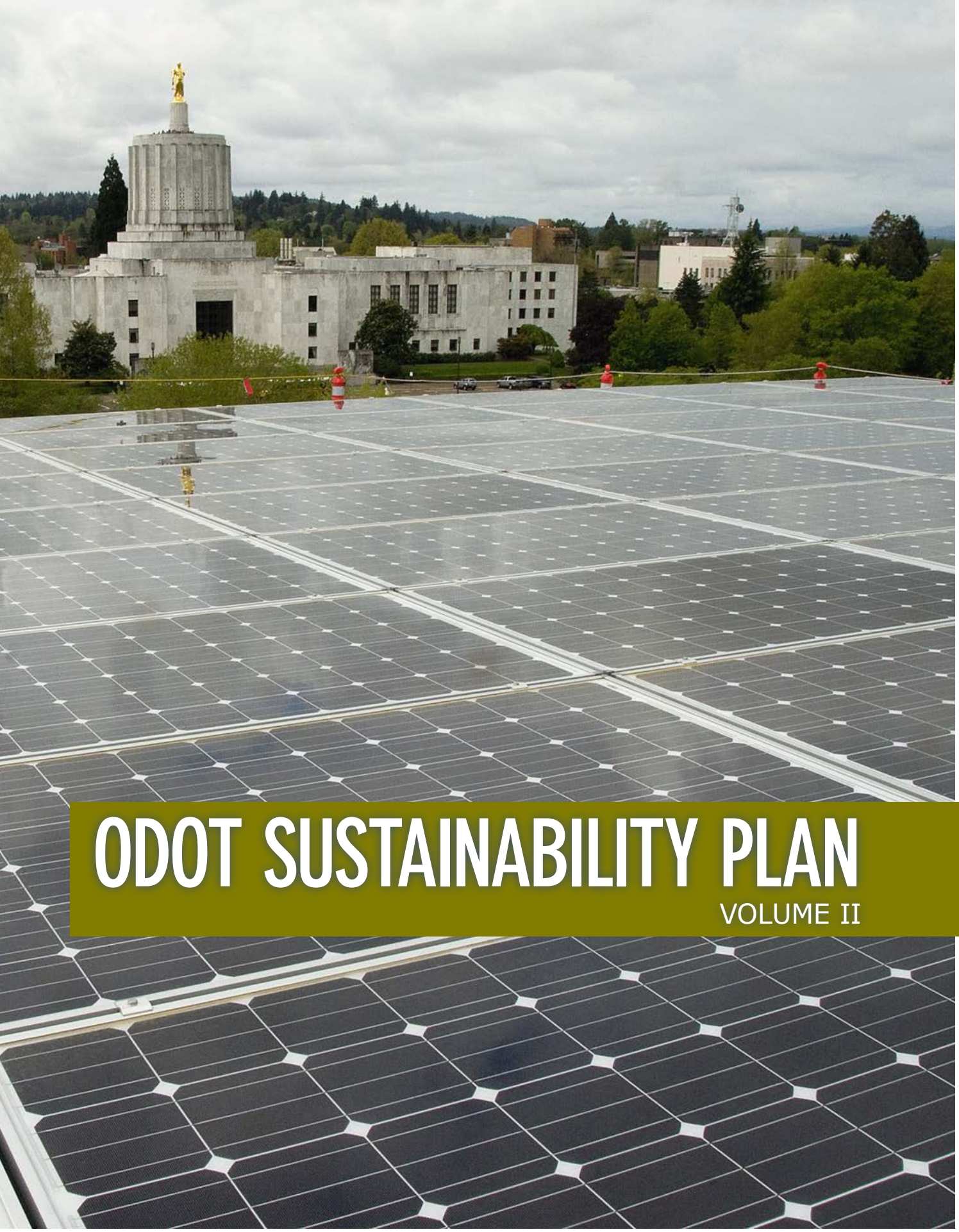

ODOT SUSTAINABILITY PLAN

VOLUME II

SUSTAINABILITY MANAGEMENT FRAMEWORK
FOR ODOT'S INTERNAL OPERATIONS

ODOT SUSTAINABILITY
ACCESS • ACTIVITIES • ASSETS

ODOT SUSTAINABILITY VOLUME II
REVISION HISTORY

Revision	Date	Revision Description	Originator
1	October 2010	Originial	Margi Bradway
2	July 2012	Update I	Liz Hormann
3	November 2015	Update II	Geoff Crook

EXECUTIVE SUMMARY

ODOT's Sustainability Plan (Volume II) was created pursuant to the 2001 Oregon Sustainability Act. In 2000 and 2003, Governor's Executive Orders were issued to support and drive specific sustainability strategies within state government operations. These Orders directed state agencies to hire program coordinators, develop plans, and work to incorporate sustainability into government practices.

Role of the Sustainability Plan

Volume II addresses the management of ODOT's internal operations towards sustainability. This plan complements Volume I which set forth the overall context and vision for sustainability at ODOT. Since its completion in 2010, ODOT has made great strides in implementing many of its sustainability strategies and has demonstrated progress towards its goals.

Volume II presents goals and strategies across several topic areas focused on economic, environmental, and social values. The Goals provide a clear set of long and short-run targets and expected outcomes. Strategies outline the various actions that will be taken by Lead Work Groups across the agency to work toward the goals. Performance measures have been established to enable the agency to track its progress towards these goals,and to evaluate trends and highlight successes. The Plan is used by ODOT managers and staff in decision-making, purchasing, construction, operations and maintenance of facilities as well as other daily routine activities.

Update Process

Sustainability at ODOT is an iterative process where goals and strategies are understood to change and evolve over time. This is one of the reasons that the ODOT Sustainability Council and the Sustainability Program committed to updating Volume II of the Plan every three years.

The ODOT Sustainability Council is an internal group of managers and subject matter experts representing a variety of functional areas across the agency. The Council meets regularly to provide direction and oversight to the Plan and Program, lead and champion new initiatives, and recommend policy and practice changes to the Director. A list of Council members is listed at the end of this Plan.

Through this 2015 update the agency has re-evaluated the goals, strategies, and performance measures in Volume II and made appropriate changes. These changes address new requirements and take into account our current work practices and ways to build capacity to achieve our goals. The update makes adjustments where challenges exist in work processes, or where collecting meaningful data has been difficult. For example, in several areas ODOT has surpassed its short-run goals, so new goals have been established. In others sections, new goals and performance measures were needed to respond to external mandates.

The Sustainability Program has reached out to the Lead Work Groups for each section—the key business lines, managers, and staff for each of the sub-focus areas addressed in Volume II. This has ensured that the updated Plan reflects new realities, is applicable and appropriate, and that strategies are consistent and actionable. This collaboration allows for further communication and engagement, and leads to better integration of sustainability. When business lines are a part of goal and strategy development they are more likely to be successful implementers.

Based on our meetings with the Lead Work Groups, Volume II was revised and is

reviewed by the Sustainability Council. The final version of the update is approved by ODOT's Director. This process takes place every three years.

Making Progress

Another key piece in the continued development and implementation of Volume II are the annual *Sustainability Progress Reports.* These annual reports began in 2010 and are meant to highlight some of the sustainability activities and projects that occurred over the prior calendar year. Importantly, the Progress Reports assess the performance measures in Volume II and progress towards meeting the agency's sustainability goals. For a comprehensive look at ODOT's progress in meeting its sustainability goals, readers should view the annual Progress Reports on the Sustainability web site.

http://www.oregon.gov/ODOT/SUS/pages/index.aspx

Plan Update Highlights

The Goals, Strategies, and Performance Measures are the main elements and foundation of ODOT's Plan. Since the Short-run Goals cover a three year period, this is where most of the changes have been made as new goals have been established out to 2018. Some sections, such as Building Energy Use, or Small Business Program, have seen substantive changes made to all section elements. Other sections, such as Employee Safety, or High Performance Major Facilities, have seen either minor or no revisions at all based on the input received from program leads.

The 2012 Plan did not include Performance Measures for all sections. Several sections of this update include entirely new Measures, while three sections, (Electronic Purchasing and Waste, Siting of Major Facilities, and Life Cycle Costs) the agency has placed measures on hold until more research can be done and processes established to implement and collect needed data. The Environmentally-Preferred Products section was redefined to be broader than the prior "Office Supplies" focus area. The Local Purchasing focus has been separated from the "Small Business Program," since these are distinct program and focus areas with differing policy drivers and work groups.

A significant driver for revisions to the Plan was the issuance of Governor's Executive Orders and other policy directions concerning energy and water usage, and policies and practices concerning sustainable procurement.

Many changes have been made to the Plan relative to the last edition. The table below reflects an overview for where substantive changes have been made for each of the Plan elements across the focus areas.

2015 Plan Update-Summary of Substantive Changes Made to Plan Elements

(Shaded areas indicate where Section elements have been revised or changed)

Focus Area	Long-Run Goals	Short-Run Goals	Strategies	Preformance Measures	New Mandates/ State Agency Metric
Greenhouse Gas Emissions					X
Building Energy Use				New	X
Fleet Fuel Use					X
Employee Transportation Options					
Waste and Recycling at Major Facilities				New	
Environmentally Preferred Products (was "office supplies")				New	X
Paper Use					X
Electronics Purchasing and Waste				Postponed	
Landscaping and Stormwater at Major Facilities					
Maintenance Environmental Management Systems					
Hazardous Material and Custodial Chemicals				New	X
Water Use at Major Facilities					X
Siting of Major Facilities				Postponed	
High Performance Major Facilities					
Local Purchasing					
Small Business Program (new section)					
Life Cycle Costs				Postponed	
Workforce Diversity					
Employee Retention and Development					
Employee Safety					
Employee Wellness					

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STRUCTURE OF THE SUSTAINABILITY PLAN

The Oregon Department of Transportation (ODOT) is a leader in sustainability. From the use of biofuels in its fleet to putting solar panels on right-of-ways, ODOT practices sustainability in its day-to-day operations. At ODOT, sustainability is providing for current needs without sacrificing the needs of future generations.

In September 2008, ODOT released Volume I of the Sustainability Plan. Volume I provides the overall vision for ODOT's sustainability efforts. ODOT has come to realize that while individual sustainability projects at ODOT have been very successful, exemplary stewardship requires a comprehensive plan. To that end, this plan contains both statewide strategic goals and indicators.

This Plan sets goals, strategies and performance measures for ODOT's internal operations, such as its facilities and fleet. Operationalizing sustainability means pursuing a combination of paths to get down to practical, operations level actions that can be directed, measured, tracked over time, and improved upon.

Volume II does not address ODOT's operation and management of the broader transportation system such as roadway, design, traffic, right-of-way, contracting; these areas will be addressed through other programs or sustainability initiatives.

