

# Department of Administrative Services

## Sustainability Plan



April 2025

**DAS** DEPARTMENT OF  
ADMINISTRATIVE  
SERVICES

## Message from the EAM Administrator

The Department of Administrative Services (DAS) is the central administrative agency of Oregon state government. DAS works to effectively implement policy and financial decisions made by the Governor and the Oregon State Legislature. The department also sets and monitors high standards of accountability to improve transparency and operational excellence. To fulfill its mission, DAS supports state agencies by providing reliable service, accurate information and creative solutions. We strive to set the standard for good government and lead Oregon state government in the pursuit of operational excellence.

As both a central service provider and a policy leader, DAS is uniquely positioned to address the basic pillars of sustainability while also leading by example for other agencies.

DAS' sustainability efforts are focused on both the effects of our internal operations as well as delivery of external services and statewide policy across the Executive Branch of Oregon state government. Primarily, these efforts focus on the management of the state-owned buildings and vehicle fleet, as well as technology and the procurement of goods used daily by agencies as they deliver services to Oregonians. In addition, DAS statewide policies provide agencies with guidelines and tools to reach the sustainability goals contained in their sustainability plans. In 2024, DAS approved the agency's new Strategic Plan, which emphasized the importance of sustainability to our core operations and services.

This Sustainability Plan identifies specific goals and strategies DAS will strive for both in the near term (three to five years), and as our agency's long-term sustainability aspirations. These goals touch on virtually all aspects of operations and programs, helping DAS to remain a resilient, thriving agency that is a good steward of sustainability practices. We look forward to sharing our progress with you.

Sincerely,



Shannon Ryan  
Administrator, Enterprise Asset Management

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## Acknowledgements of DAS Staff

This plan reflects the innovative ideas, energy and inspiration of over 200 DAS staff members. From a staff survey to focus groups and virtual idea space, together, we have created this roadmap for DAS' sustainability efforts. Thanks goes out to:

- Staff who participated in the 11 focus groups across the agency to contribute what they are doing now, and where the challenges and opportunities lie with respect to sustainability.
- Over 150 staff who responded to the 2024 Sustainability Plan Survey and shared their ideas via a virtual whiteboard of ideas.
- The members of the DAS EAM Leadership Team, Communications Team and Executive Leadership Team.

## About DAS

DAS is the central administrative agency of Oregon state government. Our mission is to lead state agencies through collaboration in service of Oregonians.

To fulfill its mission, DAS supports state agencies by providing reliable service, accurate information and creative solutions. DAS supports state agencies by providing a strong and stable management infrastructure. As part of this effort, DAS works with private enterprise, Oregonians and other government entities to develop an efficient service delivery system.



### Mission

Lead state agencies through collaboration in service of Oregonians.



### Vision

To earn the highest level of trust and confidence by delivering quality services, effective policy and enterprise leadership.



### Values

Being a DAS employee means modeling these core values and seeing them in action throughout the agency. Every day we strive to learn from our experiences and improve, with the goal of delivering exceptional customer service.

- **Accountability** – We take responsibility for our actions, decisions and outcomes.
- **Inclusion** – We commit to creating a culture of belonging where we can bring our full, authentic selves and work together toward equitable outcomes.
- **Excellence** – We do our absolute best in every situation.
- **Integrity** – We stay true to our word and always act ethically.
- **Respect** – We treat all individuals with dignity and honor their diversity through our actions and behaviors.



## Agency Divisions

## Chief Operating Office

The State Chief Operating Office (COO) provides high-level leadership to all Executive Branch agencies and leads efforts to improve Oregon state government. This individual also serves as the DAS director managing the DAS senior management team including the Office of Economic Analysis, Workday and DAS IT and provides direction to the agency.

## Chief Financial Office

The Chief Financial Office (CFO) is responsible for statewide fiscal policy, budget development and financial oversight for the Executive Branch and statewide financial reporting.

The CFO prepares the Governor's biennial budget and compiles the Annual Comprehensive Financial Report (ACFR). The CFO also maintains Oregon state government's budget system, monitors agency spending for compliance with applicable budgetary laws and legislative intent and works with agencies to resolve issues between legislative sessions, including appearances before the Emergency Board and the Interim Joint Ways and Means Committee.

The CFO also helps manage and budget for major capital construction projects and issues Article XI-Q bonds, Tax Anticipation Notes, and Lottery Revenue Bonds to finance capital and infrastructure improvements. The CFO also coordinates the statewide bonded debt process with the Oregon State Treasury.

## Chief Human Resources Office

The purpose of the Chief Human Resources Office (CHRO) is to serve as an enterprise resource providing policy, leadership and strategic direction to promote and maintain a reliable and qualified workforce in Oregon state government.

The CHRO's centralized policy functions provide Executive Branch agencies with resources and expertise to manage their human resource assets and employees in a cost-effective way.

## Chief Administrative Office

The Chief Administrative Office (CAO) delivers enterprise services to state agencies and local governments. The CAO provides leadership to the Enterprise Asset Management, DAS Budget Services, Internal Audits and the Enterprise Goods & Services divisions. The chief administrative officer also serves as the deputy director of the agency.

## Office of Strategic Initiatives and Enterprise Accountability

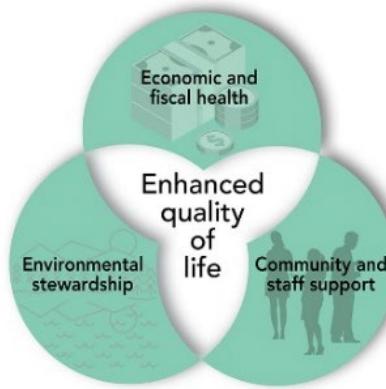
Office of Strategic Initiatives and Enterprise Accountability (SIEA) manages statewide efforts to improve government operations. This division provides public communication for DAS and the enterprise, coordinates DAS and Executive Branch legislative activities, and facilitates DAS and Executive Branch diversity, equity and inclusion efforts. It also stewards DAS policy and administrative rulemaking processes and manages the DAS strategic planning process and implementation of priorities.

