Vehicle Configuration		
As of 6/22/2009		
Alternative Fuel Code	Vehicle Count	% of Total Fleet
Bi-fuel	2	0.05%
CNG	175	4%
Flex Fuel	1,003	23%
Hybrid	443	10%
Standard Fuel	2,656	62%
<b>Total Fleet</b>	<b>4,279</b>	



**Major successes:**

- Electric cars*  
 DAS actively participated in a public-private partnership to compile a grant proposal. If approved, this federal grant would deliver matching funds to purchase electric cars and install electric car charging stations in Oregon. This grant could make Oregon the largest infrastructure for electric cars in the United States.
- Nissan*  
 DAS worked with other state agencies and the Governor's Office to negotiate the launch of Nissan's new electric car in Oregon in 2010. Oregon was very proud to receive the honor.
- Environmental Management System (EMS):*  
 DAS supported and encouraged State Fleet to continue, and even expand, the EMS that received ISO 14001 certification in 2004. State Fleet was the first public fleet to receive this certification in the United States and continues to lead the country in progressive and sustainable activities.
- Alternative Fuel Workgroup*  
 DAS also participates in the Governor's Alternative Fuel Workgroup. The State Fleet Assistant Manager attends the meetings regularly and continues to commit DAS to advancing the mission.



### Major plans for 2009-2011:

- *Electric cars*  
While DAS and other agencies made significant progress towards an electric car infrastructure in Oregon, the next biennium will bring the actual construction and installation of that network. DAS will support these efforts and seek to take the projects as far as possible within existing budget limitations.

- *Flexible car rentals*  
Due to budget constraints, DAS plans to close the Portland and Eugene Motor Pools in July 2009. This requires DAS to develop new strategies for meeting customer needs in those areas. One strategy could include flexible, short-term car rentals (such as ZipCar) and DAS will investigate and invest in that possibility in the next biennium, if viable.

### 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.*

**Grade for effort: A**  
**Grade for results: B**  
**Action items complete: 6/8**  
**Percent complete: 75%**

The DAS State Procurement Office (SPO) embraced their role in sustainability since 2001. However, over the past two years, they expanded their sphere of influence to the national scale. They sit in very visible positions on both the Western States Contracting Alliance and the National Association of State Procurement Officers. This national visibility has put Oregon state government in a leadership role.

### Major successes:

- *Responsible Purchasing Network (RPN)*  
Over the last two years, DAS coordinated a national contract with RPN for all 50 states to have free access to centralized, sustainable procurement information.
- *Lamps and ballasts*  
SPO was instrumental in several innovative price agreements in 2008, including office products and lamps and ballasts. This price agreement begins to phase out inefficient lamps and ballasts, as well as minimizes materials with high mercury or lead content. It will be released in July 2009, and will set a new national standard for price agreements for lamps and ballasts.
- *Partners Conference*  
SPO featured sustainability prominently in the Partners in Public Procurement conference in October 2008. This conference brought basic, innovative



*National experts Scot Case, Stacey Foreman, and Marcia Deegler discuss sustainable procurement strategies at the Partners Conference*

sustainability information to over 300 public sector procurement staff.

- *Buyer's Guides*  
The lamps and ballasts contract became the pilot project for a new concept within SPO, buyer's guides. These documents shared information about the price agreement with the user and also provided ideas to use the price agreement in the most sustainable way.



## Major plans for 2009-2011:

- *Buyer's Guides*  
DAS plans to develop more buyer's guides for upcoming price agreements. SPO will make this a standard part of the renewal process.
- *Travel and conferences*  
SPO plans to create a "green" travel section to the travel price agreement that will help staff choose the most sustainable motels or travel options possible. In addition, SPO participates and leads many conferences throughout the year, and plans to choose more sustainable options for the locations and practices.
- *Material reuse*  
DAS plans to emphasize reuse of materials and commodities in their buyer's guide and price agreements. SPO plans to ensure that state agencies are not buying new items if not necessary.