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INTRODUCTION

The Oregon Sustainability Act of 2001 (ORS 184.421) defines sustainability as using, developing and protecting resources in a manner that enables people to meet current needs while providing for future generations to meet their needs, from the joint perspective of environmental, economic and community objectives.

This plan is created pursuant to the 2001 Oregon Sustainability Act. On May 17, 2000, Governor Kitzhaber issued Executive Order No. EO 00-07, calling for a sustainable strategy in internal state government operations. On June 12, 2003, Governor Kulongoski issued Executive Order No. EO 03-03, created to support and drive the goals of the Oregon Sustainability Act, and asking every state agency to incorporate sustainability into government practice.

The Oregon Sustainability Board has also encouraged activities that best sustain, protect and enhance the environment. This includes working with the Interagency Sustainability Coordinators Network (ISCN) which helps agencies integrate sustainability within their core operations and missions. ODOT participates on the ISCN which is a valuable resource for both improving—and communicating—our success in sustainable agency operations.

As the statewide transportation agency, ODOT's mission is to provide a safe, efficient transportation system that supports economic opportunity and livable communities for Oregonians. ODOT is striving to operate sustainably, and to be responsible for the impacts of its transportation operations and activities on its workforce, the environment, and the planet. The goals and strategies to address these impacts are the focus of Volume II.

Volume II addresses the management of ODOT's internal operations towards sustainability. It complements Volume I which presents the overall context of sustainability at ODOT and defines the seven focus areas. The Sustainability Plan also marks the progress that has been made to incorporate sustainability into agency operations. The plan will be used by ODOT managers and staff in decision-making, purchasing, construction, operations and maintenance of facilities as well as other daily routine activities.

Volume II presents overall goals and broad strategies. The goals provide explicit longrange and short-range targets. Strategies outline the actions that will be taken to work toward the goals in the next two to five years.

Sustainability is doing business with an eye to the triple bottom line—economy, community and environment. Oregon state government must define sustainability, produce goals within state government to achieve sustainability, identify challenges to achieving sustainability and measure our performance based on sustainability.

—Oregon Governor Kulongoski, June 17, 2003, EO 03-03

This document is organized into the following focus areas, described in more detail in Volume I. The organization of these focus areas reflects the agency's internal management structure:

- Energy/Fuel Use and Climate Change
- Material Resource Flows
- Environmental Stewardship
- Land Use and Infrastructure
- Economic Health
- Social Responsibility/Workforce Well-Being and Development
- Health and Safety

As described in Volume I, the multiple goals and strategies of sustainability must be balanced against and complement each other.

How Goals and Strategies Were Developed

The sustainability goals and strategies for ODOT's internal operations were developed through discussions among the project team, and the managers and staff of the affected areas. They reflect the direction of existing ODOT programs, policies, and plans, the Governor's executive orders and agenda, and state legislation. They are often a continuation or an enhancement of current ODOT practices.

Updated goals and strategies were prepared in collaboration with managers and staff throughout ODOT. The ODOT Sustainability Council reviewed and commented on proposed changes and revisions were made accordingly.

The Goals

The goals are the roadmap to implementing sustainability throughout ODOT. Goals in this plan are specific to the focus areas and represent both long-term and short-term objectives.

Many of the goals reflect existing statewide goals such as energy efficiency and water use reduction goals, and the greenhouse gas reduction goals of ORS 468A.200-226. In other cases, ODOT program managers developed the goals. Although the agency may not achieve every goal, simply by focusing attention on trying to achieve the goal, ODOT will move beyond what would have been achieved in a business-as-usual scenario.

Strategies

Strategies focus on essential actions needed to reach the goals. The plan will primarily be implemented through these actions. Usually the strategies are oriented to actions to be taken in the next two to five years. More detailed actions are in current work plans or will be in future work plans.

Many of the strategies benefit more than just the focus area where they are listed, such as with strategies for energy conservation, fuel use, and employee commuting, all which help support reduction in greenhouse gas emissions.

Performance Measures

Performance measures ensure that ODOT's progress on sustainability can be measured over time.

Performance measures will allow ODOT to:

- Measure success
- Quantify progress toward the goals
- Recognize strategies that need improvement
- Be accountable to the public, Oregon Transportation Commission, Governor's Office, and the Oregon Legislature.

Although every effort was made to select performance measures where information already exists, some of the data required to adequately measure ODOT's progress is difficult to collect. In other cases, new processes need to be put into place to gather these data.

There are many difficulties inherent in data collection in a large, decentralized, and diverse organization. The scope of the organization — 4,700 employees spread all

over the state, 3,800 motorized vehicles, more than a thousand buildings of many different types — means that identifying and aggregating relevant data can be a substantial challenge.

Since Volume II was first released, the Sustainability Program in consultation with key lead groups have made significant strides in performance measure reporting. Most significantly ODOT Financial Services in consultation with the Transportation Environment Accounting and Management System (TEAMS) Structure Group, updated TEAMS so that the system can better track expenditures by facility, and in turn help track some of the performance measures in Volume II.

Beginning in 2015, ODOT Facilities also plans to utilize ENERGY STAR Portfolio Manager to collect, track and report facility-level data based on these TEAMS records. This process should increase our ability to capture consistent, accurate and informed reporting around energy savings, water usage, and greenhouse gas emissions reductions.

Some of the performance measures are part of work plans; others are new. This plan attempts to balance the desire for a comprehensive set of performance measures now with the realities of data collection. Because of changing circumstances and the ability to collect certain data, the performance measures themselves may change. Future versions of the Sustainability Plan may include new or updated performance measures once data streams have been set up and baselines are established.

State Enterprise Sustainability Metrics

In March 2015, the Oregon Sustainability Board (OSB) expressed the need for a consistent set of metrics to measure and track sustainability progress by state agencies. ODOT participated through the Interagency Sustainability Coordinators Network (ISCN) in discussions with Department of Administrative Services (DAS) and other agencies to establish a suite of statewide sustainability metrics. These metrics focus on resource conservation (building energy, waste management, and water use), transportation (fleet fuel emissions), and procurement (purchase of sustainable materials). These metrics will be added to all agency sustainability plans and will provide OSB with a foundation to measure progress in state agency operations over time.

An important goal of this initiative was to minimize the level of effort and capture data that was already being collected by state agencies, as much as possible. As such, all but one of these metrics (sustainable procurement) was already included in ODOT's Sustainability Plan.

This Plan update fully incorporates the new OSB metrics, and applicable sections have been revised to meet the intent of these broader OSB reporting goals. ODOT will continue to work with the ISCN group and DAS to ensure our data collection and reporting is consistent with the expectations of the OSB.

Implementation and Lead Work Groups

Lead Work Groups are to implement the plan and track progress towards goals through the use of performance measures. These work groups are responsible for collecting data and for implementing best practices to ensure that goals are attained.

The Business Side of Implementation

Sustainability planning requires an integrated systems approach to design and decision-making. This process should be integrated into the organization, adapting business systems and enhancing internal collaboration and communication. This approach will reward and encourage longterm thinking, innovation, creativity and recruitment and retention of employees. The intangible benefits of a sustainability program act as core value drivers to the organization, enhancing health and safety, and diversity.

Sustainability strategies can produce significant cost reductions. Recycling, waste and water reduction programs can reduce costs and carbon all along the supply chain. Energy efficiency improvements and use of renewables can reduce carbon emissions and help demonstrate cost savings and return on investment. And increased efficiency in material use can create more value with less environmental impact.

Some strategies will reduce consumption, such as turning off computers and lights and double-siding printing. Some will have payback periods that are relatively short term, such as new refrigerators and energy efficient vehicles and facilities. Other strategies represent long-term changes that may be more difficult to implement and to calculate environmental savings, such as telecommuting and increased use of transit, walking and bicycling to work. Strategies involving energy efficiency may include opportunities to recoup costs through grants or cash incentives.

The specific actions for implementing sustainability strategies and their budget impacts will vary from Region to Region and program to program. Each Region and program will need to consider the most cost-effective and appropriate means and timing for implementation. Recent experience in implementing sustainability strategies shows long-term savings if greater capital costs are invested in the short-term. For example, ODOT has proven success in lowering its energy bills by installing more-efficient lighting systems, like LED lights and induction lights.

Definition of Major Facilities

When the term "major facility" is used in this document, it means any facility owned or leased by ODOT that is an administrative, support services or maintenance building with 50 or more regular occupants.

FOCUS AREAS

The goals and strategies in Volume II are divided into seven focus areas. These are, in no priority order:

- Energy/Fuel Use and Climate Change
- Material Resource Flows
- Environmental Stewardship
- Land Use and Infrastructure
- Economic Health
- Social Responsibility/Workforce Well-Being and Development
- Health and Safety

These focus areas are comprehensive and cover the major sustainability issues involving ODOT and the state transportation system. They mirror those used by other large organizations. Some of the focus areas will be most effectively addressed directly by ODOT while others may need to be addressed by other agencies, jurisdictions or the private sector with ODOT's support. The goals and strategies in Volume II are directed at responsibilities, programs and activities related to ODOT's internal operations. The content of each focus area in Volume II reflects the agency's internal management structure.

A Note about Project-Level Design and Construction

Noticeably missing from the focus areas is ODOT's project-level design and construction practices. ODOT constructs, maintains and improves roadways, bridges and multi-use paths. These activities require ODOT to work with a wide-range of stakeholders; therefore these activities are both internal and external to ODOT. Sustainability in project-level design and construction will be addressed through independent pilot programs, projects, or initiatives. ODOT plans to reconvene its Sustainability in Project Delivery Committee to address how sustainability can be better integrated and tracked through the project delivery process.

1. ENERGY/FUEL USE AND CLIMATE CHANGE

The State of Oregon is taking steps to address the goals of mitigating the impacts of climate change and solving the national problem of dependence on foreign oil. ODOT recognizes that transportation sources in Oregon generate over a third of greenhouse gas emissions in the state and contribute to dependence on foreign oil.

ODOT is actively working toward reducing the amount of greenhouse gases emitted by its operations and the transportation sector by collaborating with others to develop innovative responses, minimizing energy use in facilities, increasing fuel efficiency and use of low carbon fuels in the fleet, and encouraging employees to reduce their commuting energy use.

This focus area is divided into the following sub-areas:

(1.1) Greenhouse Gas Emissions
(1.2) Building Energy Use (Electricity and Natural Gas)
(1.3) Fleet Fuel Use
(1.4) Employee Transportation Options

(1.1) GREENHOUSE GAS EMISSIONS

Introduction

ODOT is a major user of fuel and electric energy. Inherent in ODOT's operations is the release of greenhouse gases (GHG). To be sustainable, ODOT is rethinking the way fuel and electricity are used for its fleet and facilities. The agency is striving to reduce its greenhouse gas emissions by 1) reducing consumption of energy and fuel, and 2) using renewable energy, and alternative fuels and vehicles.