## Sustainability at DAS

Sustainability is an often-heard word in Oregon state government, yet to capture all of what that means can be challenging. The Oregon Sustainability Act (ORS 184.421) defines sustainability as:

*Using, developing and protecting resources in a manner that enables people to meet current needs and provides that future generations can also meet future needs, from the joint perspective of environmental, economic, and community objectives.*

In other words, how can we at DAS be good stewards of the environment today so that future generations can have a healthy environment? What can we do to ensure that decisions we make today that impact the economy and fiscal health incorporate long-term considerations? How can we support “community” – the community of DAS staff, state agencies and our local communities – now and in the future?



**Figure 1. Sustainability in Oregon's statute.**

## Benefits of Sustainability

As a public agency, DAS is committed to protecting Oregon's resources and benefitting its people. Sustainability helps public agencies be more efficient, adapt to a changing future, be a good steward of natural resources and support a talented and diverse workforce.

Sustainability offers numerous benefits to state governments, impacting various aspects of governance and community well-being. Some key advantages include:

- **Economic Prosperity:** Implementing sustainability in agency programs can drive economic growth by creating new jobs in renewable energy, energy efficiency and green technologies. States that invest in sustainability often see increased investment and innovation<sup>1</sup>.
- **Cost Savings:** Practicing sustainability in agency operations can lead to significant cost savings. For example, energy efficiency measures reduce utility bills for state buildings, and sustainable waste management practices can lower disposal costs<sup>2</sup>.
- **Public Health:** Sustainability initiatives, such as reducing air and water pollution, directly improve public health. Cleaner environments lead to fewer health issues, reducing healthcare costs and improving quality of life for Oregon residents<sup>3</sup>.
- **Resilience:** Planning for a changing climate can enhance the resilience of state infrastructure and operations to climate disruptions and natural disasters. This includes building resilient energy systems and infrastructure that can withstand extreme weather events<sup>4</sup>.

<sup>1</sup> CSIS Report on Clean Resilient States

<sup>2</sup>: Wilson Center Article on State Governmental Leadership

<sup>3</sup>: EY Insights on Government Green Transition

<sup>4</sup>: SCU Ethics on ESG Policies.

- **Environmental Protection:** By promoting sustainability, state governments can better protect natural resources and biodiversity, ensuring ecosystems remain healthy and productive for future generations<sup>4</sup>.
- **Leadership by Example:** State agencies that lead in sustainability can set an example for Oregon and influence national policies. They also ensure compliance with federal regulations and international agreements, which can bring additional funding and support<sup>2</sup>.

These advantages are reflected in state law (Oregon Sustainability Act, ORS 421-435), and the goals in the statute for agencies and sustainable communities in Oregon.

## Alignment with Other DAS Plans

As stated in the [2024-2027 DAS Strategic Plan](#), among the agency's key goals is to demonstrate commitment to efficiency in agency operations. Due to the unique responsibilities of DAS, it influences multiple levels of state government – its own staff, tenants, tenant-occupied buildings and the entire Oregon state government enterprise. Integrating sustainability into DAS operations and programs results in many benefits across these levels. Being more efficient and conserving energy reduces energy costs as well as greenhouse gas (GHG) emissions and being wise with our water use will prepare DAS for more frequent drought in the future. Making our fleet more fuel efficient will save on fuel costs per mile and reduce GHG emissions. Sustainability can also help us make good fiscal decisions and support Oregon's economy, while also supporting a healthy, resilient and diverse workforce. Finally, practicing sustainability also helps DAS comply with statewide policy and executive orders, support the Governor's sustainability priorities and leads other agencies by example.

This Sustainability Plan supports the following specific components of the DAS Strategic Plan.

- Strategic Objective 2: Diversity, Equity, Inclusion and Belonging (DEIB).
- Strategic Objective 4: Operational Excellence and Innovation
  - Engage with employees and agencies to map and streamline processes that advance efficiency and enterprise solutions.
  - Increase the transparency, clarity and communication of accountability measures; apply metrics in DAS operations to sustain progress and achieve strategic goals.

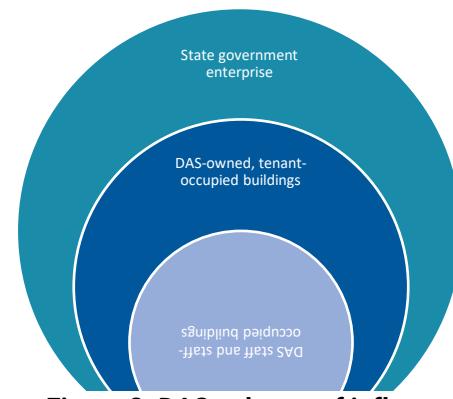


Figure 2. DAS spheres of influence in state government.

## The DAS Office of Sustainability

With over 100 state agencies and around 45,000 employees, Oregon state government's sustainability efforts can significantly influence many areas, including the reduction of GHGs and use of energy and water, promote alternative transportation, reduce waste, promote the purchase and use of more sustainable materials and foster DEIB. The [DAS Office of Sustainability](#) assists agencies in developing plans and implementing actions to further sustainability in their operations and programs.