## 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>.*

**Grade for effort: A**  
**Grade for results: A-**  
**Action items complete: 9/10**  
**Percent complete: 90%**

EISPD delivered a successful power management forum in December 2008 that brought policy and sustainability information to 50 IT professionals in various state agencies. EISPD and DAS Operations partnered to conduct a desktop power consumption assessment on a representative sample of personal computers and laptops within DAS (~ 150 devices). The results showed a compliance rate of 89 percent for the DAS policy to turn computers off at night, a potential energy savings of between 10 and 30 percent, and other interesting data regarding the department's power consumption profile. Based on this information, the DAS Sustainability Program will develop a business case for the acquisition, deployment and use of power management software tools over the next 12 months. In addition, EISPD will work with SPO to create a state price agreement that other agencies could use to purchase desktop power management software tools and services at best value pricing.

## Major successes:

- *New IT practices*  
In September 2008, the Operations Division released a new, internal procedure that required staff to turn off computers and monitors at the end of the work day. The procedure also created a standard workstation image to avoid extra equipment.
- *GovSpace*  
EISPD implemented a social networking tool for public employees called GovSpace. This site allows public employees to share information, network with each other, and even post documents for discussion. GovSpace allows staff to collaborate and communicate around shared topics of interest or relevance to their work.
- *E-waste policy*  
DAS completed a progressive contract for disposal of E-waste. The policy emphasizes reuse and recycling before disposal. It also established the framework for a system that allows a company who employ people with disabilities to de-construct and resell the material.



State government recycles or reuses its e-waste



- *State Data Center*  
DAS owns and manages the State Data Center. Over the last two years, the data center has powered down 116 of 128 enterprise server boxes. They reduced the original enterprise servers' footprint by 90 percent through consolidation. The data

center powered down 608 of 1,749 windows-based server boxes and reduced that footprint by 34 percent.

- *Climate Savers*: DAS supported the Governor's commitment to the Climate Savers protocol, and actively works to ensure compliance.

## Major plans for 2009-2011:

- *Power management software*  
The DAS Sustainability Program plans a deployment of desktop power management software tools for all DAS users. EISPD, in partnership with SPO, plans to develop a statewide price agreement for desktop power management software. This action will provide state agencies and local governments with access to the software tools and services they need to better manage their desktop computer power consumption.

- *State Data Center*  
Over the next six months, the data center plans to consolidate eight of the 12 remaining original enterprise server boxes, which will reduce the original footprint by 97 percent.



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

## 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.*

**Grade for effort: A**  
**Grade for results: B-**  
**Action items complete: 6/8**  
**Percent complete: 75%**

DAS reconvened the Interagency Sustainability Coordinators (ISCN) in January 2008. The group meets regularly every other month. They provide information on the Governor's goals, keep tabs on internal sustainability activities in the agencies, collaborated on statewide policy updates and legislative responses, and shared information about solar projects and stimulus funding.

The ISCN consists of the following state agencies:

- Administrative Services
- Agriculture
- Consumer and Business Services
- Corrections
- Economic and Community Development
- Energy
- Environmental Quality
- Fish and Wildlife
- Forestry
- Governor's Office
- Housing and Community Services
- Human Services
- Justice
- Land Conservation and Development
- Legislative Administration
- Oregon Investment Council
- Parks and Recreation
- Public Utilities Commission
- State Lands
- Transportation
- Travel Oregon
- University System
- Water Resources
- Watershed Enhancement Board



## Major successes:

- *State of Washington*  
DAS convened a joint meeting with the ISCN and the coordinators from the State of Washington in January 2009. This group had not met before and discussed many collaborative opportunities. They planned the first project around GHG emissions inventories and benchmarking best practices.
- *Oregon Way and Go Oregon projects*  
Throughout the Spring of 2009, all state agencies clamored to gain information on federal and state stimulus funds. DAS ensured the ISCN had a clear path to information.
- *Oregon Sustainability Board (OSB) transition*  
DAS worked closely with Kate Brown, the new Secretary of State, in her transition as new Chair of the OSB. While she developed new projects for the Board, DAS ensured she understood state agency dynamics and held discussions around key issues.
- *Legislation*  
The DAS Sustainability Program tracked 50 bills during the session and ensured the ISCN stayed current on status.