In 2007, the Oregon Legislature passed a statute to reduce greenhouse gas levels from 75 percent below 1990 levels by 2050. Under this directive, ODOT has taken major steps to reduce its energy used by fleet and facilities. For example, ODOT uses biofuels to run its fleet and is on target to meet the Governor's goal of a 20 percent reduction in energy use by 2023. The agency is also on track to meet State goals for biofuel use and energy conservation.

ODOT will continue to use the DAS emissions reports to capture and report fuel use for state-owned vehicles and associated GHG. Starting in 2016, the Oregon Sustainability Board will also receive this data in their annual report. There are no new goals or targets associated with the statewide metric, however agencies generally agree that overall reduction in fuel use may be appropriate. A long-term goal may be to track heavy vehicle emissions

Related Policy Mandates

The Climate Change Integration Act (ORS 468A.205) created specific green- house gas emissions reduction goals for the state:

- By 2020, achieve greenhouse gas levels that are 10 percent below 1990 levels.
- By 2050, achieve greenhouse gas levels that are at least 75 percent below 1990 levels.

OTP Strategy 4.1.2 encourages the development and use of technologies that reduce greenhouse gases.

The Oregon Statewide Transportation Strategy (STS) was developed as part of a larger effort known as the *Oregon Sustainable Transportation Initiative (OSTI)*, an integrated statewide effort to reduce GHG emissions from Oregon's transportation sector. The effort is the result of two bills passed by the Oregon Legislature, *House Bill 2001 (2009)* and *Senate Bill 1059 (2010)* which were crafted to help meet state GHG reduction goals set forth in Oregon Revised Statute 468a.205. The STS is a state-level scenario planning effort that examines all aspects of the transportation system, including the movement of people and goods, and identifies a combination of strategies to reduce GHG emissions. *http://www.oregon. gov/ODOT/TD/OSTI/Pages/STS.aspx*

Making Progress:

Implementing strategies from Volume II of the Sustainability Plan will help ODOT reach its goal of reducing its overall greenhouse gas emissions. Read the annual Progress Reports on the ***Sustainability web site.***

and installation of Electric Vehicle charging stations.

Lead Work Groups

- Central Services—Facilities Services
- Maintenance and Operations Branch—Fleet Services
- Financial Services

Long-Run Goal

1. Achieve greenhouse gas levels produced from energy used by ODOT's fleet and facilities that are 75 percent below 1990 levels by 2050.
2. Continue to work towards reaching 10 percent emissions reduction below 1990 levels by 2020.

Short-Run (2018) Goals

1. Achieve at least a 5 percent reduction in GHG emissions through energy conservation at major facilities.
2. Establish a baseline and two-year trend for GHG emissions resulting from energy use at ODOT's largest facilities (greater than 5,000 square feet).

Strategies

- Collect data and develop best practices in areas that influence GHG emissions reductions.
- Assess ODOT's carbon footprint from internal operations and measure progress on a yearly basis.
- Use ENERGY STAR Portfolio Manager to consistently track GHG emission reductions from facility energy use and conservation activities.

Performance Measure

1. Total greenhouse gas emissions from ODOT's building, energy, and transportation (fuel) sources.

(1.2) BUILDING ENERGY USE

Introduction

ODOT's goal is to reduce energy consumed in the day-to-day operations of its facilities. ODOT is working to implement Oregon's 10-Year Energy Action Plan. A primary goal of

this plan is to reduce the energy consumed in state-owned buildings by 20 percent over 10 years. The plan states that by auditing and retrofitting buildings, energy use will be reduced. ODOT is looking at ways of reducing consumption through use of energy efficient technology and implementing energy conservation programs.

In 2013, ODOT partnered with the Energy Trust of Oregon to implement Strategic Energy Management (SEM). SEM is a three year pilot effort focused on continuous improvement in energy management practices. ODOT Facilities initially enrolled three buildings: Region 2 (Buildings A and B on the Salem East Campus) and the Mill Creek Building in Salem. ODOT's participation in SEM is setting a new course for how the agency reviews its operations, sets goals and targets, and tracks and reports facility energy use and cost savings. In 2015, the program was expanded to include the Materials Lab, Building K, and DMV headquarters in Salem, and the Flanders Building in Portland. In the years ahead, the goal is to expand the program to many of ODOT's other major facilities and large energy consumers statewide. To be successful we will need to develop facility level best practices, and effectively engage employees and management.

Energy data tracking is focused on major facilties owned by ODOT. It is important that we conduct outreach efforts and track performance in our leased facilties, however the agency has fewer options to be able to retrofit or otherwise make sustainability investments in these facilties. Energy performance in leased facilities is also not tracked by the Department of Energy for purposes of meeting our long-run savings goals.

Lead Work Groups

- Central Services—Communications, Facilities Services
- Maintenance and Operations Branch
- Conservation and Alternative Resource Teams (CARTs)

Related Policy Mandates

ORS 276.900 states that "It is the policy of the State of Oregon that facilities to be constructed or purchased by authorized state agencies be designed, constructed, renovated and operated so as to minimize the use of nonrenewable energy resources and to serve as models of energy efficiency."

OAR 330-130 prescribes procedures to minimize energy use in new and renovated facilities designed and constructed by state agencies; guidelines for implementing these procedures are given in the State Energy Efficient Design (SEED) Program Guidelines. Oregon's 10-Year Energy Action Plan states "The State Building Innovation Lab will ensure that Oregon reduces energy consumption in all state-owned buildings by 20 percent over the next ten years." ODOT is tracking its energy use in coordination with the Department of Energy (ODOE) to ensure we meet this commitment by 2023. As of this update, energy reporting is now being captured at the building level and provided to ODOE through the data platform EPA Portfolio Manager. Energy data in calendar year 2015 will become the baseline against which any further energy use reductions are measured. The Oregon Sustainability Board will also receive this data in their annual report beginning in 2016.

ODOT's Energy Management Policy commits the agency to using strategic energy management tools and strategies in order to track and report energy use, and inform agency operations, investments, and best practices at its facilities.

Long-Run Goals

1. Reduce energy consumption in ODOT facilities 20 percent by 2023.
2. Identify opportunities to track renewable energy produced and acquired by ODOT through utility companies.

3. Expand the use of the strategic energy management practices to a greater number of facilities statewide consistent with ODOT's Energy Management Plan.

Short-Run (2018) Goals

1. Reduce energy use by at least 6 percent on average (as tracked through ENERGY STAR Portfolio Manager).
2. Achieve a 10 percent energy reduction in all SEM pilot buildings.
3. Establish energy teams in all SEM pilot buildings.
4. Prepare outreach materials targeting facilities energy savings and best practices.
5. Develop an Energy Management Plan to help guide ODOT's overall energy management practices for all facilities.
6. Establish a process to track and report renewable energy projects at applicable facilities using ENERGY STAR Portfolio Manager.

Strategies

- Implement ODOT's Energy Management Plan.
- Explore renewable power alternatives in electrical purchasing and production.
- Generate renewable energy on-site where appropriate.
- Prioritize existing buildings for energy conservation retrofits.
- Use Energy Star equipment.
- Switch lighting fixtures to more efficient lights, reduce light levels where appropriate, and use day lighting and task lighting.
- Use standby and power saving modes in equipment and copiers.
- Optimize facility operations and maintenance practices, such as management supported building occupancy standards for heating and cooling.
- Raise energy efficiency awareness across the organization and educate employees on energy conservation practices.
- Conduct regular energy audits at SEM pilot facilities.
- Actively use ENERGY STAR Portfolio Manager as an energy tracking and reporting tool.

Performance Measures

1. Building level Energy Use Intensity (EUI) per square foot per year.

(1.3) FLEET FUEL USE

Introduction

ODOT's Fleet Section is actively working to meet state goals for fuel efficiency and increase the use of alternate and low carbon fuels and sustainable transportation techniques to operate its light fleet and

heavy fleet equipment, including over 3,850 motorized vehicles and equipment. ODOT continues to research and incorporate state-of-the-art technology in its fleet to make it more efficient.

Lead Work Groups

- Fleet Advisory Committee
- Maintenance and Operations Branch—Fleet Services
- Maintenance Leadership Team

Long-Run Goals

1. Gasoline/ethanol: 25 percent of the gasoline used by the fleet vehicles will be E-85 equivalent by 2025.
2. Biodiesel: 100 percent of the diesel used by state government's fleet vehicles will be B-20 equivalent by 2025.
3. Purchase renewable biofuels that have a low-carbon lifecycle.
4. By 2025, 100 percent of passenger sedans owned or leased will be alternative fuel vehicles such as hybrid, electric, CNG, propane, biofuel or best in class.
5. By 2025, incorporate anti-idling technology into all new ODOT's mid and heavy duty gas and diesel trucks.
6. By 2025, have all ODOT's class 6, 7, and 8 diesel on-road trucks meet a minimum of 2007 federal emission standards.
7. By 2025, have 40 percent of off road diesel vehicles meet a minimum of 2014 federal off-road diesel emissions standards.

Short-Run (2018) Goals

1. Gasoline/ethanol: Make 15 percent of gasoline used by fleet vehicles be E-85 equivalent by 2018.
2. Biodiesel: Make 35 percent of diesel used by fleet and equipment vehicles be B-20 equivalent by July 2018.
3. No later than July 1st 2018 all new passenger sedans vehicles purchased or leased will be alternative fuel vehicles such as hybrid, electric, CNG, propane, biofuel or best in class.
4. Continue to incorporate alternative fuel vehicles such as electric, hybrid, and biofuel technology, and alternative fuel infrastructure into other Fleet vehicles and equipment.
5. Use anti-idling technology in 30 percent of ODOT's diesel on-road light to heavy duty trucks by 2018.
6. Continue recycling programs for Used Highway Features and a contract to hydro-strip aluminium sign blanks.

Strategies

- Increase use of alternative fuels, taking into account life-cycle costs.
- Increase the use of hybrid and electric vehicles and equipment.
- Increase average fuel efficiency of the fleet.
- Carry out utilization studies to ensure size of fleet supply meets demand.
- Purchase and install idling reduction in trucks.
- Incorporate fuel efficiency operating techniques in new employee training for fleet users.

Related Policy Mandate(s)

Oregon's Renewable Energy Action Plan (REAP) mandates the following use of biofuels: 10 percent of the gasoline used by state government's fleet vehicles will be E-85 by 2010, increasing to 25 percent by 2025; 25 percent of the diesel used by state government's fleet vehicles will be B-20 by July 2010, increasing to 100 percent by 2025.