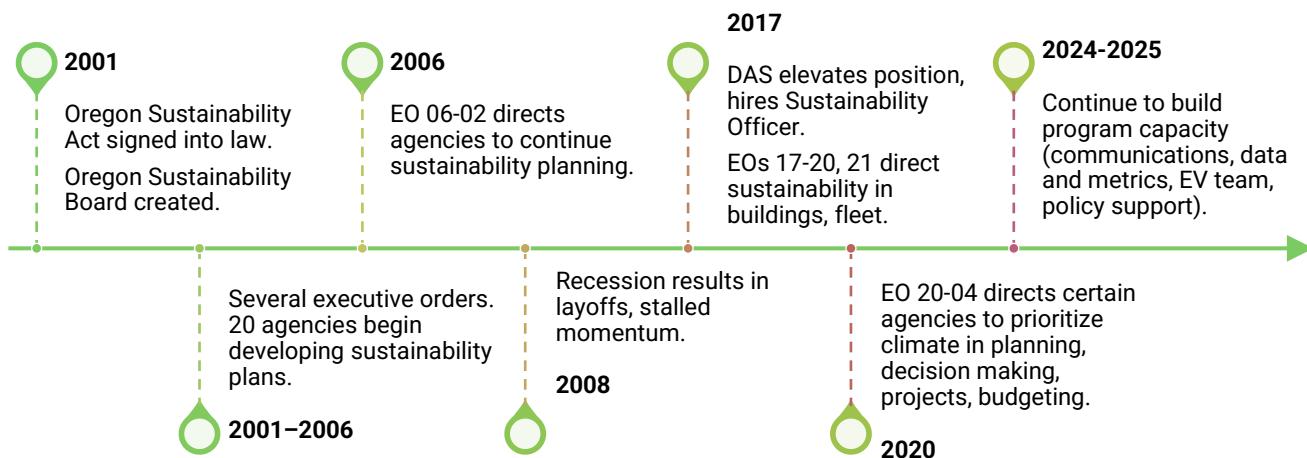


Figure 3. Agency sustainability timeline.

## Plan Development Process

This plan was developed with both a bottom up and top-down approach involving engagement of over 200 DAS staff in the process. This initial effort included data collection and analysis, focus group discussions, a staff survey and an idea whiteboard, EAM division leadership team input, and executive team guidance.

### Background Analysis

An initial step in plan development entailed a snapshot of current conditions and a “look back” at performance over the past three to five years. This included answers to the following questions:

- Did DAS meet the goals from its past Sustainability Plan? (Appendix A)
- Did DAS complete the 90+ strategies listed in the past plan? (59 completed or ongoing by nature, 21 in progress, one not completed)
- How are DAS sustainability metrics trending? Feedback on this question is included in each focus area below.

### Staff Survey and Whiteboard

DAS conducted a survey of staff summer 2024 to gauge staff priorities and effectiveness of communications for the Sustainability Plan update. Approximately 125 staff responded to the survey (Appendix B). Some highlights include:

- Many respondents indicated sustainability is somewhat important or very important.
- There are opportunities to better communicate about the plan, progress towards its outcomes and ways staff can engage in its implementation.
- Energy, waste and toxics were the three topic areas, relatively, with the highest importance, though staff indicated all were somewhat or highly important.

The DAS Office of Sustainability also set up a virtual whiteboard where staff could post ideas for the Sustainability Plan, and like ideas posted by others. Approximately 20 staff posted ideas, which are incorporated in this plan.

### Focus Groups

The DAS Office of Sustainability staff held focus groups across 11 DAS staff functional areas to discuss current sustainability activities, challenges and opportunities:

<ul style="list-style-type: none"><li>• Procurement</li><li>• Surplus Property</li><li>• Publishing and Distribution</li><li>• Information Technology</li></ul>	<ul style="list-style-type: none"><li>• Operations and Maintenance</li><li>• Planning and Construction</li><li>• Chief Human Resources Office</li></ul>	<ul style="list-style-type: none"><li>• Real Estate</li><li>• Fleet and Parking</li><li>• Budget and Finance</li><li>• Communications</li></ul>
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## Relevant Policies and Executive Orders

This Sustainability Plan and implementation will serve as a central point of coordination for DAS compliance and progress toward related executive orders and statewide policies. Table 1 below summarizes key orders and policies, DAS compliance efforts, and relationships to this plan.

**Table 1. Summary of Executive Orders, Statewide Policies and Relationships to Plan**

Executive Order (EO) or Statewide Policy	DAS Involvement	Relationship to Plan Components
<b>EO 17-20: Accelerating efficiency in Oregon's built environment to reduce greenhouse gas emissions and address climate change</b>	DAS served on the working group to implement the EO's directives related to plug loads, procurement of efficient equipment, energy targets, and carbon neutral-ready new construction.	DAS Procurement has established energy and water efficiency procurement requirements for equipment and DAS follows in its equipment purchases. Plug load management is integrated into the DAS statewide Energy and Resource Conservation Policy. DAS has set energy targets for its buildings.
<b>EO 17-21: Accelerating zero emission vehicle adoption in Oregon to reduce greenhouse gas emissions and address climate change</b>	DAS served on the working group to implement the EO. DAS continues to coordinate with DEQ and ODOE to implement various individual components.	DAS Statewide Fleet Management Policy, EV charging infrastructure projects and fleet procurements reflect priorities for fleet electrification.
<b>EO 20-04: Directing agencies to take actions to reduce and regulate greenhouse gas emissions</b>	EO directs agencies to prioritize climate change mitigation and adaptation as top priorities in planning, budgeting, and investments. DAS Procurement directed to study ways to reduce embodied carbon in state procurement.	DAS is applying a climate lens to statewide policies, capital projects, procurement activities, real estate decisions and other topics.
<b>Statewide Energy and Resource Conservation Policy 107-011-010</b>	DAS is enforcing elements of the policy in its own buildings and educating tenants. DAS also led a major update of the policy, adopted in early 2024.	Strategies across multiple topics relate to and support the policy.
<b>Statewide Sustainable Procurement Policy 107-011-140</b>	Comprehensive sustainable procurement approach for DAS and other agencies with both processes and specifications.	Goals and strategies related to material flows and procurement.
<b>Statewide Fleet Management Policy 107-011-040</b>	Being carried out by Fleet and Parking Services. Includes directives for reducing vehicle miles traveled and GHG emissions.	Goals and strategies related to fleet and transportation aimed at boosting agency compliance with the Policy.
<b>Green Chemistry Procurement Guidelines Policy 107-009-0080</b>	Major update being completed in 2024. Integrated into DAS price agreements.	Procurement goals and strategies related to metrics and training.