## Major plans for 2009-2011:

- *Surplus/Oregon State Hospital partnership*  
DAS plans to investigate the feasibility of using Oregon State Hospital staff to help break down pallets of materials. This would make the materials more valuable and allow for a better return. In addition, it could create job skills and simple tasks for the hospital patients.
- *Green custodial peer network*  
DAS already created the foundation for this group in early 2009 and plans to expand its efforts in the next biennium. The intent is to create a peer network around green custodial that could collaborate, coordinate and learn from one another to expand best practices in

- *Solar roof tour*  
In July 2008, DAS organized a tour for state agency staff from the ISCN to tour several solar arrays.



Solar roof tour

- *Other agencies*  
DAS maintained a clear path of communication, and provided a resource for agencies which developed sustainability programs. The Department of Corrections, Department of Justice, Lottery Department, Department of State Lands, State Library, Oregon University System, and Department of Consumer and Business Services contacted DAS for assistance to start or expand their sustainability programs. In addition, DAS received requests for assistance and resources from many counties, cities, school districts, and other public agencies.

the state, county, city and school districts around Salem.

- *Transport large shipments*  
DAS will convene a meeting among the largest agencies to see if there could be better coordination and collaboration to transport large shipments around the state. It could eliminate wasted



Oregon Sustainability Board meeting at SolarWorld in April 2009. About half of the Network members attended the meeting and tour.



trips or empty trucks in one direction, as well as save on GHG emissions.

- *Performance audits of agencies*  
DAS will work with the OSB on a performance audit of state agencies. The intent is to determine how the agency

incorporated sustainability into its mission, based on the development of sustainability plans. This information will help DAS learn of future resources we can provide to move agencies towards a culture of sustainability.

### **Community**

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

#### **Major successes:**

- *City of Salem*  
DAS participated in the City of Salem's sustainability summit in February 2009. This summit connected DAS with the sustainability community of Salem and may result in several collaborative projects.
- *Lloyd Eco-District*  
DAS joined the Lloyd Eco-District project in April 2009. DAS was invited to join because the Portland State Office Building is

**Grade for effort: B**  
**Grade for results: D**  
**Action items complete: 0/2**  
**Percent complete: 0%**

located within the boundaries of the project's scope. This group was convened by Oregon Solutions and plans to implement a culture of sustainability among neighbors, workers, businesses, and public agencies that live and work in the region. When complete, it will be the first of its kind in the world.

#### **Major plans for 2009-2011:**

- *Schools project*  
DAS worked with teachers from the Salem-Keizer School District from April-June 2009 to create a curriculum of energy and waste audits in public buildings. Set for a September 2009 implementation, the program pairs elementary, middle and high school students in small groups to audit state buildings, provide recommendations, and track reductions. The end result should save money, connect children with staff in the

buildings, and potentially interest the students in a career path around energy conservation and/or state government.

- *Open houses*  
DAS plans to coordinate open houses of the buildings which complete major projects, such as solar arrays or chilled beams. The open houses will connect the public to their tax dollars while showcasing innovative projects.

## **MARKETING SUSTAINABILITY**

DAS determined the first step to move towards a culture of sustainability requires all staff members to share an understanding of the term and how their actions contribute to the end result. In a sense, DAS needed to market sustainability to its staff.

#### **Major successes:**

The DAS Sustainability Coordinator implemented a marketing plan to "brand" sustainability within the department. The following summarizes some of the key marketing tactics and results.