SB 536: Allows state agencies to install Electric Vehicle supply equipment (EVSE) at state owned or controlled facilities and use to the public employees.

- Develop ways to incentivize fuel conservation at the crew manager or individual driver level.
- Switch out incandescent bulbs to LEDs on maintenance equipment such as arrow boards and variable message signs.
- Phase out diesel generators where alternatives (e.g. solar-powered equipment) exist.

- Use car-sharing services such as "Zipcar" in Portland and other metro areas as feasible.
- Work with retail (i.e. non-bulk) suppliers to increase availability of biofuels.

Performance Measures

1. Total biodiesel and other alternative fuel use as percent of total fuel use.
2. Total number of trucks using anti-idling technology as a percent of total truck fleet.
3. Hybrid, best-in-class high-mileage vehicles, and gasoline vehicles using alternative fuels as percent of all passenger sedans.

(1.4) EMPLOYEE TRANSPORTATION OPTIONS

Introduction

ODOT encourages its employees to maximize their transportation options for the commute to work and work-related travel. Currently, like the general public, the majority of employees drive alone to work. The goal is for ODOT employees to measurably reduce their overall workrelated single occupancy vehicle-trips (SOV).

ODOT will reduce its impact on the environment by encouraging and providing assistance to employees for the use of alternatives such as walking, biking, carpooling and vanpooling, teleconferencing, telework, and fuel efficient/low emission vehicles. Employees will also benefit in terms of time and money savings, and improved health and well-being.

Lead Work Groups

- Central Services - Human Resources
- Transportation Development Division
- Public Transit Division
- Communications Division

Long-Run Goals

1. In employee commutes, achieve greenhouse gas emission levels that are 10 percent below 1990 levels by 2020.
2. In employee commutes, achieve greenhouse gas emission levels that are at least 75 percent below 1990 levels by 2050.

Short-Run (2018) Goals

1. Reduce drive alone commutes trips by 5 percent from 2013 levels.
2. Reduce overall annual commute VMT for employees by two percent from 2013 levels.
3. Increase use of Conferencing Solutions by 10 percent from 2013 levels.
4. Reduce SOV use for work related travel to meetings and conferences by 10 percent from 2013 levels.
5. Increase the number of monthly transit pass payroll deduction subscribers.

Related Policy Mandates

ODOT Policy PER 18 (Telecommuting) endorses telecommuting as a work option for selected employees; the policy states that "when appropriately applied, such practice can benefit both the Department and the employee in improved employee performance, enhanced employee morale, reduced commuting miles, and reduced air pollution and traffic congestion."

OTP Strategy 2.1.1 promotes transportation demand management including van/carpools, parking management programs, telework, flexible work schedules, and use of transit service, bicycling and walking.

2015 Oregon Transportation Options Plan (TO Plan). The TO Plan is one of several statewide transportation mode and topic plans that further refine and implement the Oregon Transportation Plan's (OTP) goals, policies, strategies, and key initiatives. The purpose of the Plan is to establish a vision and policy guidance that integrates transportation options in local, regional, and state transportation planning, programming, and investment. *http://www.oregon.gov/odot/td/tp/pages/toplan.aspx*

Making Progress:

Since 2011, Drive Less Connect, a state-of-the-art software system that allows users to seek ride matches for commuting and personal trips, went online. Serving Oregon, Washington and Idaho, this one-stop database is an excellent rideshare tool.

Strategies

- Dedicate the resources needed to conduct regular Employee Commute surveys of ODOT staff.
- Develop a system of Employee Transportation Option Coordinators or use Conservation and Alternative Resource Teams (CARTs) throughout the agency to encourage use of carpooling, public transit, walking, bicycling, and telework.
- Work with DAS to re-initiate the free transit pass program for employees in Salem and Portland.
- Educate human resource representatives on employee commute options.
- Provide preferential parking for employees using carpools/vanpools, hybrid, low-emission, and/or alternative fuel vehicles.
- Provide protected bike parking and shower facilities for staff.
- Provide state-of-the-art technologies for employee use when working at home or meeting with staff at other facilities (e.g. video conferencing and similar technologies).

Performance Measures

1. Percent of employees that participate in the monthly transit pass payroll deduction program.
2. Use of video and web conferencing solutions for meetings.

2. MATERIAL RESOURCE FLOWS

Sustainability involves not only making facilitiess and vehicle use energy efficient, but also purchasing materials and equipment that are energy efficient and environmentally friendly, recycling and reusing them whenever possible, and finally selling or disposing of them in an environmentally-responsible manner. These are ODOT's goals.

This focus area is divided into the following sub-areas:

(2.1) Major Facility Waste Minimization and Recycling
(2.2) Environmentally-Preferred Products
(2.3) Paper Use
(2.4) Electronics and Computer Purchasing and Waste

(2.1) MAJOR FACILITY WASTE MINIMIZATION AND RECYCLING

Introduction

ODOT works to reuse and recycle all materials from its operations, this includes paper, plastics, glass, and even metal highway signs. When the useful life of equipment or other materials is over, they can be recycled, reused or sold for further material recovery, and thus keeping material out of landfills. ODOT strives to report on its solid waste and recycling in state buildings, however data collection is difficult. The Oregon Sustainability Board is interested in establishing a statewide metric in this area, however as of 2015, no near term actions for solid waste tracking and reporting have been set. This focus area was recognized as too varied and complex across the agencies. Overtime, new goals may be needed to reflect new information or as data collection improves.

Lead Work Groups

- Central Services—Facilities Services
- Maintenance and Operations Branch—Fleet Services
- ODOT Building Managers

Related Policy Mandates

ODOT Policy ADM 06-02 (Recycling) is aimed at achieving state recycling goals focused on conserving and protecting natural resources; the policy ensures that state-owned property and materials are reduced, reused, and then recycled as appropriate.

DAS Policy 107-011-010 (Resource Conservation) identifies resource conservation and cost saving measures and establishes guidelines to promote the practice of resource conservation including water, energy, recycling, and waste prevention. Although this policy only applies to DAS employees and facilities, it provides useful best practices for ODOT's operations.

ORS 459A is the state law relating to materials' reuse and recycling. Under the law ODOT must comply with DAS guidelines and rules for the generation and collection of solid waste.

Long-Run Goal

1. Work toward achieving a 100 percent recycling or reuse at all major facilities (i.e. zero unusable or non-recyclable material generated from major facilities) by 2036.

Short-Run (2018) Goals

1. Initiate a composting pilot program in one or more major facilities.
2. Research opportunities and barriers to recycling at all major facilities.
3. Coordinate with Garten Services to help estimate waste disposal volumes at major facilities in the greater Salem area.

Strategies

- Ensure that all possible paper, cardboard, metals, glass and plastics are recycled.
- Provide convenient and easily identifiable recycling options at rest areas.
- Actively promote recycling and communicate regularly with staff.
- Screen materials purchased for their ability to be recycled.
- Provide battery recycling in all major facilities.
- Send used toner cartridges back to their manufacturer or to local reuse merchants.
- Work with DAS to ensure that its statewide price agreements include low waste packaging and recyclable components where appropriate.
- Perform recycling and waste audits at ODOT's major facilities.

Performance Measures

1. Recycling volumes in major facilities.

(2.2) ENVIRONMENTALLY PREFERRED PRODUCTS AND SERVICES

ODOT's goal is to increase the percentage of sustainable products purchased, reduce our carbon footprint through coordinated deliveries, and reduce unnecessary waste by minimizing excess packaging or using biodegradable packaging. ODOT will continue to work with DAS to develop sustainability criteria and appropriate ways to expand environmentally preferred product options.

ODOT procurement policies, practices and guidance may be amended to include preferences for low-toxic and recycled products that are designed and manufactured in a sustainable manner, consistent with the principles of "green chemistry." Where daily or on-demand deliveries were being made, several ODOT facilities are now choosing a more coordinated delivery schedule. Efforts will continue to encourage more facilities to participate in coordinated delivery schedules. The agency is also reducing unnecessary waste by using reusable totes and right size boxes for delivery of supplies instead of standard cardboard boxes.

Over time, these strategies will increase ODOT's use of environmentally preferred products and have a material effect of decreasing the agency's carbon footprint. As required by EO 12-05, DEQ, Business Oregon, and DAS will develop specific guidance for metrics, data collection, and reporting in consultation with interested agencies. In the meantime, ODOT will endeavor to track its purchasing of environmentally-preferred products as is feasible.

Starting in 2016, the Oregon Sustainability Board will receive information on ODOT's procurement activity as part of a statewide metric. Although there are no statewide goals, most agencies have their own internal goals and policies. Agencies are encouraged to use DAS and vendor procurement reports, and information from Green Chemistry guidelines to capture purchasing activity for environmentally-preferred products. Over time, new goals may need to be set as data collection and reporting improves. It is anticipated that DAS will provide a leadership role in establishing new data collection systems and reporting processes.

Lead Work Group

- Central Services—Procurement Office and Facilities Services
- Individual Business Lines or Business Managers

Long-Run Goal

1. Achieve 100 percent participation by identified facilities or locations in coordination of supply deliveries to reduce carbon emissions.
2. Achieve 80 percent participation by regular order points in using the waste reducing practices of reusable totes, right size boxes, or other practice which results in reducing waste from deliveries.
3. Work with DAS to develop sustainability criteria for a range of purchases and explore ways to expand environmentally-preferred product options.

Related Policy Mandates

ODOT Policy ADM 06-02 (Recycling) states that ODOT purchasing policies shall "promote the use of products that produce the least amount of waste, have a high-recycled content, and are produced through environmentally sound methods; promote the use of biodegradable or durable and repairable products; create and sustain markets for environmentally sound products; take into account life-cycle costs and environmental impacts; reflect a preference for minimal packaging that can be returned to vendors, or can be recycled at no cost to the state."

ORS 279A gives agencies the ability to apply a "preference to the procurement of goods manufactured from recycled materials."

Executive Order 12-05 created the Green Chemistry Innovation Initiative. This Order is focused on encouraging the design and use of chemicals, materials and products that are benign by design, and safer and more efficient and sustainable through their lifecycle. Through the initiative Agencies are to:

a. Build awareness.
b. Be provided innovation tools.
c. Strengthen demand.
d. Be informed through an Interagency Toxics Reduction Strategy.

DAS Statewide Policy on Green Chemistry Procurement Guidelines (107-009-0080-PO). These guidelines were required by the management directive of Executive Order 12-05. The purpose of the policy is to revise state procurement practices and reduce toxic chemicals of concern in products procured by the state agencies and used by their contractors.