Executive Order (EO) or Statewide Policy	DAS Involvement	Relationship to Plan Components
<a href="#">Sustainable Disposal of Electronic Equipment Policy 107-011-050</a>	Major update in process of completion. Will direct agencies to prioritize re-use of equipment where feasible.	Compliance is underway.

## Energy

In 2023 DAS spent over \$3.8 million to light, cool and heat state-owned buildings (44, totaling over three million square feet), and to support other operations. Energy is vital to the agency's operations, and finding ways to conserve and use energy efficiently also leads to cost savings. DAS Operations and Maintenance (O&M) already has an energy action team, including HVAC and lighting technicians, who are actively working with the Energy Trust of Oregon under the Strategic Energy Management Program (ETO SEM). It has an annually updated SEM Energy Action Plan to address HVAC, lighting and occupant engagement. The strategies in this Sustainability Plan support and expand on those included in the SEM Action Plan and will help the agency comply with [House Bill \(HB\) 3409](#).

### Highlights: Accomplishments Since 2018

- Completed LED lighting upgrade packages throughout most of the DAS building portfolio.
- 2023-24 Executive Building major renovation designed to operate 38% more energy efficient than state energy code.
- DAS was awarded a \$400,000 grant from Portland General Electric to construct a 250-kilowatt solar array at the state fleet facility in Salem.
- Installed solar on the North Valley Complex building in Wilsonville in accordance with the 1.5% for Green Energy Technology statutory requirement.
- Participated in the ETO SEM, with 15 buildings enrolled year-over-year.
- Received the 2021 Tenacity Award from Energy Trust of Oregon for completing 42 energy saving actions and five capital projects saving energy across the agency's enrolled SEM portfolio.
- Replaced boilers and chillers with more efficient equipment.
- Continued to conduct building "tune ups" with DAS energy team staff focused on controls, adjusting of schedules, re-configuration of heating and cooling, installation of variable frequency drives and other measures.
- Continued to conduct "night audits" focusing on lighting controls and plug loads, providing feedback to tenants on energy use associated with devices.

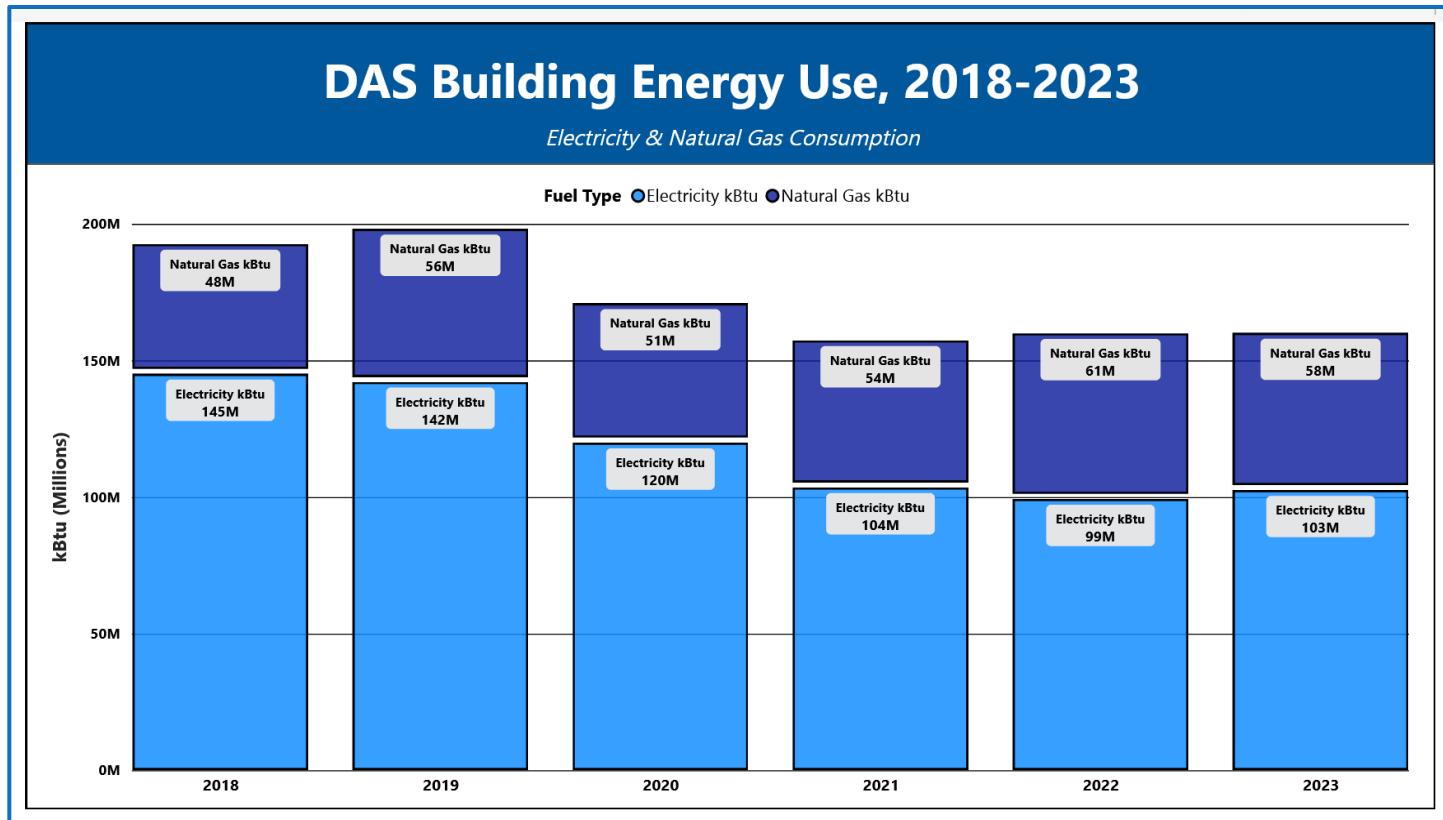
### Snapshot of Current Conditions

From 2018 through 2023, in its building portfolio DAS:

- Reduced electricity use 30.2%
- Increased natural gas use 27.6%
- Increased energy efficiency as measured by energy use intensity (EUI, Table 2).
- Began purchasing 12.5 million kWh of renewable energy credits annually from Portland General Electric.

