AGENDA
Oregon Sustainability Board (OSB)

OFFICE OF SUSTAINABILITY
Oregon Department of Administrative Services

Meeting Date: March 20, 2026

Time: 9:30 am to 3:30 pm
Location: Fremont Conference Room | DAS Executive Building
155 Cottage Street NE, Salem, OR 97301

Join Virtually: https://teams.microsoft.com/l/meetup-join/19%3ameeting_N2Y2Zml2YzgtNTMwZi00YjcyLTgyNzktNmE4NzQ0ODI3Yjcx%40thread.v2/0?context=%7b%22Tid%22%3a%22aa3f6932-fa7c-47b4-a0ce-a598cad161cf%22%2c%22Oid%22%3a%22500a5b4d-511d-4b52-8830-ed810bb6b7e6%22%7d

Meeting ID: 288 000 019 753 63
Passcode: nf7Xr6Vf
Dial in by phone: 503-446-4951
Phone conference ID: 425 350 609#

ITEM	TIME
Welcome and administrative actions	9:30 - 9:45 am
2026 Legislative Session review	9:45 - 10:00 am
Agency presentations – • Public Utility Commission • Business Oregon	10:00am – 12:00pm
Lunch	12:00 – 1:00pm
Agency presentation – • Dept. of Energy	1:00 - 2:00pm
OSB focus area updates: • Fleet Decarbonization • Buildings • Procurement	2:00 - 3:00pm
Public comment	3:00 - 3:15 pm
Wrap-up	3:15 - 3:30 pm

Next meeting: June 5, 2026

Members

Tobias Read, Board Chair
Oregon Secretary of State

Rex Burkholder, The Oxalis Group

Webly Bowles, WAP Sustainability

Taneea Browning, City of Central Point

Serena Dietrich, Business Sustainability Consultant

Tom Kelly, Neil Kelly

Joshua Proudfoot, Parametrix

Elin Shepard, CLEAResult

Chris Enlow, Futurescapes

Cassidy Quistorff, Environmental and Whole-Person Health Coach

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Oregon
Tina Kotek, Governor

Department of Administrative Services
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MEMORANDUM

To: Oregon Sustainability Board

From: Zechariah Heck, Statewide Sustainability Officer

Date: March 13, 2026

Subject: March 20, 2026 OSB Meeting

March 20 Meeting Overview

Welcome and Administrative Actions
This segment will include introductions, a welcome for new Board member Cassidy Quistorff, and the selection of the Board's vice-chair. The Board will also review and approve the minutes from the December 5, 2025 meeting (attached).

A brief reminder of conflict of interest expectations will be provided, including:

- Notifying staff when referencing OSB membership during agency communication.
- Declaring any conflicts upon receipt of the meeting agenda.
- Recusing when members have proposals with agencies appearing before the Board.

2026 Legislative Session Review
Jessica Popinga-Fleer, DAS government relations director, will provide an overview of the 2026 short legislative session and highlight policy developments relevant to Board interests.

Agency Presentations: Public Utility Commission, Business Oregon, and Department of Energy

The Public Utility Commission will present updates and program highlights through Chief Operating Officer Mandy Standiford and Barbara Seaman (Director Nolan Moser's attendance is tentative at the time of writing). Meeting materials are attached.

Business Oregon, led by Director Sophorn Cheang and Regional Development Manager Michael Held, will provide an overview on the agency's updated sustainability plan and related activities. Meeting materials are attached.

As a follow-up to the Department of Energy presentation in December 2025, Director Janine Benner and Senior Policy Analyst Edith Bayer will present updates on energy systems, policy direction, and agency initiatives relevant to statewide sustainability. Meeting materials are attached.

Focus Area Updates
Board members who participated in the subcommittee meetings will be asked to share insights and findings for each topic: buildings, fleet, and procurement. The objective of this agenda item is to identify next steps to advance opportunities applicable to the Board's focus areas for the year.

Other Items to Note

- A 15-minute public comment session will be held. Board members are encouraged to share the meeting agenda with their networks to promote more engagement and awareness of OSB initiatives with the public.
- Staff will solicit preliminary feedback on the concept of hosting a statewide Sustainability Summit in coordination with the Interagency Sustainability Network.
- During the lunch break, the Board will recognize Serena Dietrich at her final Board meeting, including a certificate of appreciation and remarks from members.
- The meeting will conclude with a roundtable for updates, final observations, and suggestions.

Staff Report on Focus Area Meetings

During the December 2025 meeting, the Board identified three 2026 priorities: buildings, fleet, and procurement. Staff hosted meetings with Board members and subject matter experts between February and early March to discuss ideas. The following lists provide opportunity areas noted by staff during the focus area meetings. It is important to note the Board's available levers of action include, but are not necessarily limited to the following:

- Issuing letters of support
- Engaging other boards and committees (e.g., Climate Action Commission, Capital Planning Advisory Board)
- Reviewing policies and tools
- Pursuing legislative opportunities as appropriate

Buildings Focus Area

- Elevate funding gaps, highlight barriers, and connect agencies working on overlapping sustainability mandates.
- Participate in updates of relevant DAS policies (e.g., Statewide Energy & Resource Conservation Policy) and potential new policies (e.g., Sustainable Landscapes).
- HB 3409 (2023)[1] related topics:
    - Building Performance Standards (BPS), Section 8 – OSB may advocate for incentives and workforce development.
    - Sustainable Design Guidelines (SDGs), Section 18 – opportunity for OSB to influence evolution and encourage enterprise-wide usefulness.
    - Revolving Fund for Energy Efficiency Projects, Section 19 – current concept hindered by budget and biennium constraints and methodology issues, which the OSB could advocate for staff capacity to resolve.
- Embodied carbon related topics:
    - Assist Building Codes Division in developing embodied-carbon construction guidelines.
    - Support Oregon Residential Reach Code update.
    - Reinforce low-embodied-carbon housing efforts.
    - Promote building reuse (e.g., policies for vacant building stock).
    - Advocate for consumption-based greenhouse gas (GHG) accounting to address embodied carbon gaps.
- Other topics not discussed in-depth during subcommittee meetings:
    - Potential coordination with Department of Land Conservation and Development's Climate-Friendly and Equitable Communities Program.
    - Advocate for buildings to earn sustainability certifications like LEED, Envision, Earth Advantage, etc.

Fleet Focus Area

- Advocate for expanded funding to support EV procurement and charging infrastructure.
- Provide letters of support for agency budget requests or grant applications.
- Participate in policy review, tool development, or interagency conversations to help address systemic barriers (e.g., fleet right-sizing, rental motor pool instead of assigned vehicles).
- Explore whether legislative concepts or statutory adjustments could accelerate fleet electrification.

[1] https://olis.oregonlegislature.gov/liz/2023R1/Downloads/MeasureDocument/HB3409

- Assist in education, communication, and engagement efforts across agencies.
- Support compliance of related policies through education initiatives (such as Workday modules and ride-and-drive events).
- Advocate for increased use of renewable diesel throughout the state.

Procurement Focus Area

- Renewable Electricity
  - Direct Access – Assist DAS (and other agencies as interested) to procure renewable energy directly from an energy service supplier, with requirement to be at a net cost savings compared to retail meter rates.[2]
  - Support onsite solar installations to take advantage of net-metering.
- Advance use of existing DAS policies (e.g., sustainable procurement and green chemistry).
  - Encourage stronger agency participation and compliance.
  - Target specific price agreements where preferred sustainable products can be fully adopted.
  - Focus on procurement categories that relate to improving healthier office spaces.
- Advocate for construction specifications to reflect sustainability best practices.
- Participate in education and outreach efforts to ensure consistent education and awareness among the state's broad purchaser community.

[2] This would involve working with DAS Statewide Procurement Services to determine a path for agencies to procure renewable energy from an energy service supplier either with an exemption from the competitive process or issuing a statewide price agreement through a solicitation.

DRAFT MINUTES
Oregon Sustainability Board

OFFICE OF SUSTAINABILITY
Oregon Department of Administrative Services

Meeting Date: December 5, 2025

Time: 10:30 am to 4:00 pm

Location: Zoom and DAS Executive Building

Attendees: OSB: Rex Burkholder (Chair), Webly Bowles, Serena Dietrich, Josh Proudfoot, Elin Shepard, Tom Kelly, Chris Enlow, Taneea Browning
DAS: Steven Markham, Jeni Hall, Zechariah Heck
Secretary of State's Office: Secretary Read, Ricardo Lujan Valerio

Guest Presenters:

Welcome, Introductions and Board Business
10:30-11:00 am

The Oregon Sustainability Board convened for its quarterly meeting to discuss strategic priorities, agency updates, and sustainability initiatives across state departments. The meeting began with a warm welcome to Zechariah Heck, who will assume the role of full-time Sustainability Coordinator starting January 1, 2026. Previously serving part-time through a rotational assignment with ODOT, Zechariah expressed enthusiasm for deepening agency collaboration and resolving IT and material distribution challenges.

Chris Enlow, newly confirmed board member from Portland, introduced himself and shared his background in corporate sustainability, global supply chains, PFAS elimination, and nonprofit work. He emphasized his interest in forward-thinking sustainability strategies and community engagement. The board also welcomed Secretary of State Tobias Read, who will serve as the incoming Chair. Secretary Read reflected on his legislative role in making the Sustainability Board permanent in 2007 and expressed his commitment to focusing on state operations and listening to agency needs. Ricardo Lujan Malario, Deputy Chief of Staff, was introduced as the liaison for the Secretary's office.

Agency Sustainability Plan Presentations
11:00 am – 12:30 pm

Travel Oregon

Sarah Watson, Chief of Staff at Travel Oregon, presented the agency's sustainability strategy and 10-year vision. She began by outlining the agency's funding structure, which is primarily supported by a 1.5% statewide lodging tax. This tax allocates 65% to statewide tourism programs, 20% to regional cooperative tourism, and 10% to competitive grants. Sarah noted that nearly $26 million will be reinvested into Oregon communities during the 2025–2027 biennium.

Travel Oregon's strategic vision, adopted in 2022, focuses on balancing economic vitality, environmental health, and community well-being. The agency's sustainability framework is built around three lenses: prosperity, racial equity, and regenerative tourism. These align with the Oregon Sustainability Act's principles of environmental, economic, and community sustainability.

Sarah highlighted the agency's use of KPIs to measure progress, with 16 of 18 KPIs baselined and 13 having established goals. Monitoring tools include industry partner surveys, resident sentiment surveys, economic impact reports, and visitor profiles. Key initiatives include climate planning, dark sky sanctuary designation, transit solutions, and geo-targeted messaging to promote responsible recreation.

The board praised Travel Oregon's transparency and data-driven approach. Members raised questions about the definition of regenerative tourism, the role of EV infrastructure in remote destinations, and the potential for implementing destination restoration fees. Sarah acknowledged the evolving nature of regenerative tourism and committed to refining the agency's definition.

Oregon Department of Energy
Linda Bures and Danae Hammitt presented ODOE's operational sustainability efforts. The agency has adopted a remote-first workplace model, which has significantly reduced commuting-related emissions and led to a 30% reduction in building footprint. Staff now plan on-site time intentionally, and the agency has retired high-energy equipment in favor of more efficient alternatives.

ODOE has modernized its fleet by retiring older vehicles and adding plug-in hybrid models. Plans are in place to transition remaining gas-powered vehicles to fully electric options. The agency's sustainability plan focuses on Scope 3 emissions, including employee commuting, procurement impacts, and remote work energy use.

The agency's efforts align with the Oregon State Energy Strategy and Executive Order 25-29, which emphasize clean transportation, efficient buildings, and digital modernization. ODOE's community outreach includes a navigator who has held meetings in every county, focusing on underserved and energy-burdened communities.

Board members discussed broader energy infrastructure challenges, including the impact of data centers on water supply and energy demand. Suggestions included leveraging weatherization programs and good neighbor agreements to offset energy use. ODOE committed to further exploring these ideas and coordinating with federal partners.