Short-Run (2018) Goal

1. Affect the sustainable practices used under office supply price agreements by restricting unsustainable purchases or encouraging more sustainable options when purchasing.
2. Develop sustainable purchasing guidance, best practices and outreach materials for use by facility managers, agency buyers, and regular order points.

Strategies

- Enhance coordination between the Procurement Office, Sustainability Program, and other affected ODOT Divisions in order to implement best practices and increase environmentally preferred purchasing.
- Encourage and actively engage different facilities or office locations to coordinate routinely scheduled deliveries in order to reduce the agency's carbon footprint.
- Encourage vendors to use reusable totes or right sized boxes for reduction of waste in delivering supplies.
- Work with DAS to designate environmentally preferred product criteria for office supplies and other commodities.
- Work with vendors holding mandatory price agreements to help ODOT highlight and expand the purchase of environmentally preferred product options.
- Pursue Value-Added procurements (ORS 367.800-824) through the Oregon Innovative Partnerships Program.

Performance Measure

1. Amount of "green" office supplies and equipment purchased by ODOT or provided by contractors.

(2.3) PAPER USE

Introduction

ODOT's goal is to reduce the use and waste of paper by encouraging use of electronic means for information sharing and storage. When paper is needed, the goal is to use paper with higher recycled content, use it on both sides (when appropriate), and recycle it when its use is completed.

Lead Work Group

- Central Services—Procurement Office
- Individual Business Lines or Business Managers

Long-Run Goals

1. Maintain a downward trend in the amount of paper purchased.
2. Meet an 85 percent weighted average post-consumer recycled content goal.

Short-Run (2018) Goals

1. Educate employees about sustainability practices and influence practices which serve to maintain a downward trend in the amount of paper purchased.
2. Set policy in ODOT for purchase and use of at least 30 percent post consumer recycled content and track the progress towards that goal.

Strategies

- Promote the business case for printing paper on both sides.
- Develop sustainable paper criteria for additional factors related to sustainability (i.e. post-consumer content, chlorine content, sustainably harvested wood, and low impact fiber).
- Promote electronic archiving and retrieval of records.

- Encourage a culture of awareness around paper use.
- Maximize use of electronic media where effective and appropriate.
- Ensure widespread access to duplex printing and copying capabilities.
- Promote alternative methods for delivering training to reduce use of paper.
- Convert manuals and other paper intensive documents to online versions in order to reduce the amount of paper used.
- Explore collecting data from the State Record Center regarding storage of archived paper documents (demonstrating the increased use of electronic archiving).
- Reduce amount of solely paper based forms.

Performance Measures

1. Quantity of printer/copier paper purchased by ODOT.
2. The weighted average of postconsumer recycled content of printer/copier paper purchased.
3. Annual total for DAS Copy Center costs.

Related Policy Mandates

ODOT Policy ADM 06-02 (Recycling) requires ODOT to promote the use of products with a high recycled content, to undertake two-sided copying and printing, and to use technologies such as e-mail, voice-mail, and electronic publishing to reduce paper use.

ORS 279A states that "no less than 35 percent of state agency procurements of paper products may be from recycled paper products."

(2.4) ELECTRONICS AND COMPUTER PURCHASING, USE, AND WASTE

Introduction

ODOT procures computers, laptops and related equipment from mandatory use state price agreements with a number of vendors; these agreements are executed by the DAS State Procurement Office.

A requirement of the contracts is that all hardware meet specific sustainability certifications. These products must meet the most recent set of U.S. Environmental Protection Agency's and Department of Energy's Energy Star guidelines.

The state price agreements specify that the contractor must provide electronic products that minimize the use of toxic and hazardous constituents, and provide products that use recycled content and can easily be recycled. Information Systems (IS) indicates that all of the standard IT hardware that ODOT purchases is Energy Compliant.

In 2016, ODOT will retain an office equipment firm to provide Managed Print Services. This service will reduce the overall number of printers the agency operates and will help make some significant positive changes across the agency resulting in more sustainable practices. Fewer printers will help us cut down on paper usage, and eco-friendly devices will use less power, have lower emissions, require less space, and use fewer supplies. It is also anticipated that managed print services will result in greater cost savings, worker efficiency, and equipment reliability.

Lead Work Group

- Information Systems Branch
- Individual Business Lines or Business Managers

Long-Run Goals

1. Continue to purchase only desktop and laptop computers that meet DAS standards as set forth in the price agreements.
2. Continue to dispose of all information technology (IT) hardware according to industry best practices with maximum feasible recycling and reuse of components.

Short-Run (2018) Goals

1. Continue to inventory all existing desktop and laptop computers that do not meet EPEAT Silver standards, and target them for replacement.
2. Formalize the policy for PC life cycle and rotation use.
3. Monitor new technology for PC power consumption systems and control.
4. Track and report on the use of Managed Print Services using sustainability metrics related to its implementation.

Strategies

- Monitor and ensure compliance/ alignment with the DAS E-Waste Policy.
- Explore additional options to improve handling of E-waste to include:
  - Vendor take-back opportunities for IT equipment
  - Sale to third party for verified use
  - Disposal through third parties whose recycling and disposal processes are certified and well-documented
- Monitor implementation of Managed Print Services.
- Continue to research and purchase equipment that is more durable and upgradable and has longer useful life.
- Consider the feasibility of thin-client architecture.

3. ENVIRONMENTAL STEWARDSHIP

This focus area goes to the heart of ODOT's responsibility and commitment to maintaining and operating the agency's facilities in a sustainable, environmentally-sensitive manner. ODOT's environmental stewardship includes protecting watersheds and landscapes from harmful chemicals and hazardous waste, reducing water use, and protecting air quality. It also includes protecting employees and the public from indoor air pollution.

The focus area is divided into the following sub-areas:

(3.1) Site Landscaping and Stormwater at Facilities
(3.2) Maintenance Yard Environmental Management
(3.3) Hazardous Materials and Custodial Chemicals Used in Facilities
(3.4) Water Use at Major Facilities

(3.1) SITE LANDSCAPING AND STORMWATER AT FACILITIES

Introduction

To be more sustainable, the goal for new site landscaping at ODOT facilities (that have landscaped areas) is to use noninvasive, drought tolerant, low-maintenance plants, with a preference for native plants. Choosing these plants will minimize water use, chemical use and energy used for maintenance needs such as mowing and weed control. Furthermore, to minimize pesticide and herbicide use, the agency prefers alternative plantings and removal practices, such as hand weeding, wherever feasible.

ODOT's goal is to minimize contaminants from ODOT facilities. The Maintenance and Operations Branch works with Maintenance Districts to identify practices at maintenance yards that have potential to contribute pollutants to stormwater. Significant efforts have been made at maintenance yards to reduce pollutant contributions by modifying site drainage, implementing source control, and installing water treatment systems. At offices and other non-maintenance facilities, parking lots have the highest potential for introducing contaminants into stormwater.

Lead Work Groups

- Central Services—Facilities Services
- Maintenance and Operations Branch
- Technical Services—Geo-Environmental

Long-Run Goals

1. If landscaping is needed or required, landscape all new and existing major facilities with non-invasive and low maintenance plants, with a preference for native, drought tolerant plants.
2. Develop and implement stormwater management plans for maintenance yards.
3. Set up equipment at major facilities to collect and utilize rainwater by 2030, where feasible.

Short-Run (2018) Goals

1. Develop a manual of best practices for stormwater management at ODOT office facilities.
2. Develop stormwater management strategies for new parking lots subject to redesign.
3. Eliminate all non-essential landscaping projects that require long-term irrigation.
4. Install signs within facilities that encourage water conservation.
5. Develop stormwater management plans for moderate priority maintenance yards in National Pollution Discharge Elimination System (NPDES) Phase 1 and 2 communities.

Related Policy Mandate

ODOT Policy ADM 06-02 (Recycling) states that ODOT shall "Plan, build, and maintain buildings and grounds for least environmental impacts; Use vegetation and grounds practices that are environmentally sound; Employ environmentally sound pest management."

Strategies

- Use xeriscaping native or native, non-invasive, drought-tolerant plants in new landscaping.
- Use pervious or permeable concrete.

Performance Measures

1. Number of landscaping projects at new or renovated major facilities that include native, non-invasive, drought-tolerant plants.

(3.2) MAINTENANCE YARD ENVIRONMENTAL MANAGEMENT

Introduction

ODOT's Maintenance Yard Environmental Management System (EMS) was initiated in 2004 to provide best management practices (BMPs) for the storage, use and handling, and disposal of materials typically used and found at maintenance yards. The EMS is an extremely comprehensive program for ODOT's facilities and includes BMPs for hazardous waste management, in addition to solid waste and waste water.

ODOT's Maintenance Spill Control and Containment (SPCC) Program provides safeguards to protect waterbodies from accidental spills of fuels and oil as required by federal Environmental Protection Agency regulations. Many of ODOT's maintenance yards have barrels of oil and bulk tanks on the grounds to ensure that crews are able to do their work effectively. This efficiency comes with the added responsibility to ensure that materials are safely stored.

Lead Work Groups

- Maintenance and Operations Branch—Fleet Services

Related Policy Mandate

ODOT Policy MAI 31 (Environmental Management of ODOT Maintenance Facilities) sets up principles that guide the management of Department highway maintenance facilities toward improvements in environmental stewardship, sustainability, and compliance with state and federal laws.

Long-Run Goals

1. Fully implement the EMS program at maintenance yards.
2. Update the EMS program on a regular basis to reflect changes in laws, regulations and policies as needed.

Short-Run (2018) Goal

1. Maintain a 95 percent statewide average implementation (or greater) of the "must" BMPs in the EMS seven priority procedures.

Strategies

- Offer training programs to ODOT employees on the EMS.
- Encourage employees to take time to learn the EMS.
- Recognize and/or reward employees who successfully implement EMS.
- Identify systemic issues with implementing the EMS program and identify resources to address them.

Performance Measure

1. Percent measure of maintenance yards following the "must" BMPs in the seven priority procedures of EMS program.

(3.3) HAZARDOUS MATERIALS AND CUSTODIAL CHEMICALS USED IN FACILITIES

Introduction

ODOT strives to reduce the use of hazardous chemicals and materials in its facilities, where feasible. This includes the use of custodial chemicals and paints and finishes that are harmful to indoor air quality. When planning to remodel or construct new major facilities, the agency examines air quality options, including the appropriate level of air exchange to ensure air quality and to ensure that air quality is a part of any eco-friendly design.

ODOT also implements DAS policy intended to reduce hazardous materials and custodial chemicals used in its operations. Through the Green Chemistry Procurement Guidelines, this policy supports agencies in developing sustainable purchasing and procurement specifications and fostering continual improvement. ODOT will continue to incorporate sustainable options into its buy decisions and procurement methods. ODOT's Maintenance Environmental Management System (EMS) provides a solid foundation upon which to improve and enhance agency practices in this area. The Sustainability Program will also work with Procurement, Facilities, and Safety in meeting the goals in this section from a broader agency perspective.