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TACTIC	DAS STAFF REACHED*	STATE STAFF REACHED*	RESULT
New logo	1,000		DAS Sustainability Program held a vote of the final four options for the logo and received 275 votes from DAS employees.
One-Thing Thursday – a weekly message on sustainability	1,000	5,000	DAS Sustainability Program received over 150 positive comments from DAS staff on the messages since the first release in October 2008. Coordinators from other agencies also send messages to their staff.
Waste Watcher – a quarterly newsletter	1,000	10,000	DAS Sustainability Program receives 10-20 positive comments from DAS employees each time a version is released. Coordinators from other agencies also send messages to their staff.
New Web site	1,000	50,000	Each week, the DAS Sustainability Program website receives around 100 visits, 110 downloads of the Sustainability Plan, and 50 downloads of other information and reports.

\* This is an estimate, based on potential numbers of staff with access to program materials or who participated in actual events.

In addition, by marketing sustainability to DAS employees and state agencies, the DAS Sustainability Program:

- Increased profile and awareness:

PRESENTATIONS	PRESS ARTICLES
<ul style="list-style-type: none"> <li>• Oregon Association of Government IT Managers conference in Redmond in August 2008</li> <li>• EISPD staff meeting in September 2008</li> <li>• International Facilities Management Association 25<sup>th</sup> annual conference in Beaverton in September 2008</li> <li>• Rotary Club in Astoria in October 2008</li> <li>• Oregon Public Property Managers Association conference in Eugene in November 2008</li> <li>• Power Management Forum in December 2008</li> <li>• PEBB staff meeting in January 2009</li> <li>• State Library staff meeting in February 2009</li> <li>• City of Salem Sustainability Summit in February 2009</li> <li>• Lottery eco-charette in March 2009</li> <li>• Leadership Oregon in March 2009</li> <li>• Siemens Leadership Seminar in May 2009 (keynote speaker)</li> <li>• SAIF Green Fair in May 2009</li> </ul>	<ul style="list-style-type: none"> <li>• Light and Medium Truck in September 2008</li> <li>• Coast River Business Journal in November 2008</li> <li>• National Stone, Sand, and Gravel Association periodical in December 2008</li> <li>• Salem Monthly in May 2009</li> </ul>
	STATEWIDE COMMITTEES
	<ul style="list-style-type: none"> <li>• Interagency Greenhouse Gas Emissions Team</li> <li>• Interagency 100 percent Renewables Team</li> <li>• Energy Efficiency Workgroup</li> <li>• Executive Board Member, Oregon Association of Professional Energy Managers</li> </ul>



- Co-coordinated the Oregon Sustainability Awards, which were presented at the Oregon Business Summit in Portland in December 2008.
- Increased phone calls and emails from five to eight a day to 15-20 a day. Eighty-five percent of calls and 60 percent of emails are from non-DAS staff.
- Developed an informational display for conferences, trade shows and fairs. The display received rave reviews at the SAIF Green Fair in May 2009.



DAS Sustainability Intern, Jessica Balsam, staffs the new display at the SAIF Green Fair in May

## Major plans for 2009-2011:

- *Video*  
DAS plans to partner with Portland General Electric or another resource to complete a new employee video. This video would include policy information, sustainability definitions and expectations, and summaries of success to date. It could be mandatory for all new employee orientations for agencies in DAS buildings, or any state agencies that are interested.
- *Awards*  
DAS plans to apply for any relevant awards and begin to recognize the staff in our agency and buildings who improve their GHG footprint and implement sustainable programs. In addition, the DAS Sustainability Program plans to develop an internal awards program for DAS employees who infuse a culture of sustainability in their work areas.
- *Grants*  
DAS plans to apply for any relevant grants that could help move projects forward. Grants could be for green building projects, training, data tracking, sustainable human resource management, or anything else relevant to DAS programs. In addition, the DAS Sustainability Program will compile a list of relevant grants for other state agencies in the Network and encourage them to apply, if appropriate.
- *Suggestion box*  
DAS will develop an on-line, anonymous suggestion box where staff can freely comment on the program, provide suggestions for One-Thing Thursday or the newsletter, or just share how they feel about sustainability. Eventually, this could be incorporated with GovSpace, a weekly blog, or other social networking tool.