**Table 2. EUI of DAS buildings, 2018-2023 compared to ASHRAE 100 targets. (Buildings above target are indicated in red.)**

DAS Buildings: Offices With ASHRAE Targets	ASHRAE 100 Target	2018	2019	2020	2021	2022	2023
550 Capitol	50	23.1	24.25	20.84	19.61	22.3	23.36
Agriculture	50	56.05	57.59	58.62	56.67	61.78	57.6
Albina	50	54.09	53.76	49.22	46.06	51.87	43.09
Blind Commission	52	83.62	87.73	80.88	82.77	92.32	83.67
Commerce	50	43.46	43.8	40.36	42.15	46.33	42.92
Employment	50	61.13	61.27	65.32	61.71	60.25	55.15
Eugene State Office	50	49.08	46.94	46.65	41.11	33.44	23.52
Executive	50	58.16	56.77	55.47	50.26	33.21	4.2
General Services	50	38.64	40.7	33.78	33.82	37.65	27.08
Human Services	50	40.73	42.85	37.59	32.51	32.53	31.43
Justice	50	88.76	87.98	55.2	41.39	42.04	38.03
Labor & Industries	50	183.43	178.45	91.75	53.43	56.35	53
North Mall Office Building	50	29.18	49.23	42.71	41.22	51.79	47.22
Pendleton SOB (Old)	52	42.56	38.21	29.11	26.65	49.07	51.82
Pendleton State Office	52	49.41	56.65	44.69	52.06	60.84	49.56
Portland State Office Building	50	40.92	41.9	42.46	36.85	40.32	39.34
Public Service	50	25.19	24.84	23.3	25.27	24.67	23.52
Real Estate	50	51.44	55.53	35.84	35.14	43.15	38.58
Revenue	50	46.25	47.04	37.86	41.51	45.8	41.82



**Figure 4. DAS building energy use.**

## Goals

- Reduce fossil fuel-based energy use across the DAS-owned portfolio at least 4% annually by 2030, using 2023 statistics as a baseline.
- Reduce average portfolio-wide EUI in DAS-owned buildings at least 15% by 2030, using 2023 statistics as a baseline.
- Increase renewable energy generation to at least 5% by 2030.
- By 2050, operate using no net fossil fuel energy sources on an annual basis.

## Strategies

### Existing Buildings

- Engage employees and tenants through messaging, "power down" campaigns, energy report cards, meetings, energy challenges and other engagement tools.
- Continue participation in the ETO SEM Program.
- Continue to conduct periodic night audits of buildings, including lighting controls and workstations to reduce unnecessary plug loads.
- Continue to work with agencies to phase out individual server racks in buildings and migrate them to the State Data Center.
- Evaluate the implications of artificial intelligence on energy demand and impacts to DAS.
- Maintain a regular and recurring building retro-commissioning or "tune-up" program for building electric and gas equipment and deferred maintenance efforts to ensure building systems are operating efficiently.
- Continue to implement State Energy and Resource Conservation Policy (e.g., operating times, temperature deadbands, etc.).

- Meet or exceed all applicable energy targets in DAS buildings as established in [ODOE rules for House Bill 3409](#).
- Create energy management and operations and maintenance plans for the portfolio in

accordance with House Bill 3409 and applicable ODOE rules. Leverage support from ETO for conducting building energy audits and commissioning studies.

## New Construction and Major Renovations

- Complete LED lighting package upgrades for the remainder of the DAS portfolio.
- Conduct a feasibility study for renewable energy on DAS land and buildings. Include small-scale hydroelectric, solar photovoltaics, solar thermal and other renewable energy technologies. Leverage incentives from ETO.
- Complete the DAS Fleet and Parking Services 250kW solar array.
- Continue to meet or exceed State Energy Efficient Design (SEED) and 1.5% for Green Energy Technology (GET) ODOE rules and standards for all new construction and major remodels.
- Train planning and construction management project managers on the integration of energy considerations into projects and decisions. Provide checklists

for integrating energy considerations where relevant.

- Complete sustainable design guidelines and companion construction standards for the DAS portfolio, including establishing energy performance targets for projects where applicable.
- Evaluate the feasibility of switching from gas to electric in all major remodels; or at least making building “electric ready” where possible.
- Where electrification is not possible, maximize efficiency during installation of new heating and cooling equipment.
- Develop a plan to install meters to measure electric loads and more granularly evaluate energy use. Identify priority areas and spaces for sub-metering.

## Enterprise Support

- Continue to convene regular meetings, in collaboration with ODOE, for agency energy managers to share information, legislative and rule updates and best practices.
- In collaboration with ODOE, provide support to Executive Branch agencies, in complying with HB 3409 energy management and performance targets.
- Maintain and update the Statewide Energy and Resource Conservation Policy and provide tips, training, and follow-up check-in meetings with agencies on its implementation.

## Climate

Climate change presents a significant threat to Oregonians' livelihood, economic security, environment, health and wellbeing. GHG reduction is a cross-cutting issue involving building energy efficiency and conservation, fleets and transportation, stationary fuel sources (such as diesel for equipment and generators), refrigerants, solid waste and others. The goal for the state of Oregon is to reduce GHGs 45% below 1990 levels by 2035 and at least 80% below 1990 levels by 2050 (ORS 468A.20). DAS has aligned itself with achieving or exceeding these goals.