Related Policy Mandate

Executive Order 12-05 created the Green Chemistry Innovation Initiative. This Order is focused on encouraging the design and use of chemicals, materials and products that are benign by design, and safer and more efficient and sustainable through their lifecycle. Through the initiative Agencies are to:

a. Build awareness.

b. Be provided innovation tools.

c. Strengthen demand.

d. Be informed through an Interagency Toxics Reduction Strategy.

DAS Statewide Policy on Green Chemistry Procurement Guidelines (107-009-0080-PO). These guidelines were required by the management directive of Executive Order 12-05. The purpose of the policy is to revise state procurement practices and reduce toxic chemicals of concern in products procured by the state agencies and used by their contractors.

Lead Work Groups

- Central Services—Office of Procurement and Facilities Services Branch
- Office of Employee Safety and Risk Management
- Maintenance and Operations Branch and Fleet Services
- Facility Managers

Long-Run Goal

1. Use products, materials, and application procedures that pose the least risk to humans and the environment while achieving the desired result.

Short-Run (2018) Goals

1. Continue to track the amount of hazardous waste generated at each maintenance yard and truck shop, with the goal of maintaining conditionally exempt status under federal laws.
2. Evaluate practices used at maintenance yards, including ODOT's three heavy equipment truck shops, to clean equipment parts. If applicable, identify less hazardous parts cleaning options.
3. Document use of "green" janitorial supplies in ODOT major facilities, and other office facilities as appropriate.

Strategies

- Use cleaning chemicals approved by organizations like Environmental Choice and Green Seal when feasible.
- Educate employees about hazardous materials that are identified as posing an unacceptable risk to human health.
- Increase overall awareness, education and access to environmentally preferred product alternatives at all facilities.
- Promote use of mandatory statewide price agreements for "green" janitorial supplies.
- Include requirements in janitorial contracts for ODOT office facilities for contractor to use "green" janitorial supplies.
- Post a Request for Information (RFI) on ORPIN to seek information from vendors about greener alternatives to hazardous chemicals commonly used at ODOT.

Performance Measure

1. Amount of hazardous waste generated at each maintenance yard and truck shop each year, with the goal of maintaining conditionally exempt status under federal laws.
2. Amount of "green" janitorial supplies purchased by ODOT through price agreements or provided by janitorial contractors.

(3.4) WATER USE AT MAJOR FACILITIES

Introduction

Over the course of 2015, Oregon experienced its fourth straight year of drought, with 67 percent of the state facing extreme drought conditions. ODOT is doing its part to address conservation at its facilities and in its operations, and plans to implement a Water Conservation Action Plan that will reduce non-essential water use in buildings and landscape irrigation.

Lead Work Groups

- Central Services—Facilities Services Branch
- Director's Office—Communications Division
- Maintenance and Operations Branch

Making Progress:

The renovation of the Transportation Building in Salem includes a rain-water collection and grey water system for reusing water to flush toilets and irrigate the landscaping.

Long-Run Goals

1. Reduce non-essential water use by 15 percent or more at ODOT facilities by 2020, over a 2014 water year baseline.
2. Optimize essential water use for ODOT's operations.
3. Promote and sustain a culture of water conservation.
4. Establish water usage targets based on building type and use.

Short-Run (2018) Goals

1. Curtail or end the non-essential use of water for landscaping and other exterior features of buildings and grounds.
2. Place signs and other messaging within buildings to encourage employees to reduce non-essential water use.
3. Explore use of ENERGY STAR Portfolio Manager for tracking and reporting facility-level water usage data.
4. Formulate a leak assessment plan for ODOT Facilities.
5. Develop and implement best management practices that will be captured and reported annually.
6. Set new water reduction objectives and timeframe beyond 2020 by July 2018.
7. Adopt new or modified drought tolerant landscape design alternatives by December 2018.

Strategies

- Implement ODOT's Water Conservation Action Plan.
- Use low-flow fixtures in new construction and major renovations of major facilities.
- Switch out water fixtures in existing major facilities to low-flow alternatives where feasible.
- Undertake rainwater harvesting pilot projects where appropriate.
- Use xeriscaping or drought tolerant plants in new landscaping.
- Develop and deploy water conservation education and outreach materials that increase employee awareness and provide for recognition and accountability.

Performance Measures

1. Total reduction in non-essential water use (gallons) at major facilities.

Related Policy Mandates

ORS 184.423 states that "State operations should be conducted in ways that significantly increase the efficient use of…water."

OTP Strategy 4.1.1 calls for practicing stewardship of air, land and water.

Executive Order No. 15-09 directs state agencies to plan for resiliency to drought, and to meet the challenge that a changing climate brings. The Order calls on ODOT to take a series of immediate and short term actions with the goal to reduce nonessential water consumption by 15 percent or more on average across state-owned facilities on or before December 31, 2020. ODOT will coordinate with Oregon Water Resources Department and the Governor's Office as it tracks and reports progress towards these goals. Starting in 2016, the Oregon Sustainability Board will also receive this data in their annual report.

4. LAND USE AND INFRASTRUCTURE

When ODOT builds new facilities or remodels existing facilities, the agency can reduce its carbon footprint by reducing energy use and using sustainable materials. This focus area includes siting facilities so that they are easily accessible, meet energy efficiency standards, and are resilient to natural hazards.

This focus area is divided into the following sub-areas:

(4.1) Siting of Major Facilities
(4.2) High Performance Major Facilities

(4.1) SITING OF MAJOR FACILITIES

Introduction

New major facilities should be located in a manner that supports compact land use and encourages employees to reduce commuting and travel energy. State policy calls for siting state offices and other facilities when feasible in central business areas that are highly accessible to the public and that have pedestrian and transit services. Sustainable facility siting should also consider resilience to natural hazards, such as rising sea levels, landslide hazards, and seismic and tsunami risks.

Siting facilities in urban centers encourages the use of walking, bicycling and transit services by both ODOT staff and members of the public. ODOT's goal is to site major facilities in both large and small urban centers except when the operations of the facility, such as a maintenance station or rest area, are incompatible with the urban center. Maintenance stations, for example, involve dust, noise and 24-hour lighting that may be inappropriate for an urban setting unless sited within industrial zones. Siting maintenance stations outside of urban centers has been found to increase the cost and complexity of their development.

Lead Work Group

- Central Services—Facilities Services Branch
- ODOT Regions

Related Policy Mandates

DAS Policy 125-6-115 (Facility Siting) states that "agencies shall…locate state offices, and other facilities, when feasible… in or surrounding the central business district of "cities," and the "capitol area"… or other areas which are designated as urban centers…and are highly accessible to the public, have fully developed pedestrian circulation system(s), and have high quality transit service."

Executive Order 94-07 (Siting State Offices in Oregon's Community Centers) states in part, "State facilities, and state agencies' use of space, shall serve to strengthen Oregon's cities and their central districts by conserving existing urban resources, using existing infrastructure and services, and encouraging the development and redevelopment of central business districts and other mixed-use centers.

OTP Strategy 4.3.6 calls for considering the proximity and availability of public transportation when siting public facilities and services.

Long-Run Goal

1. Ensure that all major facilities, new and existing, provide for access to consumer-focused business services and access to alternative modes.
2. Ensure that new facilities on the Oregon coast are sited outside of designated tsunami hazard zones.

Short-Run (2018) Goal

1. Ensure that all new major facilities provide for access to consumer-focused business services and access to alternative modes of transportation.

Strategies

- Locate major office facilities easily accessible to a concentration of stores, restaurants and businesses unless specifically exempted.
- Use parking and transit subsidies provided to staff to ensure equity (e.g. if parking is provided at no charge, provide similar benefits to transit and bicycle users).
- Utilize site selection tools and checklists to inform sustainable siting decisions (such as the ODOT Maintenance Site Selection Review Checklist).

(4.2) HIGH PERFORMANCE MAJOR FACILITIES

Introduction

ODOT recognizes that optimizing the performance of its buildings is essential to achieving economic and environmental benefits. Sustainability efforts are being integrated into the design of all new facilities and into major renovations. In addition to meeting the required State Energy Efficiency Design (SEED) and LEED guidelines, cost-effective innovative technologies are being investigated and incorporated into new and existing facilities.

Lead Work Group

- Central Services—Facilities Services Branch
- ODOT Regions

Long-Run Goal

1. Build or retrofit new and existing major facilities to meet certified LEED equivalent performance standards by 2030, where feasible.

Short-Run (2018) Goal

1. Explore options to build new major facilities to meet high performance standards for air, water, and energy use, beyond those required in SEED and 1.5 percent for green energy opportunities.

Strategies

- Use LEED high-performance standards and strategies in constructing or renovating major facilities.
- Use life-cycle cost analysis in construction and major renovation decisions.
- Use LEED high-performance criteria for major leased buildings in contract renewals.
- Track results and application of ODOT research for the construction of efficient, cost-effective and sustainable maintenance facilities.

Performance Measure

1. Number of non-exempt new major facilities that meet high-performance standards (LEED or SEED) or equivalent in accordance with other state agency criteria.

Related Policy Mandate

DAS Policy 125-6-010 (Sustainable Facilities Standards) requires design to a Leadership in Energy and Environmental Design (LEED) Silver rating for all new state-owned buildings, and a LEED Certified rating for all major state-owned building renovations.

Making Progress:

In 2013, the Region 4 Headquarters in Bend was built to LEED Silver design standards, and reflects the land use and livability values of the Bend community, using design elements that reflect the climate, culture, and local materials of the area.

5. ECONOMIC HEALTH

ODOT's purchasing decisions can contribute to Oregon's economy when the agency buys locally or uses life-cycle costing for major expenditures, making the economy and the agency's economic health more sustainable. Purchases can also support products that are environmentally-responsible.

This focus area is divided into the following sub-areas:

(5.1) Programs Affecting Local Purchasing
(5.2) Small Business Program
(5.3) Life Cycle Costs

(5.1) PROGRAMS AFFECTING LOCAL PURCHASING

Introduction

ODOT continues to explore ways to encourage purchasing locally to help improve the economic health of Oregon. The benefits of local purchasing include reduced transportation costs and vehicle emissions, local economic incentives, and business development.

ORS 279A allows agencies to give a preference for selection of goods that have been fabricated or processed, or services performed entirely in Oregon. Efforts to inform purchasers about this preferences may result in increased application, however ODOT does not have a system for tracking or reporting the use of this preference and whether or not it changed the outcome of the contract award. In addition, application of this preference is prohibited on purchases that include federal funds.