Sustainability Coordinator, Elin Shepard, presents state government's vision for sustainability

## BROADER IMPACT ON AGENCIES

### Greenhouse Gas Reduction Strategies

- DAS took the lead to collect 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 to build 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.

## CONCLUSION

The DAS Sustainability Program made amazing strides in a short time. In only one year, the program increased awareness of sustainability, branded the program, completed 80 percent of its action items, and expanded statewide two years ahead of schedule.

Every program needs a champion, but a successful program relies on teamwork to accomplish its mission. The DAS Sustainability Program is a success because of the cooperation and coordination among the nearly 100 people that contribute by writing newsletters, sharing information, completing action items, maintaining strong ties with their community, transforming their workplace towards sustainability, and much more.

What does success look like? Is there a finish line? These questions are difficult to answer. Over the next two years, DAS plans to build data to document the beginning and the end, as well as fill in the gaps in between. Sustainability in Oregon is here to stay. Public agencies, local governments, and the private sector are all working together to create an atmosphere of innovation that will allow Oregon to meet its goals of creating a sustainable society for future generations.





## Appendix 1

### Grade Scoring Methodology

- Effort rating: DAS based the effort rating on the level of effort and commitment from DAS and state agencies who are focused on that category.
- Results rating: DAS based the results rating around the number of action items completed and level of awareness around projects or strategies for that category.

## Appendix 2

### Action Items Reports

The following charts represent the monthly tracking matrix for action items.

#### Sustainability Plan Action Items for July-December 2008 12/17/08

ACTION	PERSON RESPONSIBLE	DUE DATE	STATUS	% COMPLETE	DONE
Develop a Buyer's Guide template that can be used for future contracts.	Jan: Melissa/ Tim T	8/31/08	Complete – NICE JOB!	100	✓
Develop a new procedure for the IT operations of users and technicians.	Bret: IT Council	8/31/08	Complete – NICE JOB!	100	✓
Analyze state fleet portfolio and develop a strategy which arrests the growth of greenhouse gases in fleet operations by 2010.	Jan: Jessica/ Jim D	9/1/08	Complete – NICE JOB!	100	✓
Complete a comprehensive review of renewable potential in DAS buildings.	Elin/Robin	10/31/08	Behind schedule. Moved to 2009 action items.	0	
Highlight sustainability at 2008 "Partners in Public Procurement" conference and in other forums for procurement managers.	Jan: SPO	10/31/08	Complete – NICE JOB!	100	✓
Create a tool and process for divisions to utilize in making decisions about IT purchases.	Bret/Julie/Dugan	10/31/08	Behind schedule. Bret and Dugan coordinating next steps.	75	
Review and comment on proposed legislation related to climate change, water, and energy for the 2009 session in the ISCN.	Elin	11/30/08	Complete – NICE JOB!	100	✓
Finalize the Sustainable Procurement and Operations policy.	Elin	11/30/08	Behind schedule. Under Exec Staff review. New timeline from 8/30/08.	95	
Update the resource conservation policy to incorporate new industry trends, including implementing "dark" buildings and reducing plug loads.	Elin/Robin: Randy G/Phil T	12/31/08	Behind schedule. Draft complete and under review. New timeline from 10/31/08.	75	
Analyze the IT power management software tools and consider their adoption in DAS.	Dugan/Bret	12/15/08	Analysis complete – NICE JOB!	100	✓