Department of Land Conservation and Development
Josh Hardage, Assistant Director and COO of DLCD, presented the agency's operational and programmatic sustainability efforts. DLCD celebrated its 50th anniversary in 2023, marking five decades since the passage of Senate Bill 100. The agency has grown from 70 to 115 staff, largely due to new housing legislation and the creation of the Housing Accountability and Production Office.

DLCD has prioritized digitization, including scanning historical land use maps and transitioning servers to DAS. A major building renovation is planned for 2026, which will include energy-efficient upgrades. The agency's GIS team has expanded to provide mapping tools to cities and counties for better land use planning.

DLCD's strategic plan includes five focus areas: equitable planning and engagement, robust operations, community resilience, climate-friendly communities, and renewable energy coordination. The agency has supported local governments with grants for climate-friendly area designations, parking reform, and walkable design standards.

Board members expressed interest in DLCD's role in energy transmission and the challenges of balancing land conservation with infrastructure development. Josh noted that technical assistance and financial resources are key barriers for local governments and emphasized the importance of inter-agency collaboration.

Lunch Break
12:30 pm – 1:00 pm

Board Workplan Session
1:00 pm – 3:00 pm

The board reviewed its strategic priorities for 2026, based on input from a recent retreat and member survey. The top three priorities identified were fleet decarbonization, building decarbonization (including implementation of HB 3409), and sustainable procurement. These areas were selected for their potential impact and feasibility within the board's scope.

Equity was emphasized as a cross-cutting theme to be embedded in all initiatives. Members discussed the need for improved reporting templates, inter-agency collaboration, and potential legislative engagement. The idea of hosting an annual Sustainability Summit was proposed to foster broader dialogue and coordination.

Subcommittees were proposed to focus on specific areas, including liaison work with the Oregon Climate Action Commission, support for building standards, and coordination on equity and outreach. Members expressed interest in expanding the board's role in shaping agency sustainability plans and influencing policy.

The board discussed recent legislation and its implications for sustainability. House Bill 3409 mandates DAS to develop sustainable building standards and includes penalties for non-compliance. The board expressed interest in supporting implementation and monitoring progress.

A proposal for a "1% for Wildlife" lodging tax was discussed, which could generate $30 million annually for conservation efforts. While the proposal has strong support from environmental groups, it faces opposition from the Restaurant Association. The board considered its role in supporting such initiatives, while acknowledging the need for discretion and strategic engagement.

Historically, the board has focused on executive orders rather than direct legislative advocacy. Members discussed the potential risks and benefits of expanding their role in legislative engagement, including the possibility of proposing legislation or supporting agency policy option packages.

Equity was identified as a foundational element of the board's work. Agencies were encouraged to report on the demographics of their outreach and the effectiveness of their engagement strategies. Travel Oregon's accessibility initiatives and ODOE's community navigator program were highlighted as examples of successful equity integration.

Board members emphasized the importance of including historically underserved communities in sustainability planning and decision-making. Suggestions included translating materials, partnering with tribal governments, and using inclusive storytelling to amplify diverse voices.

The board discussed strategies for improving communication and outreach. A proposal was made to host an annual Sustainability Summit to bring together agencies, stakeholders, and the public. The summit would serve as a platform for sharing best practices, building partnerships, and elevating sustainability efforts across the state.
Members also suggested leveraging DAS newsletters and other internal communications channels to highlight agency successes. Emphasis was placed on storytelling as a tool for engagement and education, with a focus on making sustainability relatable and actionable.

Public Comment
3:00 – 3:10 pm

No Public Comment

Executive Building Tour/ Art Installation Tour and Closing
3:10 pm – 4:00 pm

The meeting concluded with a tour of the renovated DAS building, led by Karen Green (DAS Project Manager), showcasing energy-efficient upgrades and workspace improvements. Informal discussions followed regarding office locations, staff assignments, and future meeting logistics.

Board members expressed appreciation for the depth of the presentations and the collaborative spirit of the meeting. Consensus was reached on the strategic priorities for 2026, and members committed to continued engagement and support for sustainability initiatives across Oregon.

MEMO

DATE: March 13, 2026

TO: Oregon Sustainability Board

FROM: Mandy Standiford, OPUC Chief Operating Officer

SUBJECT: OPUC Sustainability Plan – Summary of Proposed Changes

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Purpose

This memorandum summarizes the substantive updates to the Oregon Public Utility Commission's (PUC) Sustainability Plan, which was last adopted in December 2022. The proposed changes fall into three categories: (1) internal operational changes reflecting the PUC's significantly reduced facilities footprint and the agency's adoption of hybrid work for all full-time employees; (2) 2023 legislation materially affecting Oregon's energy and climate policy framework; and (3) 2025 legislation and executive orders issued by Governor Kotek that substantially expand the PUC's sustainability-related regulatory obligations and mandate new forms of agency action. A fully updated Sustainability Plan is in progress.

(1) Internal Operations – Facilities Footprint & Hybrid Work

Since the 2022 plan was adopted, the PUC has made two operational changes with direct and measurable sustainability impact.

Facilities Footprint

The PUC has reduced its occupied space at the Salem headquarters by approximately 50%, consolidating office space in conjunction with the agency's transition to a hybrid work model that was enacted during the COVID-19 pandemic. This reduction directly lowers the agency's building-attributed energy consumption, carbon emissions, water use, and waste generation. The updated Plan resets the agency's operational baseline to reflect this new footprint and recommends the Board establish updated performance benchmarks accordingly. Prior 2021-2022 baselines will be retained in the updated plan for historical reference.

Hybrid Work for All FTEs

The PUC has formalized hybrid work for all full-time employees. This policy reduces commute-related vehicle miles traveled, decreases daily building energy demand, and supports the agency's DEI goals by widening geographic accessibility of employment.

Hybrid work is framed in the updated Plan as one of the most impactful sustainability actions the agency has taken during this planning period. The PUC is exploring ways to track and report commute-related emission reductions as a discrete annual metric in the updated plan.

Actions Taken:

- Reset baseline metrics (energy, water, waste, commute) to the current fiscal year baseline representing the new, consolidated operational configuration.
- Retain prior-period data for historical reference only; prior baselines are no longer representative of agency operations.
- Request updated utility consumption data from the building manager to populated updated metrics tables.

(2) 2023 Legislation

HB 2021 (2021) Implementation: Clean Energy Plans

Oregon's Clean Energy Targets law (HB 2021) continued active implementation through 2023 and beyond. In 2023, the PUC opened a second phase investigation (UM 2273) addressing ongoing implementation issues, including Clean Energy Plan (CEP) acknowledgment standards and utility compliance frameworks. PGE and PacificCorp filed their first CEPs in 2023. The PUC's role as a co-implementer of HB 2021 alongside DEQ, including rigorous review of CEPs charting pathways to 80% emissions reductions by 2023, 90% by 2035, and 100% by 2040, makes this the agency's most consequential external sustainability function. The updated plan will explicitly name CEP oversight as a primary sustainability responsibility.

HB 3630 (2023): Oregon Energy Strategy

The legislature directed the Oregon Department of Energy (ODOE) to develop a comprehensive Oregon Energy Strategy identifying five least-cost pathways to meet the state's energy and climate objectives: energy efficiency, clean electricity, electrification, low-carbon fuels, and resilience. The strategy was delivered to the Governor and Legislature in 2025. The PUC has direct implementation roles in the Clean Electricity and electrification pathways, particularly through Integrated Resource Plans (IRP) and CEP oversight. The updated Plan will align PUC sustainability objectives with these five pathways.

(3) 2025 Legislation & Executive Orders

HB 3179 (2025): FAIR Energy Act

Enacted and effective June 23, 2025, the Fairness & Affordability in Residential Energy Regulation (FAIR) Act directs the PUC to establish a multi-year rate plan framework for electric and gas utilities, schedule general rate cases on a predictable interval, and strengthen the Commission's authority to center residential affordability in rate-setting. The Commission has opened rulemakings (AR 676 and AR 677) to develop the multi-year ratemaking framework. The updated Plan will note that multi-year ratemaking design

presents a significant opportunity to embed long-term clean energy cost structures into utility rates while reducing regulatory churn.

SB 688 (2025): Performance-Based Regulation

This legislation authorizes the PUC to investigate, develop, and adopt a performance-based regulation (PBR) framework for electric utilities, explicitly tying utility earnings to measurable public interest outcomes including GHG reductions, energy efficiency, reliability, distributed energy resources, low-income customer service, and operational cost efficiency. PBR is among the most powerful sustainability regulatory tools the Commission has ever been authorized to use and is being developed concurrently with the multi-year ratemaking framework.

HB 3546 (2025): POWER Act

This legislation creates a new utility customer classification for large energy use facilities, including data centers, cryptocurrency operations, and similar entities, consuming more than 20 megawatts and requiring these users to bear a greater share of associated grid costs. The updated Plan will note that this legislation as directly relevant to the PUC's sustainability work, given the unprecedented load growth these facilities represent and the risk they potentially pose to the affordability and pace of Oregon's clean energy transition if not appropriately managed.

Executive Orders: Climate & Clean Energy (2025)

Governor Kotek issued three executive orders in 2025 addressing climate policy and clean energy development, all of which are binding on executive branch agencies, including the PUC.

Order	Date	Summary
EO 25-25	October 6, 2025	Directs state agencies to fast-track siting and permitting for wind and solar projects seeking to qualify for the federal clean energy tax credits before the July 4, 2026 construction commencement deadline. Requires the PUC to expedite related approval processes.
EO 25-26	October 23, 2025	Directs state agencies to coordinate and integrate climate-resilient strategies into programs managing Oregon's natural and working lands and waters. Establishes the accountability and tracking infrastructure on which EO 25-29 builds.
EO 25-29	November 19, 2025	Directs all executive branch agencies to adopt and implement GHG reduction strategies aligned with the five pathways of the Oregon Energy Strategy, streamline clean energy infrastructures siting, cultivate public-private clean energy partnerships, and report quarterly on implementation progress. The EO

		specifically directs the PUC and DEQ to coordinate on the Clean Fuels Program investment in transportation electrification and low-income community infrastructure.

Process Going Forward

Given that three years elapsed between the 2022 Plan and this update, the PUC will be adopting a biennial update cycle for the Sustainability Plan, aligned with the legislative session calendar and budget cycle. This will ensure the Plan remains current with statutory changes and operational developments without requiring a complete rewrite each cycle.

Oregon Public Utility Commission Sustainability Plan

Oregon Sustainability Board Meeting
March 2026

Mandy Standiford, Chief Operating Officer

Oregon Public Utility Commission

Agency Overview

Who we are and what we regulate

The PUC – Who We Are

Mission: Ensure Oregon utility customers have access to safe, reliable, and high-quality utility services at just and reasonable rates through robust analysis and independent decision-making.

Electric

PGE, PacificCorp, Idaho Power, Avista

Natural Gas

Cascade Natural, NW Natural, Avista

Telecommunications

Telephone service providers & relay

Water

Select regulated water companies

~150 FTE

Current FTEs

Other Fund

Primarily funded by utility assessments

~50%

Salem Headquarters footprint reduction

Also administers: Oregon Board of Maritime Pilots | Residential Service Protection Fund programs

Oregon Public Utility Commission

What Has Changed

Updates since the December 2022 Plan

Internal Operations – Updates

Facilities Footprint	Hybrid Work – All FTEs
50% reduction in Salem HQ occupied space The PUC has consolidated its Salem headquarters footprint by approximately half since 2022. **Direct Impact:** Lower attributed energy use, reduced building emissions, decreased water consumption and waste generation from agency operations.	**Formalized hybrid work for all FTE** Hybrid work is now a permanent feature of PUC operations, not a COVID-era accommodation. **Sustainability Benefits:** Reduced commute VMT and associated emissions, lower daily building energy demand, improved work-life balance and staff morale/retention.

Note: Both changes require a reset of the agency's operational baseline metrics. Data request to DAS Facilities is pending.

Oregon Public Utility Commission

2023 Legislation

HB 2021 — Clean Energy Targets (Implementation Milestones)

Statutory targets:

80% GHG reduction by 2030 · 90% by 2035 · 100% by 2040 *(PUC + DEQ co-implement)*

2023 milestone:

Commission opened UM 2273 (second-phase HB 2021 investigation). PGE and PacifiCorp filed first Clean Energy Plans (CEPs). PUC CEP oversight is now the agency's most consequential external sustainability function.