Another option explored is purchasing from Qualified Rehabilitation Facilities (QRF). To qualify as a QRF, companies must be nonprofit organizations providing vocational services and employment for Oregonians with qualifying disabilities. ORS 279 requires agencies to buy from QRF when products or services meet the agency's requirements. ODOT's ability to affect local purchasing through use of QRF is very limited. Some increase may be gained through an educational campaign to inform agency's purchasers about QRF requirements. Otherwise, ability to increase local purchasing through QRF could only occur if additional products or services become available through new or existing QRF.

One area that ODOT can affect local purchasing is goods or services that do not exceed $150,000. State requirements offer flexibility for either direct selection or seeking bids or proposals from a limited number of businesses. Agency has discretion to request bids or proposals from local businesses, and this is what often occurs. A barrier to gauging success is that ODOT does not have a system for capturing detailed information about these transactions, so we are not able to track progress or generate reports.

Until ODOT has resources for capturing and tracking detailed information related to local purchasing, efforts to affect local purchasing may continue but the outcome will not be reportable. Therefore, a performance measure has not be established for this focus area.

Related Policy Mandate

ORS 279A gives "preference to procuring goods that are fabricated or processed, or services that are performed, entirely within this state." (Refer to ORS 279A.128 for additional requirements.)

Lead Work Group

- Central Services—Procurement Office

Long-Run Goal

1. Develop criteria for "local purchase" that aligns with sustainability goals.
2. Make purchases that meet criteria for being local, where feasible and allowable.
3. Develop a system for tracking and reporting local purchases.

Short-Run (2018) Goals

1. Provide guidance to purchasers on appropriate use of preferences.

Strategies

- Support the development of criteria for defining "local", processes for accessing transportation impacts, remote production impacts, and local economic development impact by various definitions of local vendors.
- Participate in and foster the academic and practical discussions that result in the application of local purchasing practices and methods for tracking the purchasing information and reporting outcomes.

(5.2) SMALL BUSINESS PROGRAM

Introduction

The primary goal of the Small Contracting Program (SCP) is to provide a contracting mechanism for outreach to business entities. The SCP is a means to build effective working relationships with companies who can benefit from the knowledge and experience of working as prime on ODOT projects. ODOT staff can provide a mentor relationship with these companies, working with them to gain the skills required to be successful in contracting opportunities with ODOT.

ODOT also strongly encourages, and is committed to, the participation of Emerging Small Businesses (ESB) in contracting opportunities. The mission of the ESB Program is to create new and innovative contracting opportunities for Oregon's small business community. It's also a goal of the program to assist ESBs in overcoming barriers to participating in the state's extensive public contracting procurement programs. As with every program, ODOT's policy is not to discriminate on the basis of race, color, sex and/or national origin when awarding and administering those contracts.

As of 2015, ODOT was not meeting internal targets for direct payments to certified Minority-owned, Women-owned, and Emerging Small Business (MWESB). Over the last five years ODOT's percentage of direct payments going to MWESB businesses fell from 6 to 4 percent. A high priority Intermodal Leadership Team effort for 2016 is to evaluate the process and systems for how the agency currently engages with the MWESB community, and find ways to increase direct payments to those firms in accordance with ODOT's commitment and internal targets.

Related Policy Mandate

ORS 200.160 states that "the Oregon Transportation Commission shall appoint a committee to recommend plans whereby the Department of Transportation may assist emerging small businesses in overcoming barriers to participation in state public improvement and maintenance projects. The committee shall report biennially its recommendation to the commission and to the appropriate legislative committee."

Lead Work Group

- Director's Office—Civil Rights

Long-Run Goal

1. Have a consistent 6 percent target for small-business contracting each year.

Short-Run (2018) Goals

1. Utilize the Small Contracting Program (SCP) database, templates, and procedures and start tracking data for future goal setting types, services, design and construction.

Strategies

- Identify local vendors.
- Establish a database that includes a pre-qualified list of vendors for a variety of disciplines.
- Provide technical support/training to buyers so they utilize the SCP database.

Performance Measure

1. Percent of ODOT contract dollars awarded to disadvantaged, minority, women, and emerging small businesses.

(5.3) LIFE-CYCLE COSTS

Introduction

Life-cycle cost (LCC) is the total cost to the state of acquiring, operating, supporting, maintaining and (if applicable) disposing of items being acquired. For internal operations, ODOT uses LCC mainly for facilities construction and fleet purchases. ODOT will explore opportunities and methods for using LCC on more types of procurements. Eventually, ODOT will develop a measure to gauge its performance in this area once the tools, systems, and trainings are in place to implement LCC in a more comprehensive way across the agency.

Lead Work Groups

- Financial Services Branch—Cost Allocation
- Central Services—Procurement Office and Facilities Services Branch
- Branch Maintenance and Operations—Fleet Services
- Information Services Branch

Long-Run Goal

1. When appropriate, replace low bid contracting with best value LCC contracting, including deployment of comprehensive tools and training for purchasers and capital projects decision maker.
2. Develop a performance measure that gauges the efficacy of ODOT's LCC efforts.
3. Generate the general guidance, tools, best practices or training resources necessary to enable LCC for specific acquisitions.

Short-Run (2018) Goal

1. Identify opportunities where LCC analysis can be applied to specific product types, services, and construction.

Strategies

- Explore and evaluate where LCC can be applied to specific product types and services.
- Conduct research and identify existing LCC tools that could apply to ODOT.
- Provide LCC training to ODOT purchasers and capital projects decision makers.
- Track the successful use of LCC in Fleet Services, and look to other states that have LCC already in their procurement process.

Related Policy Mandates

ORS 184.423 states that "Investments in facilities, equipment and durable goods should reflect the highest feasible efficiency and lowest life cycle costs."

OTP Strategy 4.1.6 calls for using lifecycle costs in purchase of equipment and selection of materials.

6. SOCIAL RESPONSIBILITY/ WORKFORCE WELL-BEING AND DEVELOPMENT

ODOT must have a fully skilled, competent and diverse workforce to carry out its mission sustainably. As the number of retirements increase, ODOT must recruit employees with diverse backgrounds, retain the expertise of experienced employees, and develop employee skills to meet new challenges to the agency and the transportation system.

This focus area is divided into the following sub-areas:

(6.1) Workforce Diversity
(6.2) Employee Retention and Professional Development

(6.1) WORKFORCE DIVERSITY

Introduction

ODOT recognizes the economic, business and human rights value of diversity and actively pursues strategies for current employees, job applicants, and contractors to attain equity and equality in all employment and contractual opportunities offered by ODOT. It is good business sense and part of the agency's social responsibility. Due to the increasing number of retirements in the workforce, ODOT faces significant challenges to retain business and institutional knowledge and expertise within its ranks, while at the same time recruiting new employees with diverse experiences and backgrounds that will enable ODOT to be a successful employer of choice. ODOT will continue to employ and develop positive, creative and innovative tools for recruiting, achieving and supporting a diverse workforce to sustain its ability to carry out its transportation mission.

Making Progress:

The ODOT internal training curriculum includes Building Intercultural Competency which aims to improve the ability of ODOT staff to interact effectively with people of different cultures. As of June of 2015, over 5,500 employees had completed one the the three training modules since the start of the program in December 2010.

Lead Work Groups

- Central Services- Human Resources
- Diversity Council

Long-Run Goals

1. Move beyond number counting of protected classes to ensure a fully integrated and valued, diverse workforce for all "groups" — sustaining the workforce of tomorrow.
2. Achieve survey returns that indicate a positive working environment for all employees no matter how they define their diversity status.
3. Engage established affinity groups in welcoming and integrating new employees, regardless of their backgrounds, into their local work and social communities.
4. Reach benchmark (parity) for federally mandated protected classes based on county and statewide demographics.

Related Policy Mandates

ODOT Policy PER 09-04-01 (Diverse Workforce) states that "ODOT commits itself to deliberately achieve and maintain a diverse workforce that collectively values and benefits from respecting its diverse population, and promotes a culture of inclusiveness in all things and in all matters."

ODOT Policy PER 01-04 (Equal Employment Opportunity/ Affirmative Action) states that ODOT "shall value the principles of equal employment opportunities, affirmative action, and diversity…and shall proactively lead on issues of equality and diversity, and on the promotion of Equal Employment Opportunity and Affirmative Action."

ODOT's Affirmative Action Plan (2015-2017 Biennium) summarizes the policies, tools, guidance, goals, and responsibilities relating to affirmative action within the agency.

Short-Run (2018) Goal

1. Continue steady, incremental progress toward benchmark (parity) goals.
2. Implement structured interview and reference questions for potential employees which address the high value the Agency places on diversity and inclusion.
3. Continue offering Intercultural training for all employees at ODOT with the goal to have the majority of our workforce trained in all three modules.

Strategies

- Build a framework by which all agency employees can understand the intrinsic value that every individual brings to the workplace.
- Offer on-going and advanced education opportunities that provide increased understanding of the complexities of a multi-faceted and diverse workforce.
- Establish thresholds that encourage, support and promote on-going professional development tracks, increasing all employees' depth and breadth of perspective.
- Support the work of the Council for Diversity and Inclusion and Affirmative Action Plan goals.
- Continue and enhance those strategies and processes which encourage a variety of applicants to become a part of ODOT candidate pools, thereby ensuring a more diverse workforce for the agency.
- Partner with schools and universities to develop greater interest in math and science, thereby increasing potential for entry into technical and construction careers.
- Infuse diversity and inclusion into all aspects of the Agency's work (e.g. topics at team meetings, support of Diversity Action Teams, diversity questions as part of the interview and hiring process).
- Review the biennial Affirmative Action Plan.

Performance Measure

1. Employment demographics (age, race, sex, ethnic origin) compared to county workforce demographics.

(6.2) EMPLOYEE RETENTION AND DEVELOPMENT

Introduction

All organizations are faced with the challenges of retaining talent as competition continues to increase in virtually every skill set. Employees cite several key reasons for staying with an employer. The

top reasons include recognition by top management, strong working relationship with a direct supervisor, being listened to and having ideas accepted, skill utilization, training and development, fair and equitable treatment, and clearly stated and understood expectations. The case for talent retention includes several factors, perhaps most importantly maintaining institutional knowledge, bolstering in-house training resources, long-term cost reduction to the taxpayer and mentor/internship program successes for new employees. Taking these factors into consideration has allowed the agency to assess its strengths and strategies for more aggressive retention outcomes over the next several biennia. By sustaining employment, ODOT inherently becomes more sustainable. At the same time, as an agency, we must balance our retention plans with our concurrent goal of welcoming diverse employees into our workforce.