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Increase review of utility bills for DAS buildings to investigate anomalies.	Elin/Robin	12/31/08	On track – researching 3 <sup>rd</sup> party bill processing	75	
Create an interactive campaign to re-energize recycling efforts in DAS buildings.	Elin/Robin	12/31/08	On track	75	
Investigate online collaboration tool for potential use by employees to share car rides or other.	Julie/Bret/Dugan	12/31/08	On track	0	
Create five tenant resource conservation committees in DAS buildings.	Elin/Robin	12/31/08	Complete – NICE JOB!	100	✓
Design and construct a “solar” carport at the Pendleton State Office Building.	Elin/Robin: Lee W/Ross W	12/31/08	On track	80	
Increase the percentage of alternative fuel vehicles to 34 percent.	Jan: Jim D	12/31/08	Complete – NICE JOB!	100	✓
Investigate all kinds of alternative vehicles for viability in state fleet.	Jan: Jessica/ Jim D	12/31/08	Complete – NICE JOB!	100	✓
Participate in the Governor’s electric car work group, which will convert hybrids to electric cars for use in DAS and other agencies’ fleets.	Elin/Jan: Jim D	12/31/08	On track. All 11 cars have been converted to PHEV’s and training is scheduled.	95	
Hold a “power management” forum.	Dugan/Bret	12/31/08	Complete – NICE JOB!	100	✓

## Sustainability Plan Action Items for January-June 2009 6/17/09

### July-December 2008 outstanding action items

ACTION	PERSON RESPONSIBLE	DUE DATE	STATUS	% COMPLETE	DONE
Create a tool and process for divisions to utilize in making decisions about IT purchases.	Bret	10/31/08	Behind schedule. Bret working on next steps.	75	
Update the resource conservation policy to incorporate new industry trends.	Elin/Robin: Randy G/Phil T	12/31/08	Complete and posted 4/29/09	100	✓
Create an interactive campaign to re-energize recycling efforts in DAS buildings.	Elin/Robin	Original date 12/31/08 – 5/15/09	Behind schedule. Jessica working with fellow MBA students.	90	

### January-June 2009 NEW action items

	ACTION	PERSON RESPONSIBLE	DUE DATE	STATUS	% complete	DONE
1	Monitor the new compost pilot program at the Portland State Office Building.	Elin/Robin: Alison	3/31/09	Complete. Pilot program a success, and may expand.	100	✓
2	Obtain third party utilities bill paying.	Elin/Robin: Alison	3/31/09	Behind schedule. Contract nearly complete and ready to send LPB.	90	
3	Ensure all DAS divisions are participating in the Office Max sustainability program.	Elin/Jan	4/30/09	Complete. Good job!	100	✓

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5	Investigate Sustainability Portfolio Management software.	Elin/Dugan	4/30/09	Behind schedule.	15	
6	Develop a metric to track the success of RPN as a resource for state government procurement staff.	Elin/Jan	4/30/09	Complete in 2/09 by Greg Hopkins.	100	✓
7	Develop metric to track effectiveness of Network.	Elin	Original date 5/15/09 – 6/30/09	On track.	20	
8	Develop a plan and design for electric car plug-in stations.	Elin/Robin	5/15/09	Complete in 2/09. Waiting to implement w/fed stimulus money.	100	✓
9	Develop a lessons learned document from current Green Teams.	Elin/Robin	6/30/09	On track.	25	
10	Eliminate 10 percent of paper junk mail that arrives to the workplace. Develop a plan to increase this to 100 percent of paper and e-mail junk mail by 2011.	Elin/Jan: P&D	6/30/09	On track. Elin brainstormed with P&D and Mail Services is compiling data.	20	
		Elin/Jan: P&D	6/30/09			
11	Create sustainability training modules.	Elin/HRSD	6/30/09	On track. Sust. module updated for classes. iLearn module in 5/09.	75	
12	Create two Green Teams in DAS buildings.	Elin/Robin	6/30/09	Complete. DOJ & Library.	100	✓
13	Develop plan to pilot a third party solar project on a DAS building in 2009.	Elin/Robin: Alison	6/30/09	On track. ETO solar working group drafting RFP.	50	
14	Support related legislative bills.	All	6/30/09	On track. Sust Prog tracking 40+ bills.	85	
15	Create a plan to “market” the EMS to other state fleets.	Jan: Brian King/Sara	6/30/09	On track. Sara developed a presentation and will give it to FMAC.	75	
16	Continue to investigate all kinds of alternative fuel vehicles for viability in state fleet and prepare an annual report of process.	Jan: Brian King	6/30/09	On track. Ongoing.	70	
17	Determine if solid ink printers are EPP and recommend requirements for use.	Elin/Dugan	6/30/09	On track. Elin working w/EISPD, SPO & Xerox.	80	
18	Review process for special procurements and determine if it can be used as a tool to increase environmentally-preferred product purchases.	Jan: Dianne	6/30/09	On track. SPO convened a team to develop the special procurement.	100	✓
19	Participate in at least one “green supplier” forum.	Jan: Dianne	6/30/09	Complete. SPO participated in innovative reverse vendor show in Chicago in 3/09.	100	✓
20	Statewide power management activities.	Jan/Dugan	6/30/09	On track.	60	
21	Document a 15 percent reduction in servers at SDC since 2007.	Julie	6/30/09	Complete. Julie sent report to Elin in March 09.	100	✓
22	Set defaults for two-sided printing and copying and phase out old machines.	Bret: TSC	6/30/09	On track.	10	