HB 3630 — Oregon Energy Strategy (2023)

Directed ODOE to develop Oregon's first comprehensive Energy Strategy — delivered November 2025.

Energy Efficiency | Clean Electricity | Electrification | Low-Carbon Fuels | Resilience

PUC's primary role: Clean Electricity and Electrification pathways — aligned with CEP oversight and IRP review.

HB 2409 – Natural Climate Solutions

Established the Natural and Working Lands Fund; directed state agencies to track GHG outcomes across Oregon's natural and working lands. Reinforces statewide economy-wide emissions reduction framework.

2025 Legislation

HB 3179	SB 688	HB 3546
FAIR Energy Act Directs the PUC to establish a Multi-Year Rate Plan (MYP) framework for electric and gas utilities and strengthen residential affordability protections. MYP design provides an opportunity to embed long-term clean energy cost structures into utility rates. PUC Rulemaking: AR 676 (target Q1 2026)	Performance-Based Regulation Authorizes the PUC to tie utility earnings to measurable public interest outcomes: GHG reductions, energy efficiency, reliability, distributed energy resources, and low-income customer service. PUC Rulemaking: AR 677 — one of the most powerful sustainability regulatory tools the Commission has ever held.	POWER Act Creates a new utility customer class for large energy users (>20 MW), data centers, cryptocurrency operations, requiring them to bear a greater share of grid costs. Direct sustainability relevance: manages unprecedented load growth risk to the affordability and pace of Oregon's clean energy transition.

Governor's Executive Orders

EO 25-25
October 6, 2025

Fast-Track Clean Energy Permitting

- Directs agencies to expedite siting, permitting, and approvals for solar and wind projects seeking federal clean energy tax credits
- Construction must commence by July 4, 2026 to qualify for IRA tax credits; Oregon is acting to capture these before federal phase-out
- PUC Role: Expedite relevant approval processes as authorized by existing statute

EO 25-26
October 23, 2025

Natural & Working Lands Climate Resilience

- Directs agencies to coordinate climate-resilient strategies for Oregon's forests, rangelands, farmlands, wetlands, and waters
- Establishes the accountability and tracking framework that EO 25-29 builds upon
- Less direct PUC application; relevant to coordination with ODOE and DEQ

EO 25-29
November 19, 2025

Oregon Energy Strategy Implementation

- Directs all executive agencies to adopt GHG reduction strategies aligned with the 5 Oregon Energy Strategy pathways
- Streamline clean energy infrastructure siting; explore public-private clean energy partnerships
- PUC + DEQ specifically directed to coordinate on Clean Fuels Program investment in transportation electrification and low-income community charging; quarterly implementation reporting required

Internal Sustainability

The PUC’s direct environmental footprint

Facilities, Energy, & Water

Salem HQ – Beardsley Building	Water Conservation	Metrics Notes
• Rooftop solar array: offsets ~340 tons of CO_2 over its lifetime (equiv. to 7,880 trees) • Window tint/blinds: blocks UV, reduces solar heat gain • HVAC system controls upgrade + PGE Energy Partner Program participation • LED lighting pilot in progress — expanding to full facility • Motion-sensor and timer-based lighting throughout • ~50% less space occupied since 2022 — proportional reduction in energy and water attribution	• Filtered water bottle filling stations, each floor • 70,241+ plastic bottles saved since 2015 (20 oz equivalent) • Automated low-flow restroom fixtures throughout • Reduced occupancy under hybrid model further decreases daily water demand	• Prior energy/water baselines (2017–2021) reflect a full-occupancy, larger footprint • New FY 2025 baseline to be established from DAS Facilities utility data • Historical data retained for reference; no longer used as performance benchmark • Annual DAS sustainability reporting will continue under updated baseline

Equipment, Recycling, & Sustainable Procurement

Office Equipment & Mobility

- All staff: laptops + cellphones
- Centralized shared printers per floor — minimal individual-assigned printers
- Maximize email, e-filings, and digital records to minimize printing

Recycling Programs

- Paper: recycled via Garten Foundation
- Toner cartridges: vendor return program
- Batteries: local recycling program
- Office furniture: transferred to DAS State Surplus or inter-agency transfers

Sustainable Procurement

- Oregon Corrections Enterprise (OCE) goods where available
- MWESB/COBID-certified vendors prioritized
- DAS sustainable procurement guidelines followed Oregon Buys and state price agreements used
- Agency purchases from DAS State Surplus when feasible
- EO 25-29: Zero-emission vehicles for agency fleet consistent with DAS direction

Waste Reduction

- Binders, folders, and office supplies reused where possible
- Electronic workflows continue to reduce paper use relative to pre-2020 baseline
- Digital-first hearings and proceedings reduce printing, postage, and travel
- Reduced occupancy under hybrid model further decreases daily waste generation

Hybrid Work

Work – Life Balance	The Measurement Challenge
• Hybrid work formalized for all FTEs — reduced in-office days = fewer commute trips • Secure bicycle storage room at Salem HQ & Portland Office • Portland satellite office at 525 NE Oregon St (SEIU Building) — drop-in workspace and stakeholder meeting venue • Virtual-first default for meetings and trainings; Zoom/Teams used where effective	**Hybrid work reduces commute emissions — but how do we measure it?** We do not currently have a reliable method to quantify commute-related emission reductions from hybrid work. Options under consideration: • Biennial employee commute survey (miles, mode, frequency) • Compare estimated 2025 VMT vs. pre-pandemic 2019 baseline

Oregon Public Utility Commission

Social Sustainability

Residential Service Protection Fund (RSPF) – Four programs serving low-income Oregonians & persons with disabilities

Oregon Lifeline
Monthly discounts on phone (≤$15.25) or broadband (≤$19.25), or free cell/data service — for qualifying low-income households

Telecomm. Device Access Program
Loans specialized communications equipment at no cost to Oregonians with hearing, vision, speech, mobility, or cognition disabilities — no income limit

Oregon Relay
Free 24-hour relay operator service enabling those who are deaf, hard of hearing, or have a speech disability to place and receive calls

Communication Facilitators
Specially trained professionals providing distance communication access for Deaf-Blind individuals using tactile or close-vision sign language via videotelephony

Utility Disconnection Protections
Medical Certificate Program (OAR 860-021-0510) · No Weekend Disconnections (OAR 860-021-0320) · Severe Weather Moratorium (OAR 860-021-0407) · Arrearage Management Programs · Low-Income Rates

External Regulatory Sustainability

HB 2021 — Clean Energy Plan Oversight
PUC reviews CEPs from PGE and PacifiCorp — charting pathways to 80%/90%/100% decarbonization. First CEPs filed 2023; UM 2273 (second-phase) open. Our rigor in CEP review directly determines the pace and cost of Oregon's clean electricity transition.

HB 3179 — Multi-Year Rate Plans (FAIR Energy Act)
MYP framework (AR 676) embeds long-duration clean energy cost structures into rates, reducing regulatory uncertainty and supporting sustained clean energy investment. Target: Q1 2026.

SB 688 — Performance-Based Regulation
PBR framework (AR 677) ties utility earnings to GHG reductions, energy efficiency, reliability, DERs, and low-income service. Fundamental shift toward outcome-based regulation. Eff. Jan. 1, 2026.

HB 3546 — POWER Act / Large Load Management
New customer class for >20 MW users (data centers, crypto). Ensures large loads bear grid costs proportionally — protects affordability and pace of clean energy transition for other customers.

EO 25-29 — Oregon Energy Strategy Alignment
PUC aligning regulatory priorities with Oregon Energy Strategy pathways. Coordinating with DEQ on Clean Fuels Program investment in transportation electrification and low-income community charging. Quarterly reports required.

Public Engagement, Education, & Interagency Coordination

Public & Stakeholder Engagement

- Open public hearings and proceedings — all interested parties may participate
- Consumer Services staff: utility billing questions, disconnection concerns, sustainability and renewable energy education
- Agency website: Sustainability Plan publicly available
- The Communicator newsletter — periodic sustainability feature coverage
- Environmental Justice Council representation — public notices, outreach to diverse communities
- Interagency Sustainability Coordinators Network (ISCN) — PUC reports and receives sustainability best practices from across state government

Interagency Coordination

Oregon Dept. of Energy (ODOE)

- Oregon Energy Strategy co-implementation; IRP and CEP coordination; tax credit and generation project coordination

Oregon DEQ

- HB 2021 co-implementation: GHG baseline, CEP verification; EO 25-29 Clean Fuels Program coordination

Energy Trust of Oregon (ETO)

- PUC approves ETO annual budget; sets performance measure targets in 6 areas; monitors outcomes

DAS Facilities

- Building utility data, sustainability reporting, and the Climate Action Planning Tool

Bonneville Power Admin. (BPA)

- Grid transmission coordination — Governor Kotek has directed PUC to push BPA on grid enhancements

Board Discussion

Advisory questions for the Board

Sustainability & Remote Work

Context:
The PUC has formalized hybrid work for all FTEs and reduced its Salem headquarters footprint by approximately 50%. Hybrid work meaningfully reduces commute-related vehicle miles traveled and building energy demand — but we do not yet have a reliable, standardized method for measuring or reporting these reductions. Oregon's Statewide Sustainability Program (DAS) does not currently prescribe a specific commute survey methodology for hybrid agencies.

1	**How does the Board recommend the PUC measure and report on the sustainability impact of hybrid work?** *E.g., biennial commute survey, DAS Climate Action Planning Tool, estimated VMT vs. 2019 baseline — or another approach?*
2	**Are there additional sustainability actions the Board believes the PUC should prioritize given a largely remote workforce?** *E.g., home energy use, home office equipment standards, stipends for sustainable home office setup, digital carbon footprint?*
3	**How are peer agencies approaching this? Are there emerging best practices or statewide tools the PUC should be using?** *The PUC participates in ISCN but would welcome the Board's broader view of what is working across Oregon government.*

Additional Topics for Board Guidance

Baseline Reset & Metrics – What Should We Report?

Our prior baselines (2017–2021) reflect a larger, fully occupied office. With a 50% footprint reduction and hybrid work in place, those benchmarks no longer reflect current operations.

As we reset to an FY 2025 baseline: what metrics does the Board most value in our annual sustainability report? Are there specific data points or reporting formats the Board recommends?

Regulatory Sustainability — PUC's Biggest Lever

The PUC's regulatory work — Clean Energy Plans, MYP ratemaking, Performance-Based Regulation, large load management — dwarfs our operational footprint in sustainability impact.

Does the Board have recommendations on how the PUC should better communicate or report on its regulatory sustainability contributions? Should regulatory milestones (CEP acknowledgments, MYP completion, PBR rulemaking) be formally incorporated into our sustainability reporting to this Board?

Looking Ahead

Goals & Next Steps

Questions

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Oregon Public Utility Commission

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2024-2027 SUSTAINABILITY PLAN

CONTENTS

ABOUT BUSINESS OREGON

VISION
Prosperity for all Oregonians.

MISSION
We invest in Oregon's businesses, communities, and people to promote a globally competitive, diverse, and inclusive economy.

WHAT WE DO
Business Oregon is the assumed business name for the Oregon Business Development Department, the state's economic development agency. Core functions of the agency include:

- Rural community development and infrastructure financing;
- Business retention, expansion, and recruitment;
- Broadband development;
- Export promotion and international trade;
- Industry research and development and entrepreneurship;
- Small business assistance; and
- Support for arts and culture organizations.

Business Oregon has approximately 200 positions in main offices in the State Lands Building in Salem and the World Trade Center Building in Portland, and several small regional offices.

SUSTAINABILITY AND BUSINESS OREGON

As the state's economic development agency, Business Oregon's success is measured not exclusively by Oregon's economic growth, but by the broader metric of economic development. As Business Oregon's Vision, Mission, and 2024-2027 Strategic Plan indicate, economic development relates directly to the economic and social well-being of all Oregonians as well as the incorporation of long-term vision into projects that affect our built environments and communities. Climate change, environmental degradation, and the uneven effects of these changes on different communities are factors that influence Business Oregon's success in generating positive economic outcomes and prosperity across the state. Furthermore, linking together environmental sustainability and economic development can result in increased profit and competitiveness for businesses in Oregon.