ODOT must provide opportunities for career development in order to have a fullyskilled and engaged workforce. The ODOT Workforce Development Policy identifies high-level training and development opportunities and financial resources that encourage career development in state service. The Human Resources Branch and business lines use internal and external resources to provide ODOT employees much of the training needed to perform their present jobs and continuously improve efficiency and productivity. In addition to providing needs assessment, course design and development, delivery and training contract administration, Human Resources also provides a learning management system that is used department wide for training administration, registration, recordkeeping, and reporting.

Lead Work Group

- Central Services—Human Resources

Long-Run Goals

1. Make key motivational factors such as work environment, quality and quantity of work, career development opportunities, managerial/ employee relationships, and related factors competitive with other public and private organizations.
2. Work toward providing 100 percent of employees the support and training they need to do their jobs and develop professionally.

Short-Run (2018) Goals

1. Decrease levels of annualized turnover for key job functions from the 2015 level of 20 percent and work to improve them.
2. Create additional training curricula and identify external sources for providing educational opportunities for employees' skill enhancement.
3. Further develop leadership skills in all agency employees, with a focus on the inclusion of workforce diversity.

Strategies

- Conduct employee satisfaction assessments.
- Analyze key motivational factors of the younger (35 and under) workforce and neo-retired (55 and older) identified in employee engagement surveys, and support organizational changes required to address those factors.
- Encourage employees to complete exit surveys candidly with confidentiality guaranteed.
- Ensure supervisor/staff disputes are dealt with by an independent party in an effective and equitable manner.
- Support alternate forms of accomplishing work including flexibility in time, location, and work structure.
- Meet the Oregon Progress Board benchmark of 50 percent of employees receiving at least 20 hours of training per year.
- Provide more training and professional development opportunities for employees who do not work in the Salem-Portland area.
- Ensure performance evaluations are

conducted annually, and increase the use of training and development planning tools so that 50 percent of all employees have an individualized employee development plan in place.

- Actively engage management in competency training that includes successful strategies of management, inclusion and generational differences, and emphasizes retention issues to facilitate a strong employee/supervisor bond and a welcoming and open work environment.
- Identify key job functions and undertake succession planning to provide training resources that ensure knowledge transfer and the sustainability of business knowledge and best practices.
- Support successful mentoring efforts by developing and publishing guidelines for mentoring.
- Develop and leverage partnerships with other agencies and educational institutions to maximize training courses offered and to reduce duplication of offerings.

Performance Measure

1. Percent of non-seasonal employees leaving the agency with less than five years of service.

Related Policy Mandate

ODOT Policy PER 14-04-01 (Workforce Development) outlines the resources available to employees to assist with performing the duties of their current position and to encourage their career development in state service.

7. HEALTH AND SAFETY

To carry out its responsibilities, ODOT needs a healthy workforce. Its employees, in return, need to be able to rely on a safe work environment that continuously reduces risk of injury. This is the basis for maintaining a sustainable workforce.

This focus area is divided into the following sub-areas:

(7.1) Employee Safety
(7.2) Employee Wellness

(7.1) EMPLOYEE SAFETY

The Highway Division Employee Safety program has been in existence since the early 1950s, and the current departmentwide safety and health program (Office of Employee Safety) since the 1980s; it was recently expanded to include the Office of Employee Safety and Risk to align with the DAS Risk Program. The program includes a safety policy, established safety programs, standards, and advisories. Division and Region Safety Action Plans identify specific activities and expectations related to safety, health, and risk management. The Sustainability Plan aims to enhance and further these programs.

One important element of employee safety throughout ODOT is ergonomics. The goal of ergonomics is to design the work task and the environment to fit the worker in order to avoid awkward body postures, such as over-reaching, and repetitive work. These place the worker at risk of injury. In addition, employees need to be educated to always use appropriate body mechanics to prevent musculoskeletal disorders.

Lead Work Group

- Office of Employee Safety and Risk Management

Long-Run Goal

1. Work towards having zero injuries on the job.

Short-Run (2018) Goal

1. Work towards achieving annual goals developed by the Safety Leadership Team to reduce injuries and risk exposures.

Strategies

- Continue to set annual goals in the Safety Leadership Team (SLT) Plan and

Making Progress:

In 2011, the ODOT Office of Employee Safety and Risk Management implemented a dashboard providing claims data and progress on leading safety indicators. Visit the ***ODOT Safety Indicator Dashboard.***

support annual safety goals of other divisions and groups at ODOT.

- Support each division's Safety Action Plans and provide regular review and updates.
- Encourage work areas to deliver Safety in Motion training or provide information to encourage employees to employ proper body mechanics in their daily tasks.
- Give all new employees an ergonomic assessment and evaluate ergonomics and perform assessments beyond those that work at office desks.
- Purchase equipment that addresses risk factors, attempting to recycle equipment that is fully serviceable and meets current ergonomic standards or using alternative products.

Related Policy Mandate

ODOT Policy PER 05 (Occupational Safety and Health) states that ODOT "is committed to a safe and healthy workplace through continuous improvement in safety and workforce management practices, incident prevention strategies, and compliance with all state and federal regulations. Safety is a fundamental responsibility of all employees and is integrated into every aspect of the Department's operations. The Department supports an environment that encourages all employees to improve safety and report concerns."

- Use a partnership of Central Services Division personnel, such as Information Systems, Facilities, ODOT Procurement Office, and the Office of Employee Safety when considering new computer equipment, and when constructing or remodeling facilities which will result in changes to employee workstations and lighting.
- Assess the success of employee safety strategies to help determine other informational or safety guidance needs.

Performance Measure

1. Time loss injury rate per 100 ODOT employees.

(7.2) EMPLOYEE WELLNESS

Introduction

Employee wellness is a key part of making ODOT sustainable by ensuring that its workforce is healthy. Employee health and general well-being affect both job satisfaction and job productivity. At this time ODOT does not have a dedicated FTE, however the Safety Leadership Team (SLT) and some ODOT divisions are working to incorporate wellness into their work. ODOT's goal is to provide employees opportunities and information to significantly improve their health and well-being which in the

long run will result in fewer worker injuries and illnesses and improved morale in the workplace.

Lead Work Group

- Office of Employee Safety and Risk Management
- ODOT Division and Region Managers

Long-Run Goal

1. Work toward achieving and maintaining a healthy workforce.

Short-Run Goals (2018)

1. Provide information, education, tools, encouragement and support employees' opportunities on health and wellness.
2. Implement employee health and wellness promotion agency-wide, including for employees in the rural areas of the state.

Strategies

- Develop ODOT Health Promotion Guidelines.
- Maintain an informative Intranet wellness page.
- Support and facilitate Public Employees Benefit Board (PEBB) flu shot clinics.
- Seek vendors who provide healthy snack alternatives to conventional vending machine offerings.
- Encourage employee participation in fitness and wellness activities.
- Promote healthy lifestyle choices by making available educational material and opportunities.
- Work with division and region Safety and Wellness Committees to establish local wellness promotion activities and measures.
- Research cost-effective screening options for employees in rural areas where PEBB does not offer health screenings or health practitioners are limited.

PLAN IMPLEMENTATION

Successful implementation of the goals and strategies of this Sustainability Plan will depend on carefully prioritized strategies and initiatives, and with support for changes in management practices and actions of ODOT's employees at all levels. While some actions depend on policy and budget choices of executive management, others depend on the awareness and daily actions of employees.

At the policy level, ODOT participates on interagency task forces and develops agency responses to sustainability and climate change issues. ODOT provides input to the Oregon Global Warming Commission, Interagency Sustainability Coordinator's Network, and reports to the Oregon Sustainability Board.

ODOT's Sustainability Executive Team, and Sustainability Council, help to prioritize implementation strategies and initiatives outlined in the Plan. To reach our goals, many of these strategic initiatives will require that work plans be developed in coordination with the Lead Work Groups. The Climate Change Adaptation Work Group is helping to guide climate change adaptation initiatives for the agency. This group provides technical advice regarding the potential impacts of climate change on transportation infrastructure and the development of best practices, tools and guidance to build system resilience.

ODOT employees continue efforts to incorporate sustainability in their daily work. Staff are making a difference by turning off lights and computers, reducing paper use, considering sustainability when making purchases, driving fuel-efficient vehicles, recycling, and finding other sustainable ways to carry out agency responsibilities.

Some of the plan's strategies are already a part of doing business at the agency, but others will require broad management support for building awareness and organizational change. To affect additional cultural change at ODOT, the plan requires (1) the use of sustainability values in agency decision-making, (2) increased education, training and communication about sustainability, and (3) work plans to implement the plan's goals and strategies.

The ODOT Sustainability Program Manager should undertake various activities to communicate the importance of sustainability and methods for implementing the goals and strategies of the plan. These activities should include: educational training sessions, articles in agency publications, posting guidance and best practices through websites, presentations by experts, working with Region-based sustainability teams, and regular communications with managers and staff.

Conservation and Alternative Resource Teams (CARTs) should be formed to encourage change in the workplace. CARTs, or small "green teams" of interested employees at major ODOT offices, can help lead sustainability efforts at the facility level and educate employees about work related conservation efforts such as recycling, saving energy and water, and commuting options.

SUSTAINABILITY COUNCIL

The ODOT Sustainability Council is an internal group of managers and subject matter experts appointed by ODOT's Director to represent a variety of functional areas. The Council meets regularly to provide direction and oversight to the program, advise on sustainability work items, and recommend policy and practice changes to the Director. There are members representing the various divisions within the agency. The purpose of the Council is to provide a vision of sustainability and to champion and integrate sustainable practices and strategies into the day-to-day business of the agency. The Council is doing important work in leading ODOT into a more sustainable future.

Council Members:

- Geoff Crook, Sustainability Program Manager
- Hal Gard, Rail Division Administrator
- Jerri Bohard, Transportation Development Division (TDD) Administrator
- Mac Lynde, Active Transportation Section Manager, TDD
- Susan Haupt, Geo-Environmental Section Manager, Technical Services
- Luci Moore, State Maintenance and Operations Engineer, Maintenance and Operations
- Dinah Van Der Hyde, Senior Policy Analyst, Transit Division
- Gary Farnsworth, Region 4 Area Manager
- Bob Repine, Facilities Construction Program Supervisor, Facilities Services
- Debbie Benavidez, Planning and Implementation Unit, Program Coordinator
- Mary Wandell, Procurement Training Coordinator, Procurement Office
- Lynn Averbeck, Environmental Policy Advisor, Office of Innovative Partnerships
- Diana Koppes, Organizational Development Manager, Human Resources

SUSTAINABILITY MANAGEMENT FRAMEWORK
FOR ODOT'S INTERNAL OPERATIONS

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SUSTAINABILITY
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