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23	Develop plan to replace non-Energy Star compliant PCs.	Bret: TSC	6/30/09	On track. Bret wondered if it also includes non-essential equipment?	30	
24	As a Network, participate in legislative activities during the 2009 session.	Elin: Network	6/30/09	On track.	85	
25	Tie into existing metrics to track state agency participation in MWESB and QRF statewide price agreements for social sustainability indicators.	Elin/Jan: Dianne	6/30/09	On track. Annual QRF report given to Elin. No existing metrics for MWESB tracking.	100	✓

## June 2009 – carry over from previous action items

	ACTION	PERSON RESPONSIBLE	DUE DATE	STATUS	% complete	DONE
1	Implement “dark” buildings to reduce plug loads.	Elin/Robin: Randy G/Phil T	From Jul-Dec 08 12/31/09	Phil and Randy working on a pilot and federal stimulus grant results.	5	
2	Investigate online collaboration tool for potential use by employees to share car rides or other.	Dugan/Elin: Jessica	From Jul-Dec 08 12/31/09	Jessica working on pilot for ISCN and we'll determine if broader works.	10	
3	Create five Buyer Guides.	Jan: Dianne	From Jan-Jun 09 10/31/09	On track. Buyer guide drafts started. Waxie 100%; Coastwide 90%. Input take-back provisions of new WSCA ags for computers in a buyers guide.	25	
4	Develop a plan to increase tracking on price agreements for EPP and local products.	Jan: Dianne/Greg H.	From Jan-Jun 09 11/30/09		5	
5	Develop a plan and metric to increase the DAS employee charitable contributions by 10 percent a year.	Elin/Robin: Fred	From Jan-Jun 09 12/31/09	Elin talked w/Fred & Nole, but needs CFD Coord participation.	5	
6	Review the applicability of refurbished systems furniture in DAS projects.	Elin/Jan/Robin	From Jan-Jun 09 12/31/09	Brian King investigating. Warranty issue?	5	
7	Increase number of staff who telework at least one day a week by 10 percent.	Elin/HRSD	From Jan-Jun 09 12/31/09	Elin talking w/HRSD.	5	
8	Facilitate a meeting of state agencies who routinely transport large shipments statewide.	Jan: Brian King	From Jan-Jun 09 12/31/09	Brian King talking w/agencies to schedule meeting.	5	
9	Ensure Network link with the Oregon Sustainability Board on new initiative around ecosystem services.	Elin	From Jan-Jun 09 12/31/09	On track, but due date bumped back for results of SB513.	5	