By promoting, facilitating, and incentivizing sustainable business practices and statewide sustainable development, Business Oregon has an opportunity to cultivate equity while supporting the competitiveness of Oregon's businesses in the face of economic and environmental challenges.

CURRENT PRACTICES, ACTIVITIES & POLICIES

Being a mid-sized agency, Business Oregon recently redesigned its approach to internal committees to have a more comprehensive approach. As such, the Sustainability Committee and efforts have been moved under the Whole Employee Committee. This allows the agency to take a wholistic approach and look at intertwined topics such as sustainability, telecommuting, employee engagement, wellness, etc. to address the issues with a broader lens and approach. The committee reviews current practices, available metrics, and agency impacts for opportunities to further the sustainability work.

In addition to working on reducing our environmental footprint in operations, we realized that after 2020 the focus and direction changed for our sustainability work. There is significant opportunity to address sustainability in Business Oregon programs that are delivered to businesses and communities in Oregon. The agency strives to integrate sustainability into the agency's mission-driven work, in addition to implementing sustainable practices in the agency's office operations. This notable opportunity has shifted the agency's goals from being primarily internal focused, to having the majority of our sustainability work focused on the external programs that Business Oregon delivers.

Our agency's sustainability-related efforts are in alignment with the Interagency Sustainability Coordinators Network and the Oregon Sustainability Board.; and the agency supports sustainability-related Executive Orders and statewide policy compliance.

INTERNAL

Business Oregon leases office space in the State Lands Building (Salem) and One World Trade Center (Portland) and adheres to these facilities' overarching sustainability practices. The agency has additional one-person locations throughout the state as a part of the Regional Solutions Centers and the state-wide work that Business Oregon performs.

Business Oregon has 19 state vehicles deployed to employees and pool cars at central offices. The agency encourages travel using a state vehicle whenever possible.

Additionally, Business Oregon currently implements sustainability internally in the following ways:

Policy & Strategy

- Integrated sustainability efforts into the Whole Employee Committee
- The agency's fleet strategy is to continue to acquire hybrid or electric vehicles as existing fleet is replaced

Transportation

- Use of DAS Motor Pool includes option to select fuel-efficient and reduced pollution vehicles
- Electric bicycle available for employee use in Portland
- Established and encouraged employees to utilize teleworking options
- Utilize virtual meeting options to reduce travel to statewide meetings

Total Monthly Miles Driven on Average:

2023	14,229
2024	13,660
2025	14,040

The agency's employees drove a cumulative 168,483 miles in 2025. The agency reduced its fleet by one vehicle in 2023, due to underutilization of that vehicle.

Utilities (Energy and Water)

- Utilize energy efficient lighting and motion sensor lights where available
- Computer power modes set to energy saving by default
- Main locations utilize energy efficient HVAC techniques
- Main office location buildings uses low-flow water fixtures

In late 2024, Business Oregon reduced its square-footage in the Salem office from 22,401 square-feet to 12,049 square-feet which was approximately a 45% reduction. This reduction will create an overall load reduction for our portion of the utilities and water.

Waste

- Recycling receptacles at each desk and in communal areas
- Compost receptacle in Portland office
- Reusable cups, plates, and utensils for employee use
- Areas to share lightly-used office supplies
- Donation of unwanted items to state surplus facility
- Recycle batteries and computer equipment
- Reduction in printing documents and utilizing electronic copies instead

Procurement

- Procurement of paper with 30% post-consumer content
- Procurement practices serve the long-term financial interests of Oregonians

Health and Wellness/ Diversity, Equity and Inclusion

- Wellness plan promotes healthy activities and choices
- Maintain a list of chemicals used in the work location
- Community engagement in policy and program decisions
- Diversity, Equity & Inclusion Manager position
- Emphasis on transparency and inclusivity in agency Strategic Plan

EXTERNAL

Business Oregon continues to monitor emerging sustainability opportunities such as resource efficiency in high-impact industries, community resilience to wildfire and smoke, and clean energy-related economic development. These topics will help inform future strategic direction as authority and resources evolve. Business Oregon currently implements sustainability externally through many of our programs that are focused on economic and community development for Oregon.

Some of the following Business Oregon programs help to support our sustainability efforts across the state:

- Tide Gates: This program has successfully funded 20 planning and construction projects that expand from Astoria through areas around Coos Bay. These projects include planning and design work in preparation for restoration or replacement of tide gates and related structures, or the actual construction of those projects. These projects have or will have an important impact on fish habitats, agricultural areas, and the protection of cities and towns.

The Neskowin Emergency Egress (aka Salmon Superhighway) was one of the first projects that was reviewed and accepted under Business Oregon's Tide Gates program.

- Aggie Bond: This program provides affordable financing to new farmers for financing capital purchases.

- Brownfields: This program is a property where expansion or redevelopment is complicated by actual or perceived environmental contamination. This program provides financing for the full range of environmental activities associated with brownfields redevelopment.

- Broadband Equity, Access, and Deployment (BEAD): This program is a federal grant program that aims to get all Americans online by funding partnerships between states or territories, communities, and stakeholders to build infrastructure where we need it and to increase adoption of high-speed internet. This program priorities unserved and underserved locations.

- Enterprise Zones: This program incentivizes new business investments for Oregon with 55 rural zones and 18 urban zones.

- Entrepreneurial Development Loan Fund: This program provides loans to help start-ups, micro-enterprises, and small businesses expand or become established in Oregon.

- Housing Infrastructure Financing Program (HB 3031, 2025): This program provides grants, loans, and forgivable loans for infrastructure required to serve Specified Proposed Housing Developments, including:
  - » transportation improvements
  - » water, wastewater, and stormwater infrastructure
  - » site development necessary to support housing readiness

  Because these investments improve infrastructure capacity, they also support broader community stability and resilience benefits—especially in rural and underserved areas.

- Housing Infrastructure Support Fund (SB 1537, 2024): This fund enables Business Oregon to support municipalities with planning, capacity building, and project readiness for water, sewer, stormwater, and transportation infrastructure needed to produce housing units.
  - » These activities often align with community equity goals and can result in more efficient, climate-resilient infrastructure planning.

- Water/Wastewater Financing Program: This program provides below-market loans to support public infrastructure projects for drinking water, wastewater, or stormwater systems.

- Sustainable Infrastructure Planning Projects (SIPP): This program provides forgivable loans for projects that promote sustainable water infrastructure.

- Rural Renewable Energy Development Zone: This program offers eligible businesses a tax abatement.

- University Innovation Research Fund: This program provides matching funds for major university proposals to federal agencies. Currently funded projects include a $40M award to OSU & UO for research, development and demonstration of mass timber technologies.

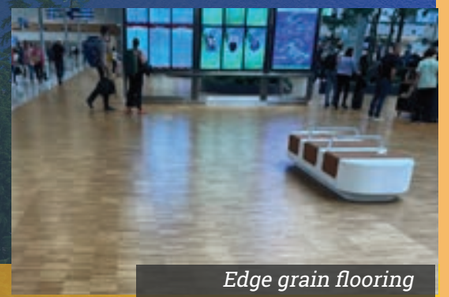
- Small Business Innovation Research (SBIR) Support Program: This program provides grants to help Oregon companies apply for federal research and development grants as well as matching grants to supplement those companies that receive the federal grants. These grants often go to clean tech companies, such as a company piloting a grey water system for houses in arid climates as well as a company developing a lower-carbon version of concrete.

- Seismic Rehabilitation Grant Program: This program provides funding for the seismic rehabilitation of critical public buildings, particularly public schools and emergency services facilities.

- Special Public Works Fund: provides low-cost financing for "energy systems," broadly defined to include facilities for distribution, transmission or generation of energy, including wind, solar, biofuel, as well as fuel collection, storage, transmission, or distribution systems (e.g., natural gas, methane, hydrogen). This statutory definition offers Business Oregon authority—within existing funding structures—to support energy-related infrastructure that enhances sustainability outcomes. Additionally, municipalities and utilities may directly own and operate these systems under SPWF, which allows for local leadership in deploying distributed energy assets without requiring new legislative authority

- Community Development Block Grant Program: This program is aimed at developing livable urban communities for persons of low- and moderate-incomes. The Community Development Block Grant (CDBG) Program already incorporates several sustainability-related practices within existing federal and state authorities, including:
  - » Bonus scoring for projects that integrate energy-efficiency and water-conservation measures into project design.
  - » Housing Rehabilitation Program requires that policies and procedures clearly define and apply energy-efficiency best practices, including insulation, high-performance windows, air sealing, duct sealing, and use of ENERGY STAR appliances.
  - » Encouragement for subrecipients to apply energy-efficient building standards or materials in homes receiving assistance.
  - » Recognition of energy conservation and community economic development in eligibility documentation for local organizations.

- Small Business Sustainability Fund: Business Oregon awarded multigenerational family business, Zena Forest Products, a grant award to assist them set up a new production line for a new flooring type called edge grain flooring that is made from small pieces of wood that have historically been considered a waste product.



Edge grain flooring

Business Oregon is a member in the Oregon Climate Action Commission. This commission's mission is to "recommend ways to coordinate state and local efforts to reduce Oregon's greenhouse gas emissions, and to help the state, local governments, businesses, and Oregonians prepare for the effects of climate change."

From the aspect of the Social Pillar of sustainability, Business Oregon values and prioritizes equity and social justice. Business Oregon developed a community engagement framework to ensure our community was at the table and their voices were heard. Additionally, Business Oregon created a Community Engagement Compensation policy and procedure in 2023, which aims to remove barriers that have systematically prevented underserved and under-resourced populations and others from participating in public engagement and advisory activities with the agency.

Business Oregon developed a new Diversity, Equity, and Inclusion Plan in 2024. More details surrounding our goals around equity can be found in this plan.

Business Oregon's work aligns with serving rural and disadvantaged communities. As shown in the visual below, over 61% of projects in fiscal year 2025 were in rural Oregon, accounting for $361 Million.

TOTAL NUMBER AND $ OF BUSINESS OREGON PROJECTS INVESTED IN RURAL OREGON IN FISCAL YEAR 2025

312
Total Projects in Rural Oregon

$361 M
Total $ in Rural Oregon

61%
All Projects were in Rural Oregon

BUSINESSES

228 Total Projects & $76.6 M Total $

Rural Projects
86 Projects & $17 M Total $

COMMUNITY DEVELOPMENT

44 Total Projects & $18.4 M Total $

Rural Projects
30 Projects & $14 M Total $

INFRASTRUCTURE

241 Total Projects & $412.4 M Total $

Rural Projects
196 Projects & $330 M Total $

SUSTAINABILITY GOALS

Business Oregon will monitor statewide clean energy, resilience, and equity policy developments and evaluate potential intersections with existing programs as legislative direction and resources become available.

1) Reducing the employee carbon footprint by embracing new ways to work

- Reduction of office space square-footage: Due to the majority of employees working from home three or more days a week the agency is able to reduce the office space or look at ways to co-locate with other state agencies or partners. The agency aims to reduce the footprint by 30% by 2027.
- Reduction of printing: The agency will continue to push efforts across teams to save documents electronically instead of printing documents and retaining them in file cabinets.
- Elimination of multiple, less-efficient printers: The majority of team printers will be eliminated and teams will be encouraged to use central copiers/printers that are more efficient.
- Reduction of unnecessary travel: With the widely-accepted use of video meetings, staff are encouraged to hold meetings virtually when appropriate. This decreases both staff travel and partner's travel.
- Utilize electric vehicles: Replace state-owned gas vehicles with electric vehicles, when the vehicle is nearing its replacement period in the life-cycle, and when electric vehicles are available by DAS.