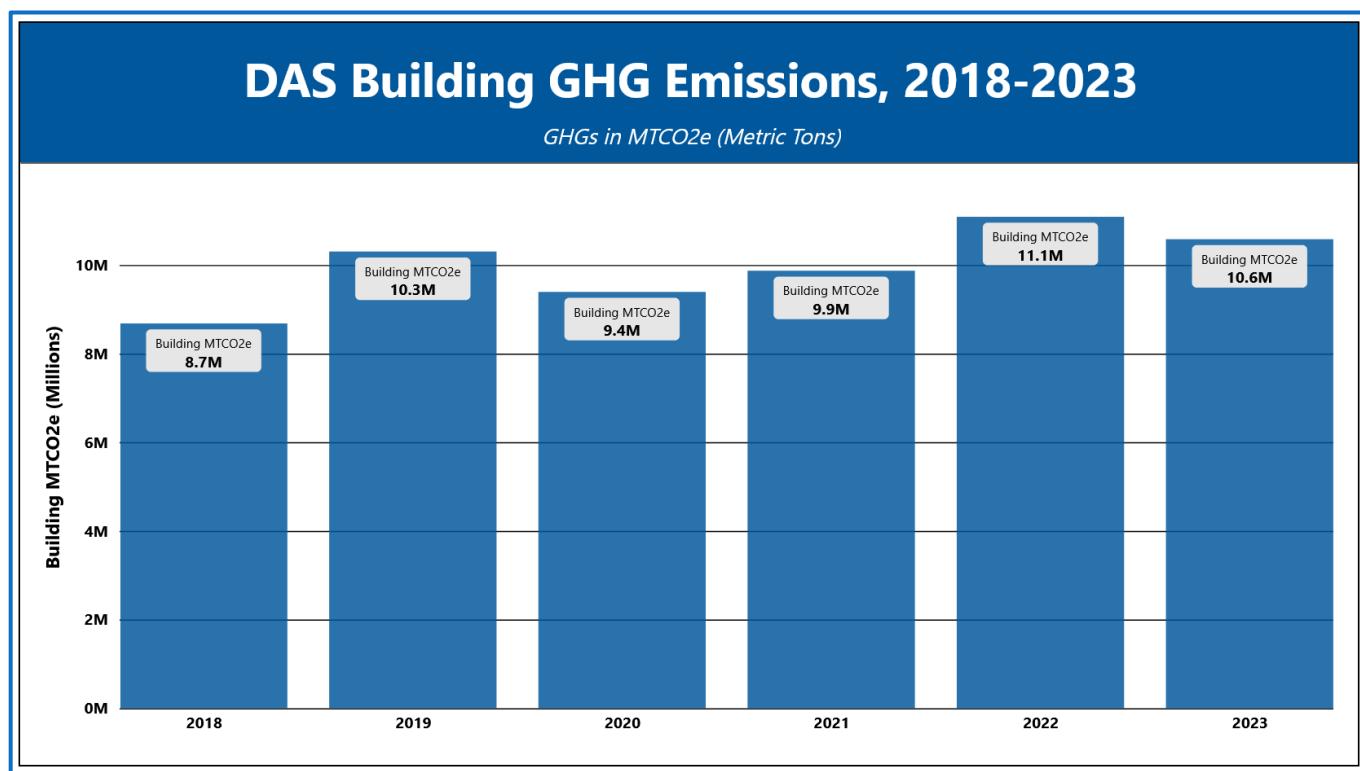
Because climate change is a cross-cutting issue, the strategies in this document related to energy, fleets or transportation, building design, procurement and other topic areas will contribute to GHG reductions. The strategies in this section are proposed in addition to energy, buildings, procurement and fleet-related strategies.

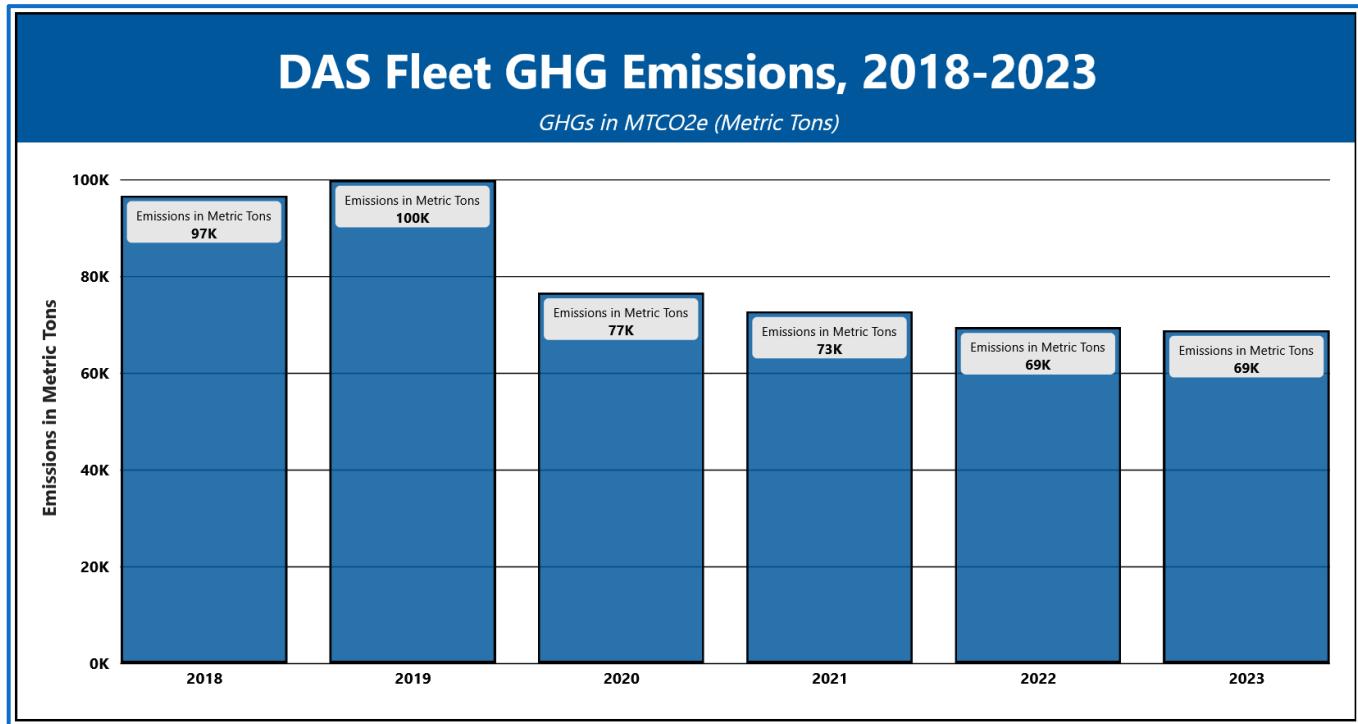
## Highlights: Accomplishments Since 2018