2) Leveraging funding to develop sustainable infrastructure in communities across the state

- Bring the topic of funding sustainable projects to Infrastructure Finance Authority (IFA) Board. Business Oregon will coordinate with the IFA Board during 2026 to review how existing infrastructure financing programs can better recognize sustainability considerations within current statutory authority.
- Complete assessment of sustainable infrastructure projects for a baseline.
- Create a definition of what sustainable infrastructure projects means to Business Oregon.
- Leverage current SPWF statutory authority to support energy-system infrastructure that enhances local sustainability. This includes working with municipalities and utilities on distributed renewable energy and energy storage, within existing funding frameworks.
- Highlight that Housing Infrastructure Financing Program and Housing Infrastructure Support fund can support resilient and efficient community infrastructure as they enable housing readiness within existing statuary authority.

3) Maximize Brownfield resources to eliminate environmental contamination

- Redevelop the Brownfield application method to make the program be broader and more accessible across the state.
- Promote the program and success stories to enhance knowledge about the program and continue receiving funding for this work.

4) Provide funding for clean energy technology manufacturers

- Participate in the state's Clean Teach Manufacturing Task Force which seeks to maximize Oregon's competitiveness in attracting, expanding, and sustaining new and existing clean energy technology manufacturers.
- Advance recommendations from the Oregon Clean Technology Task Force Report.

5) Promote, Incentivize, and Fund sustainable business practices and statewide sustainable development

- Continue applying sustainability-related considerations already embedded in Business Oregon programs, including energy-efficiency scoring bonuses and rehabilitation standards in the CDBG Program.
- Support infrastructure projects that decrease economic vulnerability and increase competitiveness.
- Support Oregon businesses to become more resilient to the impacts and risks of climate change.

- Support economically distressed, rural, and urban communities.

- Pursue Industrial symbiosis project to encourage companies to exchange waste and materials while benefiting economically.

6) Enhanced Coordination/Collaboration with Oregon Department of Energy

Supported the Oregon Department of Energy's development of a Statewide Energy Plan, multiple recommendations align with economic development priorities, including buildout of workforce development resources for the renewable energy sector, industrial decarbonization, and industrial symbiosis.

- Industrial Symbiosis:
  - » Applied for and was awarded $2,000,000 federal grant in winter 2024 to conduct industrial symbiosis roadmapping and support strategic project investments. Funding currently on pause, no projects started.
  - » Awarded $100,000 to Columbia Pacific Economic Development District to support North Coast industrial symbiosis roadmapping.

- Industrial Decarbonization:
  - » Working with Oregon Department of Energy to consider future joint legislative requests to support industrial decarbonization. Conversations are aimed at finding ways to accelerate deployment of clean technologies and low-carbon fuels through financial incentives, technical assistance, and demonstration projects.

7) Support Sustainable Industries and Businesses

Mass Timber Coalition

- Providing match support to the development of the Pacific Northwest Mass Timber Hub EDA Grow Grant ($91,000). Funding decision from EDA in late Q2.

- Providing match support to Rural Development Initiatives to conduct targeted rural community and business outreach as part of broader Mass Timber Coalition project. Project is in support of Port of Portland's application to the EDA Disaster Supplemental Funding request and is part of a broader, multi-million-dollar request on behalf of the coalition. RDI proposes to build on this mass timber sector development work done to date in order to more fully engage rural communities and help them build awareness of and patriciate in mass timber opportunities. This will include business outreach so that local agencies understand business needs and are in a stronger position to support existing and future mass timber businesses, workforce, and construction opportunities.

- Providing $7,575 grant to Oregon Winegrowers Association to conduct an Economic Impact Analysis of the reinvestment of wildfire settlement funds within Oregon's wine industry to inform legislative decisions.

- Exploring support for the Oregon 100% Fish Utilization Project. Project is aimed at accelerating industry research and data collection to better understand marketability of various fish waste components. Analysis would include economic impact, loss/waste prevention potential, supply chain needs, regulatory hurdles, and consumption behavior. Most 'market ready' products and company's self-identified as implementers will move forward in commercialization and scaling new, innovative products.

- Supported specific projects with strategic investments to grow jobs and improve sustainability outcomes. For example, provided $250,000 forgivable loan to Revino, a wine collective company in Clackamas developing a first of its kind wine bottling facility in the U.S. The project would create jobs, support sector competitiveness, and divert 23 million pounds of waste from landfills by 2030, equivalent to about 55 million pounds of carbon-dioxide emissions.

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CONCLUSION

Some emerging sustainability concepts may require additional statutory authority or financial resources beyond what Business Oregon currently has. The agency will continue sharing technical insights with policymakers while maintaining the stability of existing programs.

In addition to integrating sustainable practices into internal operations, Business Oregon has a rich opportunity to implement sustainable development in many of its program areas. The agency looks forward to continued work with the Interagency Sustainability Coordinators Network, the statewide sustainability officer, and the Oregon Sustainability Board to both support statewide policies and goals, and to further link sustainability with the mission-drive work that Business Oregon does for businesses and communities across the state.

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Prepared by
Business Oregon, March 2026

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2024–2027 SUSTAINABILITY PLAN

Director, Sophorn Cheang

March 2026

AGENCY OVERVIEW

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VISION:

Prosperity for all Oregonians

MISSION:

We invest in Oregon businesses, communities, and people to promote a globally competitive, diverse, and inclusive economy

Focus on Unique Regional Economies

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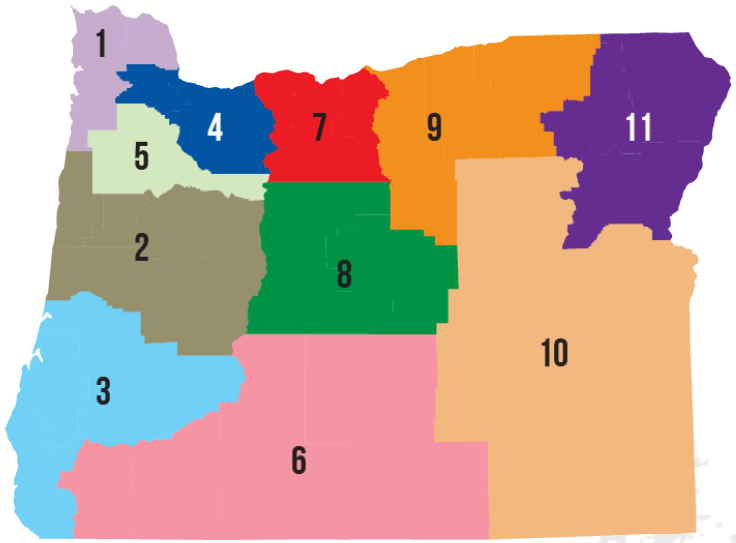

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Outcomes

Through our core work, we:

- Keep businesses rooted in Oregon — helping traded-sector businesses stay, expand, and compete
- Help Oregon businesses grow in Oregon — offering access to capital, technical assistance, and connections at every stage
- Strategically recruit new businesses — showcasing Oregon's workforce and infrastructure, as well as assisting with site selection and available incentives
- Invest in community infrastructure — empowering communities to prosper and accommodate business growth

2025 Impact at a Glance

- 808 jobs created | 9,540 jobs retained
- $20,569,061 of income tax generated by jobs created
- $77,895,755 of export sales for assisted clients
- 513 projects funded statewide, 277 for community capital
- 71% of program dollars invested in rural Oregon

SUSTAINABILITY & BUSINESS OREGON

Rationale & Approach

Economic development and sustainability are inseparable.

- Climate change, environmental degradation, and their uneven effects on communities are direct challenges to Oregon's prosperity.
- Environmental sustainability is a business opportunity.

Our Approach

- Current Sustainability Plan draft has shifted from primarily internal operations to embedding sustainability throughout Business Oregon's external work and statewide impacts
- Sustainability efforts are integrated into the Whole Employee Committee — a holistic lens intertwining sustainability with employee wellness and engagement
- Aligned with the Interagency Sustainability Coordinators Network, the Oregon Sustainability Board, and statewide Executive Orders

Internal Sustainability Practices

Transportation

- Expanded telework and virtual meetings reduce travel; e-bike available in Portland; DAS Motor Pool offers low-emission vehicle options
- Prioritize hybrid and EV acquisition as vehicles are replaced; fleet size is continuously right-sized to need

Office Space & Activities

- Motion-sensor and energy-efficient lighting; energy-saving computer power defaults; energy-efficient HVAC; low-flow water fixtures
- Salem office reduced from 22,401 to 12,049 sq ft in late 2024 — a 45% space reduction, lowering utility and water load
- Desk-side recycling and composting; reusable dishware; reduced printing; 30% post-consumer recycled paper procurement

External Programs

Just a sampling of our 90+ agency programs that impact and embed sustainability principles are:

- Aggie Bond
- Broadband Equity, Access, and Deployment
- Brownfields
- Community Development Block Grants
- Entrepreneurial Development Loan Fund
- Housing Infrastructure Financing Program
- Housing Infrastructure Support Fund
- Rural Renewable Energy Development Zones
- Seismic Rehabilitation Grant Program
- Small Business Innovation Research Support Program

- Special Public Works Fund
- Strategic Reserve Fund (Small Business Sustainability Fund)
- Sustainable Infrastructure Planning Projects
- Tide Gates
- University Innovation Research Fund
- Water/Wastewater Financing

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AGENCY SUSTAINABILITY GOALS

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Agency Sustainability Goals

Goal 1: Reduce Employee Carbon Footprint

- Reduce office square footage 30% by 2027 — 45% reduction already achieved at Salem office
- Reduce printing agency-wide; eliminate team printers in favor of efficient central copiers
- Reduce unnecessary travel via virtual meetings; transition state fleet to EVs at end of lifecycle

Goal 2: Leverage Funding for Sustainable Infrastructure

- Bring sustainable infrastructure funding to the IFA Board
- Complete a baseline assessment of sustainable infrastructure projects statewide
- Establish Business Oregon's definition of sustainable infrastructure projects
- Leverage program statutory authority to:
  - Support energy-system infrastructure via SPWF
  - Support resilient and efficient community infrastructure via Housing Infrastructure Financing Program and Housing Infrastructure Support Fund

Agency Sustainability Goals

Goal 3: Maximize Brownfield Resources to Eliminate Contamination

- Redevelop the Brownfield application to be broader and more accessible statewide
- Promote the program and success stories to sustain federal funding and raise awareness

Goal 4: Provide Funding for Clean Energy Technology Manufacturers

- Participate in Oregon's Clean Tech Manufacturing Task Force to attract, expand, and sustain clean energy technology manufacturers
- Advance recommendations from the Oregon Clean Technology Task Force Report

Goal 5: Promote, Incentivize, and Fund Sustainable Business Practices

- Apply continued sustainability considerations in scoring for the CDBG program
- Support infrastructure projects that decrease economic vulnerability and increase competitiveness
- Support Oregon businesses in becoming more resilient to climate change impacts and risks
- Support economically distressed, rural, and urban communities across the state
- Pursue industrial symbiosis pilot projects to encourage companies to exchange waste and materials while benefiting economically

Agency Sustainability Goals

Goal 6: Enhanced Coordination/Collaboration with Oregon Department of Energy

- Supported the development of ODE's Statewide Energy Plan
- The Plan's recommendations align with economic development priorities, including:
  - Buildout of workforce development resources for the renewable energy sector
  - Industrial symbiosis (both an ODE grant for roadmapping, and earlier-mentioned agency pilot projects)
  - Industrial decarbonization (joint legislative requests with ODE)

Goal 7: Support Sustainable Industries and Businesses

- Mass Timber (Grow Grant, and community/business outreach)
- Wine (Economic Impact Analysis of the reinvestment of wildfire settlement funds within the industry)
- 100% Fish Utilization Project
- Individual strategic investments that offer positive sustainability outcomes

Industry Highlight: Mass Timber

Agency mass timber support includes:

- Oregon Mass Timber Coalition (OMTC) membership
- Awarded $3.75M from our University Research Fund to assist in the construction of U of O's Oregon Acoustics Research Lab, to conduct acoustics tests of mass timber assemblies to support industry expansion
- 2022 $41.1M federal EDA award for the OMTC focusing on mass timber for home construction, such as after wildfires
- 2020 industry supply chain analysis with Tallwood Institute

PROGRAM HIGHLIGHTS

Brownfields

A brownfield is a property where expansion or redevelopment is complicated by environmental contamination. Oregon's Brownfields Program finances the full range of environmental activities to get these sites into environmental compliance and meet the needs of the redevelopment projects.

- **Sustainability impacts** – reducing human exposure to toxins, improving habitat, and reusing land supply
- **Economic impacts** – construction investment, job creation, tax revenues
- **Community impacts** – reducing disproportionally-situated blight and toxin exposure

Strategic Reserve Fund

A discretionary tool used for projects impacting business retention/expansion, or industry capacity-building.

- **Sustainability impacts** – green industry as a growth engine; established a public benefit criterion for funding
- **Economic impacts** – supported business growth and stability, and targeted businesses that could drive out of state sales, or functioned as local economic engines
- **Community impacts** – prioritized businesses that were rural, underserved, or provided public benefit

Special Public Works Fund

Low-cost financing for municipalities for planning, design, and construction of utilities and facilities essential to industrial growth, commercial enterprise, and job creation.

- **Sustainability impacts** – facilitating reuse of existing derelict property; supporting levee and flood control projects
- **Economic impacts** – putting infrastructure in place to attract, retain, and expand businesses
- **Community impacts** – building infrastructure capacity to improve public safety and health (ex. emergency projects and sanitation districts)

Community Development Block Grants

Provides grants and technical assistance to develop livable urban communities by expanding economic opportunities and providing housing and suitable living environments.

- **Sustainability impacts** – bonus scoring for energy-efficient and water-conserving projects; requires/encourages energy-efficiency tactics for housing
- **Economic impacts** – improves essential public infrastructure to support business operation; provides short-term working capital for job creation/retention
- **Community impacts** – targets low- and moderate-income individuals; aids in the prevention of blight; addresses serious and immediate threats to health or welfare

Small Business Innovation Research Support Program

This program provides grants to help Oregon companies (often clean tech companies) apply for federal research and development grants, as well as matching grants to supplement federal grants received.

- **Sustainability impacts** – awarded technologies include a grey water system for houses in arid climates, enzymes for plastic recycling, and carbon sequestration
- **Economic impacts** – helps innovators fill crucial funding shortages to scale up their operations and get their ideas to market; helps diversify Oregon's economy
- **Community impacts** – young, high-growth companies are a ripe source of high-wage jobs

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Industrial Lands

We offer several industrial development programs to help prepare sites that are ready for an industrial employer.

- **Sustainability impacts** – In their 2024 report, the Governor's Clean Technology Task Force identified lack of suitable industrial land availability as a primary obstacle to growing Oregon's clean tech cluster; Semiconductor Industrial Loan Lands Program can be used for environmental remediation and mitigation activities

- **Economic impacts** – boosts the state's inventory of project-ready sites and accelerates private investment and job creation

- **Community impacts** – employment opportunity, tax revenue, and infrastructure improvements

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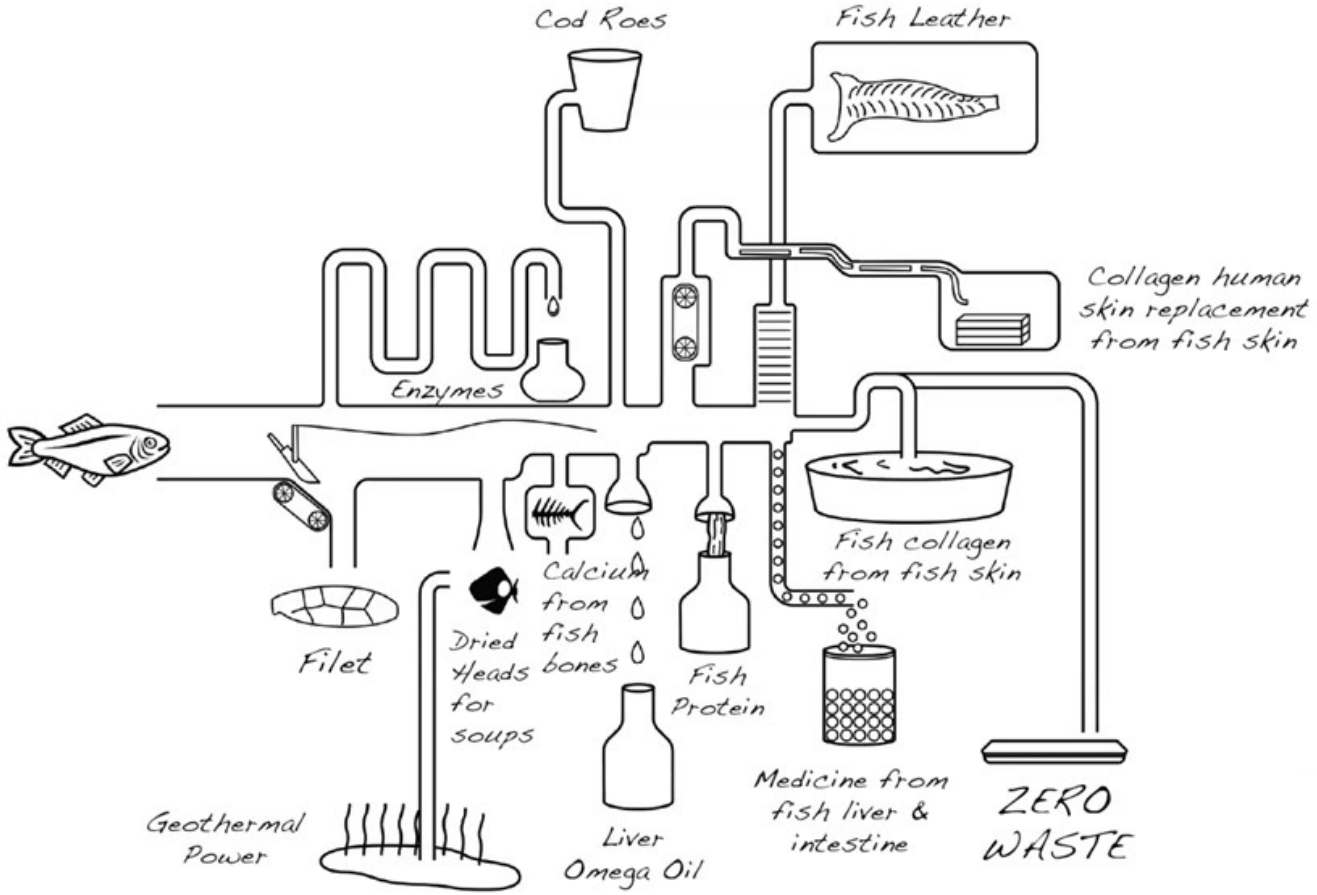
Industrial Symbiosis Pilots: HB 4086 (2026)

Industrial symbiosis is an infrastructure approach to use one facility's waste as a resource for other businesses.

Brand-new to the agency after this legislative session, Business Oregon will support four designated communities' industrial symbiosis pilot projects and develop an industrial symbiosis roadmap by May 1, 2027.

- **Sustainability impacts** – industrial symbiosis reduces raw material use, landfill waste, energy consumption, greenhouse gasses, and overall industrial environmental footprint!
- **Economic impacts** – proves out innovative new business strategies well-positioned for unique regional success; strengthen local supply chains
- **Community impacts** – expands an ecosystem of complementary local industries, and support year-round jobs



Conclusion

In addition to integrating sustainable practices into internal operations, Business Oregon has a rich opportunity to implement sustainable development across many of its program areas.

We look forward to continued work with the Interagency Sustainability Coordinators Network, the statewide sustainability officer, and the Oregon Sustainability Board to support statewide policies and further linking sustainability with the mission-driven work we do for businesses and communities across Oregon.

DISCUSSION

Oregon Department of **ENERGY**

Oregon Energy Strategy

Presentation to the
Oregon Sustainability Board

Janine Benner
Director
March 20, 2026

OREGON DEPARTMENT OF ENERGY

OREGON DEPARTMENT OF ENERGY

Leading Oregon to a safe, equitable, clean, and sustainable energy future.

Our Mission

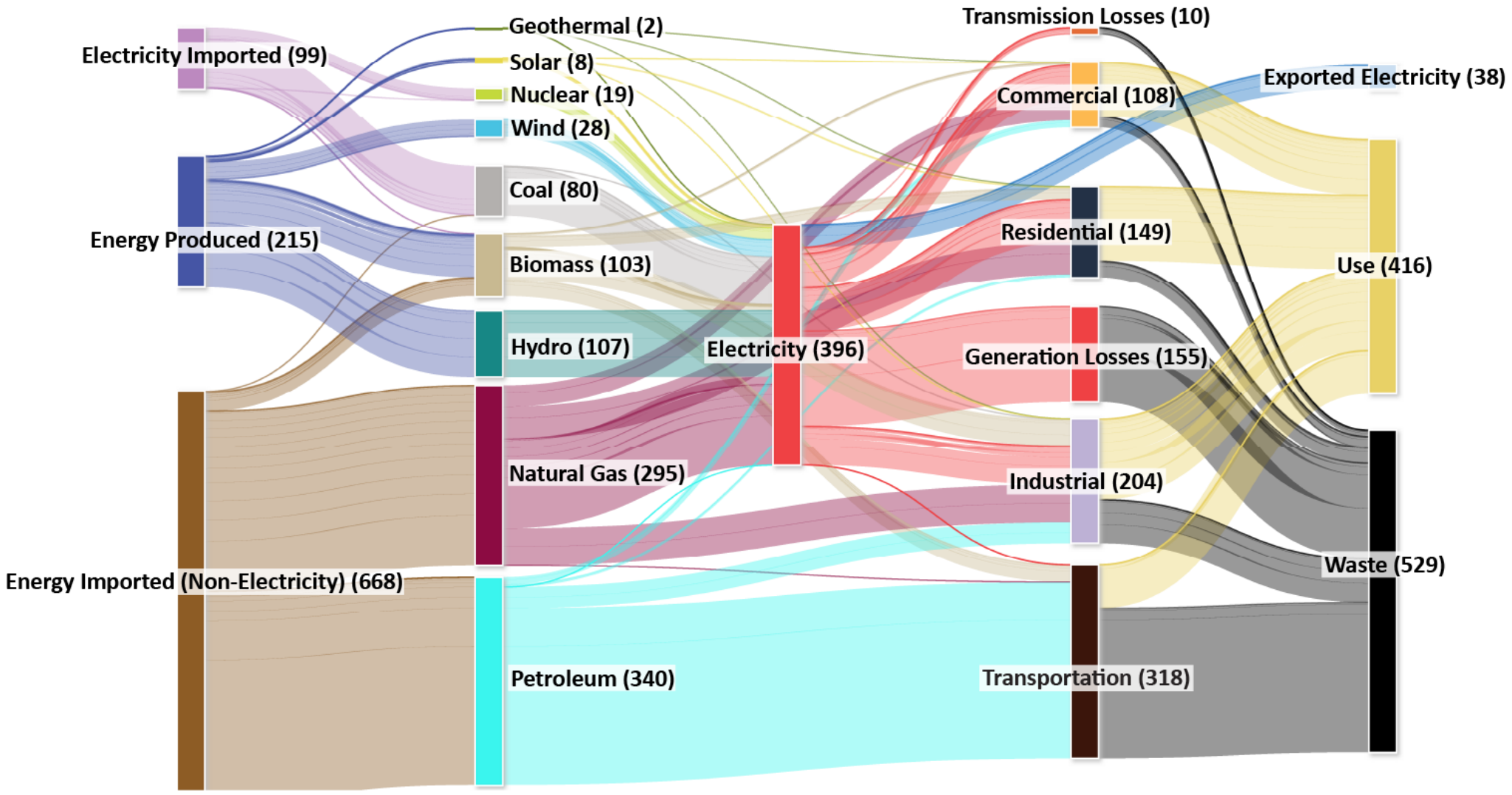
The Oregon Department of Energy helps Oregonians make informed decisions and maintain a resilient and affordable energy system. We advance solutions to shape an equitable clean energy transition, protect the environment and public health, and responsibly balance energy needs and impacts for current and future generations.