- Created a new DAS key performance measure on GHG reductions in fleet and buildings to report to the Legislature.
- Established a separate carbon reduction policy option package (POP) to support reductions of operating and embodied carbon in new construction and major renovations.
- Integrated GHGs as a call-out in new statewide policy language for fleets, existing buildings and procurement.
- In collaboration with ODOE, created guidance for agencies on how to comply with the directives of EO 17-20 on designing “carbon neutral ready” new buildings as well as directives in HB 3409.
- In collaboration with DEQ, created an analysis of goods and services and top opportunities to reduce embodied carbon in state purchases. This was part of the [2020 DAS roadmap](#) for how the agency would incorporate climate change considerations in planning, budgeting and investment decisions.

## Snapshot of Current Conditions

- DAS fleet GHG emissions decreased 9% during the reporting period due to the continued conversion of fleet light duty vehicles to more efficient models (e.g., electric vehicles, plug in hybrid electric vehicles, hybrids) (Figure 5).
- Building GHG emissions increased 21.8% during the reporting period. While electricity use decreased, natural gas use increased. Natural gas is more carbon intensive than DAS electricity use (Figure 6).
- DAS also added a new building to the state-owned buildings portfolio: North Valley Complex in Wilsonville.





**Figures 5 and 6. DAS building and fleet GHG emissions, 2018-2023.**

## Goals

- Reduce GHG emissions in buildings and fleet at least 45% below 1990 emissions levels by 2035.
- Reduce GHG emissions at least 80% below 1990 emissions levels by 2050, with the goal of being carbon neutral in fleet and building operations.

## Strategies

- Pursue carbon neutral ready design wherever feasible in major renovations, and in any new construction in accordance with EO 17-20.
- In accordance with HB 3409, evaluate GHGs from DAS equipment in buildings and document equipment useful life to be tracked in a state database.
- Continue to partner with DEQ to include an analysis of the embodied carbon content of building materials in new DAS construction and major renovations, and opportunities to reduce embodied carbon.
- Develop DAS specifications for reducing embodied carbon in construction materials as part of the Sustainable Design Guidelines project (including adaptive reuse).
- Continue to track and report to DAS leadership on the agency's key performance measures for GHGs and suggest corrective action.
- Continue to update the agency's GHG inventory and climate actions using the agency Climate Action Planning Tool.
- Purchase renewable energy credits to offset GHGs from all DAS purchased electricity from Portland General Electric and Pacific Power as part of an "and" strategy that includes continued

- investments in building and fleet fossil fuel reductions.
- Evaluate opportunities for carbon sequestration through tree plantings on DAS properties.
- Create an adaptation/resilience plan for DAS to proactively respond to a changing climate by evaluating potential risks to DAS assets and potential responses.

### Enterprise Support

- Develop agency guidelines and standards for carbon neutral ready buildings as part of the Sustainable Design Guidelines project.
- Develop a contract mechanism and establish a database, in accordance with HB 3409, for agencies to document GHGs associated with equipment in their buildings.
- Continue to work with agencies to develop GHG inventories and identify

- reduction strategies through the Climate Action Planning Tool developed by the Oregon Sustainability Board and DAS.
- Continue to support agencies in addressing GHG reductions as part of their sustainability plans.
- Review DAS state travel policy and explore opportunities to reduce GHG impacts associated with state-sponsored travel.
- Continue to work with ODOT on state commute travel programs and opportunities to reduce GHGs associated with travel.
- Continue to update and work with agencies to implement statewide policies related to GHG reductions in fleet, buildings, and procurement.

## Water

DAS uses water in a variety of ways to carry out its operations and support its programs. Water is vital to basic operations; it is used to maintain landscaping around buildings and on the Capitol Mall, wash vehicles and operates heating and cooling equipment.

Between 2014 and 2020, DAS far exceeded the directive in EO 15-09 to reduce non-essential water use by at least 15%, achieving a 54% reduction. Further changes in Oregon's climate increase the likelihood of less winter snowpack and hotter and drier summers. This, along with continued population growth, will put further strain on our state's water resources.