What We Do

On behalf of Oregonians across the state, the Oregon Department of Energy achieves its mission by providing:

- A Central Repository of Energy Data, Information, and Analysis
- A Venue for Problem-Solving Oregon's Energy Challenges
- Energy Education and Technical Assistance
- Regulation and Oversight
- Energy Programs and Activities

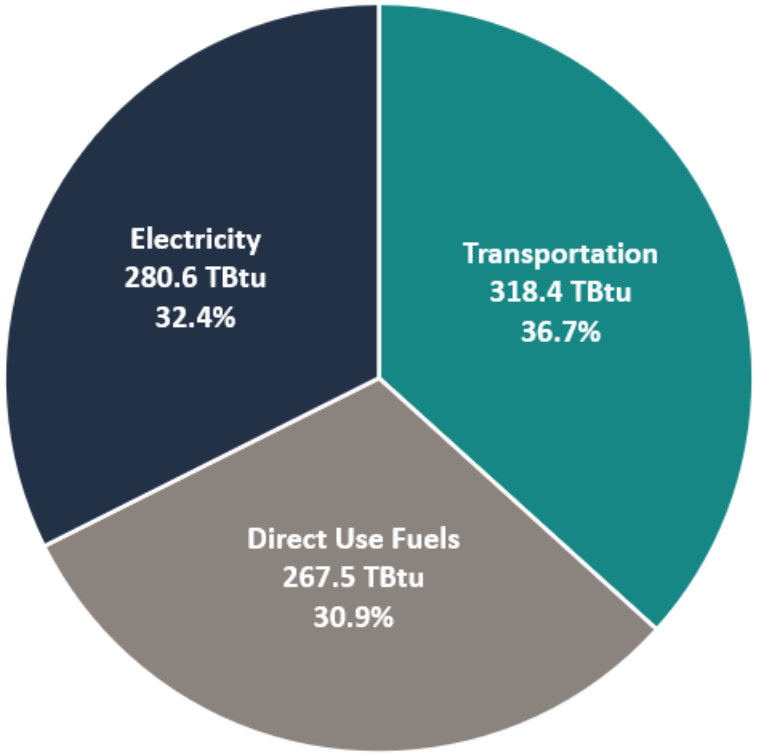
Oregon's Energy Flow



Numbers are in trillions of British thermal units (Btu)

Biennial Energy Report: Energy by the Numbers

Energy Use in Oregon: 2022 Consumption by Source



Electricity

32.4% of Oregon's 2022 energy consumption

33.4%	Hydropower
22.8%	Unspecified[iii]
16.6%	Natural Gas
12.6%	Coal
7.6%	Wind
3.2%	Nuclear
2.8%	Solar
0.6%	Biomass
0.1%	Geothermal
0.02%	Biogas

Direct Use Fuels

30.9% of Oregon's 2022 energy consumption

55.4%	Natural Gas
23.9%	Biomass
8.2%	Other Petroleum
6.9%	Heating Oil
3.7%	Hydrocarbon Gas Liquids Including Propane
1.0%	Solar
0.5%	Geothermal
0.4%	Coal

Transportation Fuels

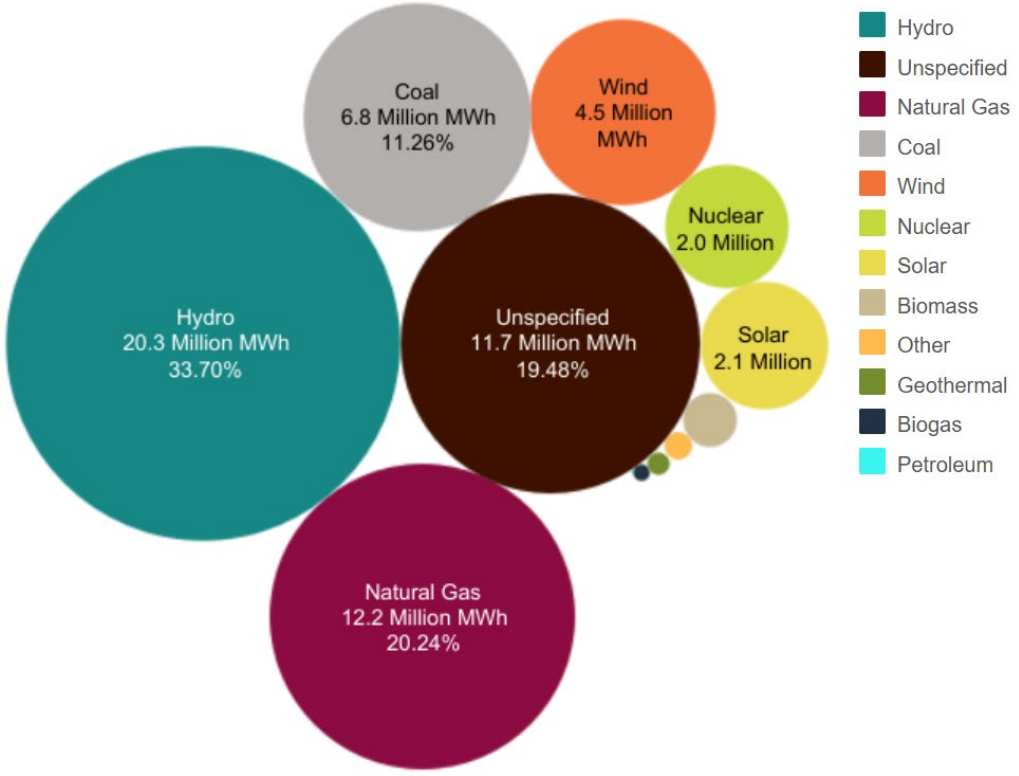
36.7% of Oregon's 2022 energy consumption

50.6%	Gasoline
30.9%	Diesel
7.4%	Jet Fuel
3.7%	Ethanol
3.4%	Asphalt/Road Oil
3.1%	Biodiesel
0.5%	Lubricants
0.3%	Electricity
0.1%	Aviation Gas

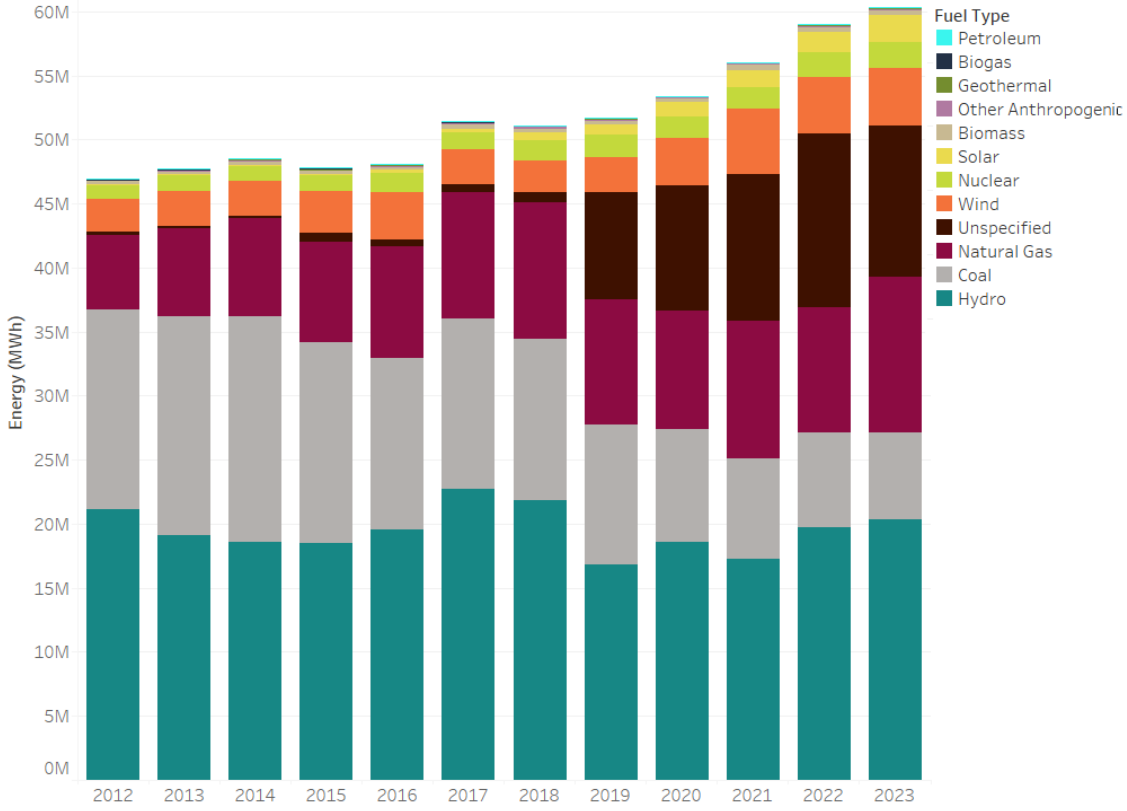
Energy by the Numbers | Pages 5, 6

Sources of Electricity Oregonians Use

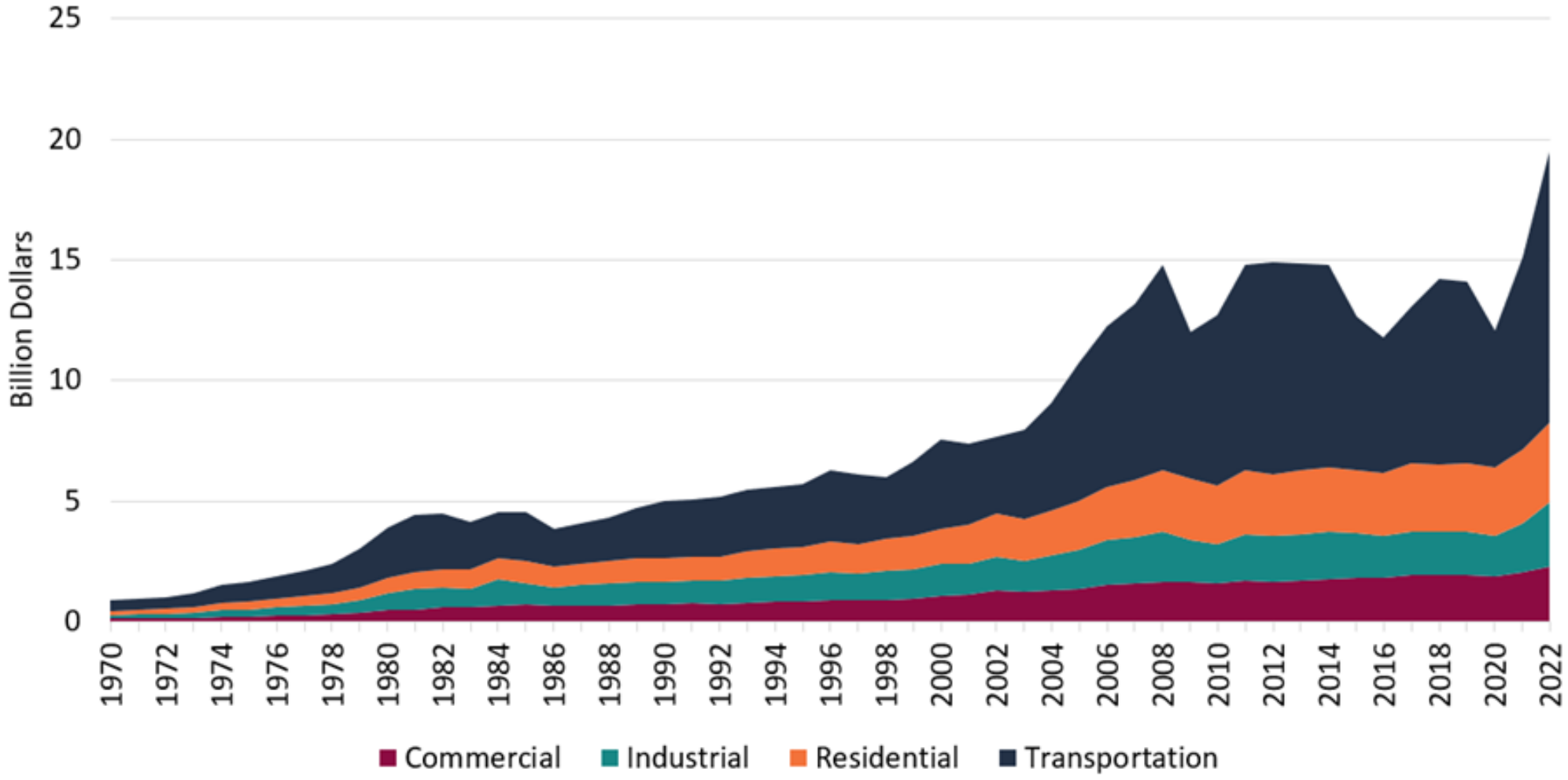
Resources Used to Generate Oregon's Electricity (2023)



Resources Used to Generate Oregon's Electricity Over Time



Oregon's Total Energy Expenditures by Sector Over Time



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Legislative Guidance – HB 3630

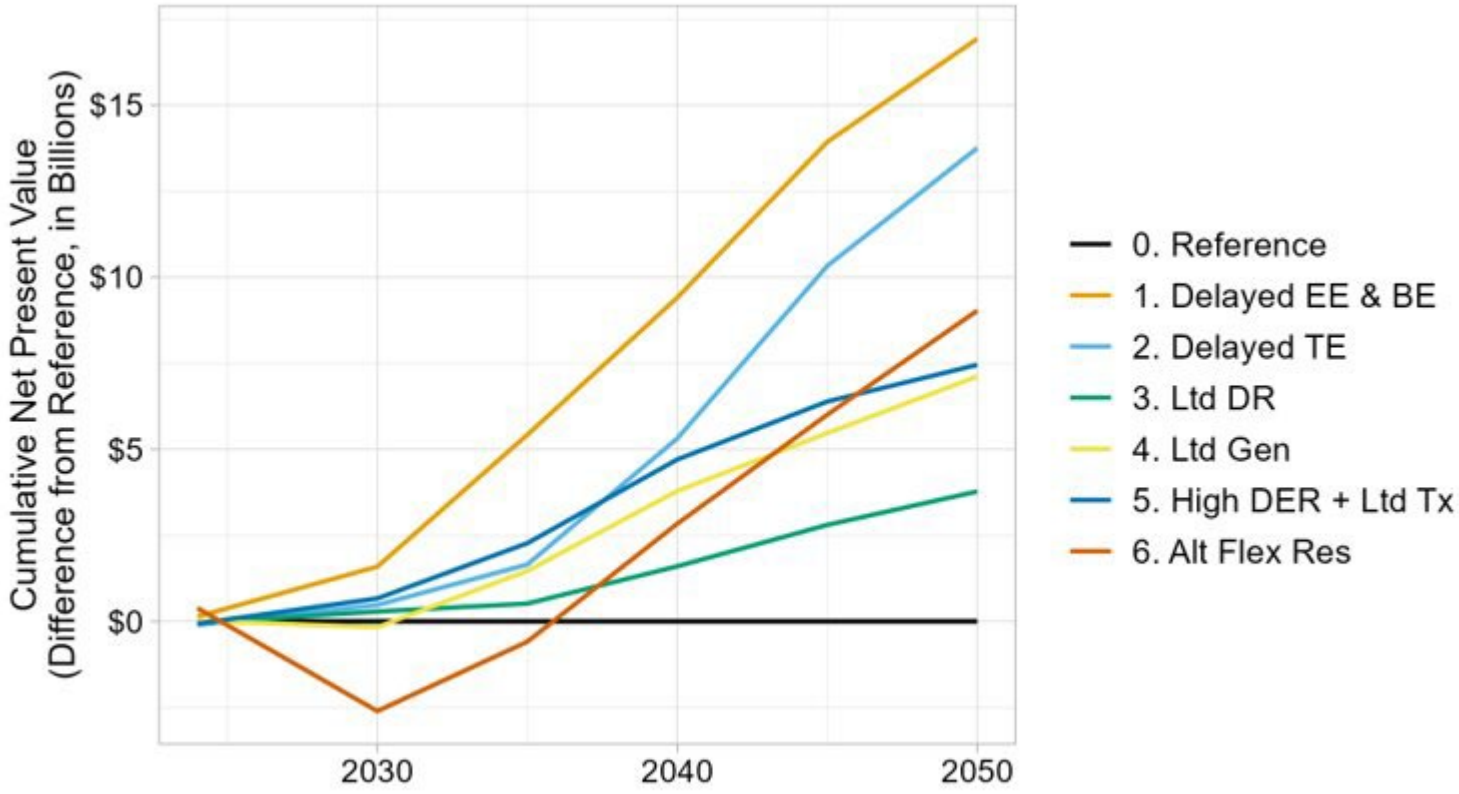
Develop a comprehensive, economy-wide, and statewide energy strategy that:

- Identifies pathways to achieve the state's energy policy objectives
- Recommends legislation or changes to policy
- Is developed through robust engagement

Least-cost Pathway

The Reference Scenario from the model was the least-cost pathway to meet our energy and climate objectives.

Other pathways modeled cost more.



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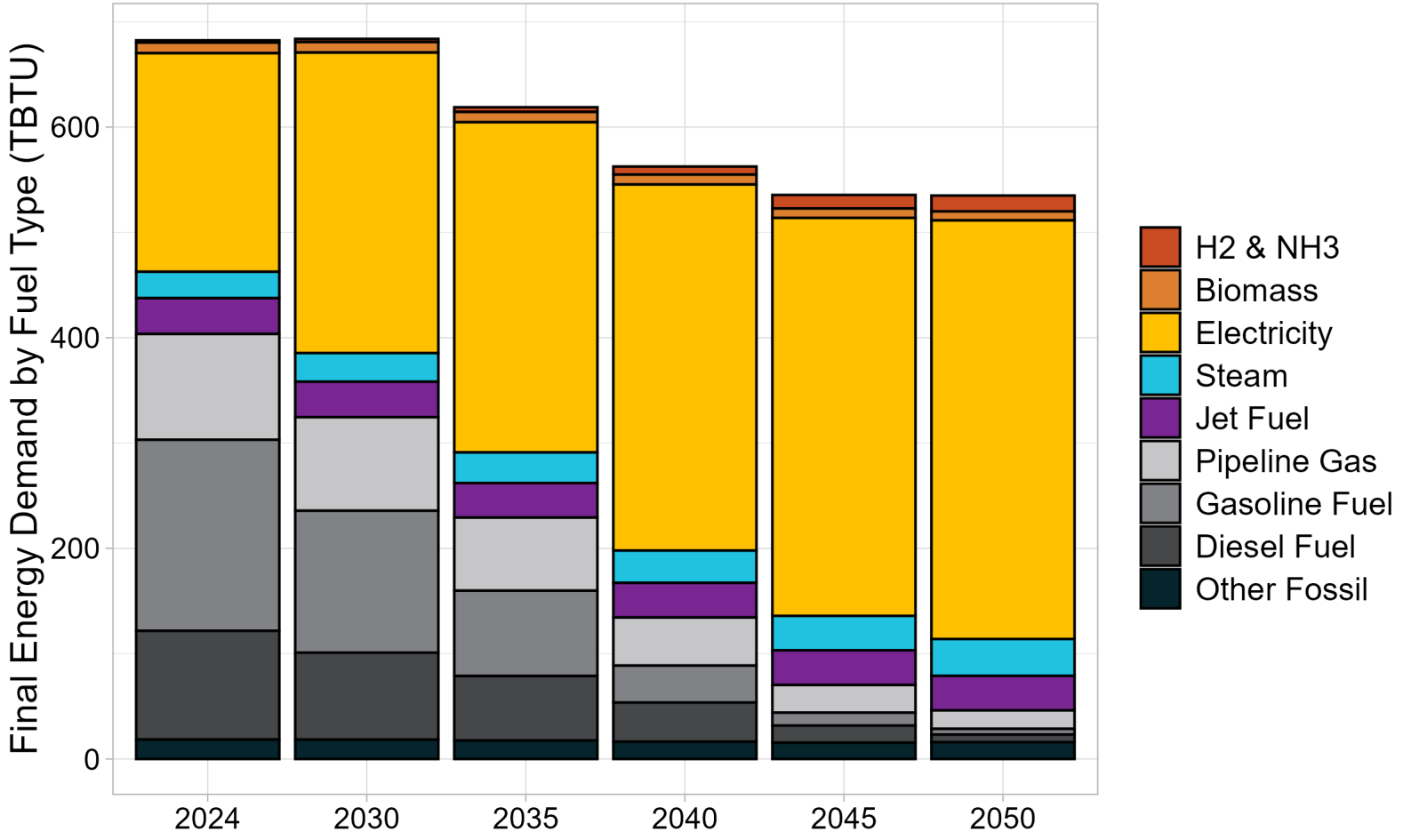
Energy Demand by Fuel in Oregon



Energy Wallet Overview

Examines a household's energy use and associated costs as they switch to an electric vehicle (EV) and heat pump

- Includes household's use of electricity, natural gas, and gasoline
- Includes all energy spending across fuels, as well the capital cost or savings of buying an EV or a heat pump
- Analysis undertaken for five sample households and considered scenarios with high, medium, and low rates for electricity and natural gas.

Key Findings

- **Energy savings** across all sample households
- **Bill savings** depended on several factors
  - Type of building
  - Need for air conditioning
  - Access to EV charger
- **Policy support** is needed to help ensure access to clean technologies

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The Oregon Energy Strategy

Pathways

Policies

Actions

Five Pathways to Guide Oregon

1. Energy Efficiency. Advance energy efficiency across buildings, industry, and transportation sectors, including by expanding access to and appeal of multimodal transportation options, to deliver the benefits of a more efficient energy system.

2. Clean Electricity. Secure reliable, affordable, and clean electricity by expanding the electricity system and incorporating load flexibility.

3. Electrification. Increase electrification of end uses across transportation, buildings, and industry, while safeguarding reliability, promoting affordability, and maximizing opportunities to use load flexibility as a resource.

4. Low-Carbon Fuels. Advance the use of low-carbon fuels in the hardest-to-electrify end uses and to maintain a reliable electric grid.

5. Resilience. Strengthen resilience across all levels of the energy system, including utilities, communities, and customers, enhancing Oregon's ability to adapt to climate change and mitigate other risks.

Implementation of each pathway must consider burdens and benefits to environmental justice communities and apply an equity lens to prevent further disproportionate impacts to historically and currently marginalized communities.

Policies- Buildings

BUILDINGS
Energy efficiency – residential and small commercial buildings
Energy efficiency - large commercial and industrial
Strategic electrification across residential, commercial, and industrial sectors
Support a managed fuels transition
Resilience across the energy system – including at utility scale and in homes, businesses, and communities

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Policies- Transportation

TRANSPORTATION
Expand access to multimodal transportation options, including public transit, biking, and walking infrastructure
Enable consumers to support grid needs by shifting timing of flexible loads like EVs or water heaters and larger commercial and industrial loads
Advance and expand efforts to electrify transportation, focus on removing barriers
Facilitate and accelerate interconnection of EV charging infrastructure and related distribution system upgrades
Maintain emergency response capabilities, including adaptability and readiness of vehicles, supply of fuels, and fuel storage needs during the energy transition

Legislative & Policy Actions

The energy strategy presents 42 near-term actions for consideration by the Governor's office, legislators, and state agencies.

Actions are presented by sector:

- Cross-cutting
- Transportation
- Buildings
- Industry
- Electricity
- Fuels

Some actions will involve agencies advancing actions that are **within their authority and resources**. In others, implementation **may require legislation** to support agency resources or to create new programs, policies, or authorities.

Buildings Actions

Energy Strategy Action Areas

- Funding and financing, weatherization, energy efficiency, deferred maintenance measures
- Building decarbonization roadmap
- Increase coordination between state agencies, community-based organizations, utilities, Energy Trust of Oregon, and other partners

Next Steps

- Executive Order 25-29 On Reducing Greenhouse Gas Emissions and Advancing Oregon's Clean Energy Future
- Creating local opportunities
  - Workforce needs study (Cross-cutting Action 7)
  - Community Benefits Framework (Cross-Cutting Action 12)
- Actions focused on
  - Reliability and resilience
  - Affordability and access to clean technologies
  - Minimal impact on the state budget

Thank you

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Oregon Energy Strategy | Reaching Our Energy Goals