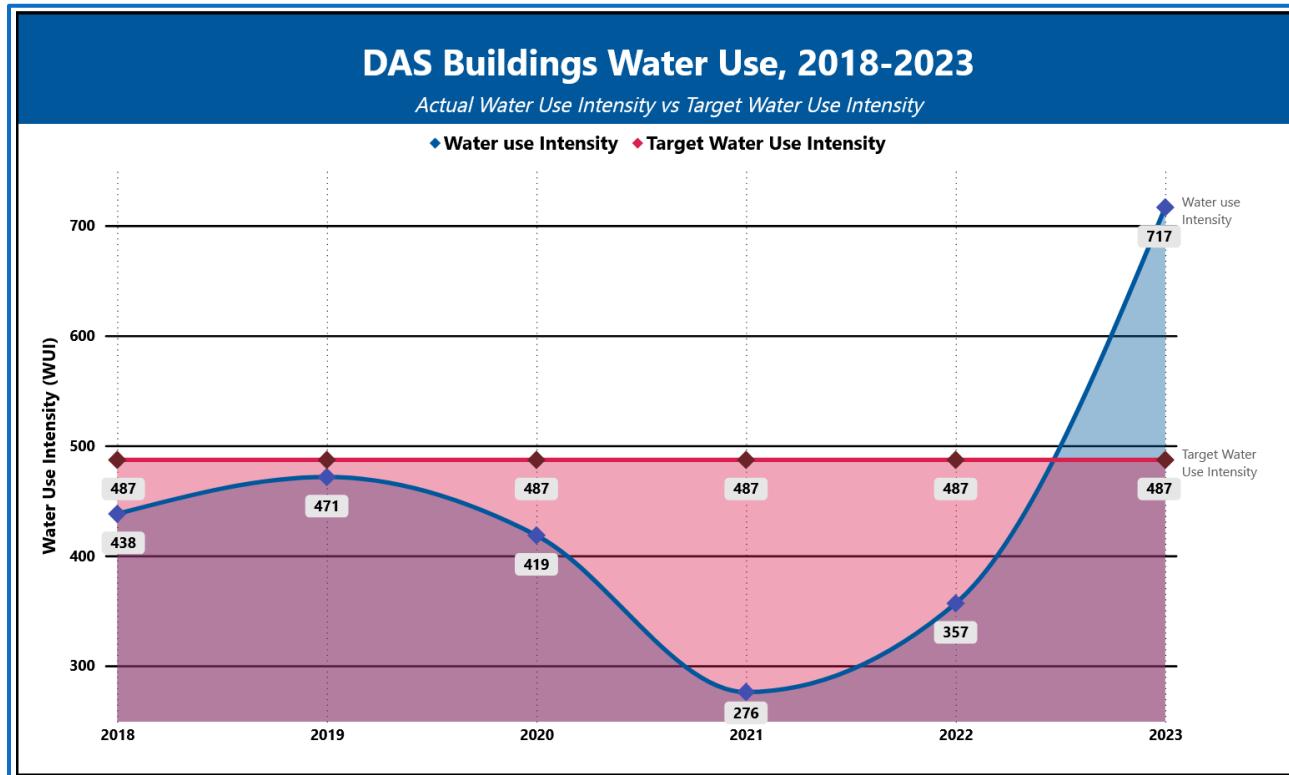
Along with measures such as EUI – which evaluates energy use per square foot of building space – DAS is proposing to track water use using water use intensity (WUI), measuring water use per square foot of building space and utilizing benchmarks from the U.S. Environmental Protection Agency's ENERGY STAR Portfolio Manager™ tool.

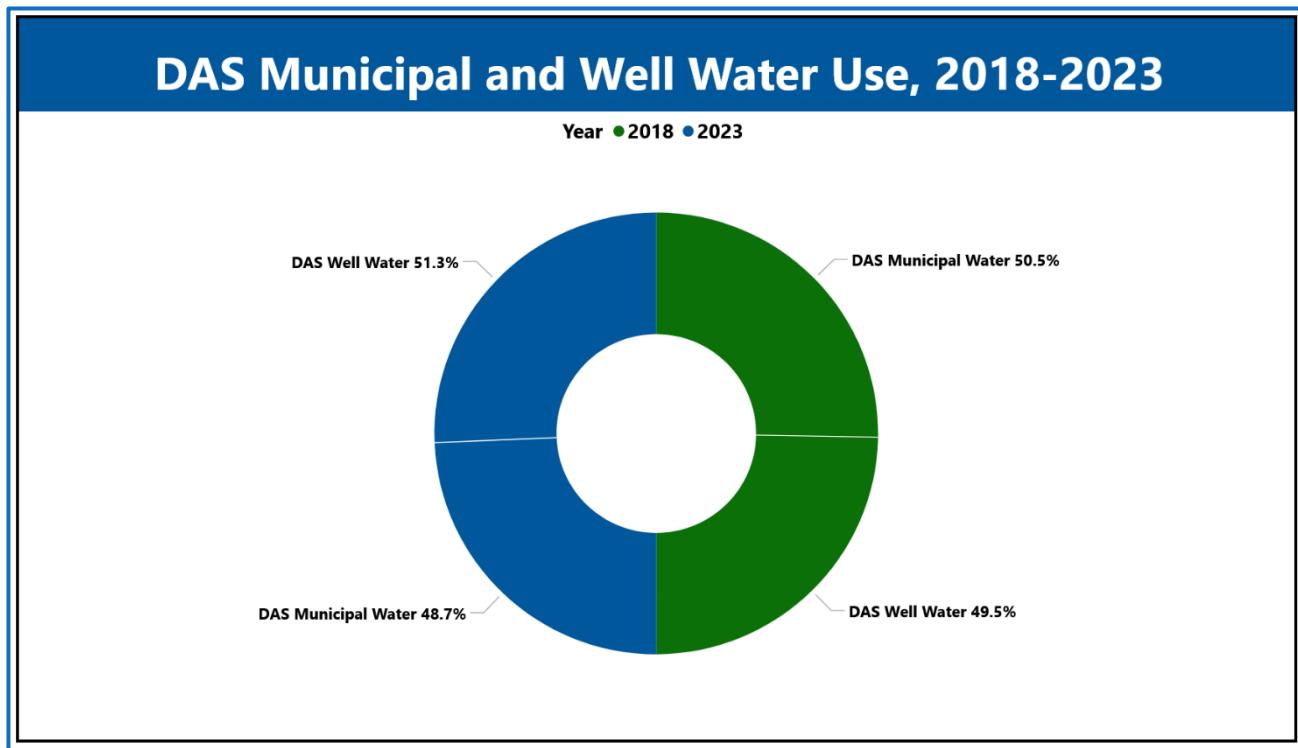
### Highlights: Accomplishments Since 2018

- Installed WaterSense™ certified end use fixtures in all new major remodel projects.
- Planted more drought-tolerant landscapes associated with new remodel projects.
- Evaluated the feasibility of integrating water reuse into the Executive Building remodel project.
- Continued to upgrade DAS irrigation system components associated with major remodel projects.
- Monitored water use trends to identify anomalies, such as system leaks, and implement corrective measures. In 2023, DAS detected a pump valve failure at the Salem Motor Pool, which had led to a significant water leak that was repaired.

## Snapshot of Current Conditions

- DAS municipal water use decreased during most of the reporting period. During this time, DAS added the North Valley Complex building in Wilsonville to its portfolio. Reduced building occupancy due to remote work contributed to reduced municipal water use. A leak detected in 2023 spiked water use until repairs could be made (Figure 7).
- DAS uses well water for irrigation, and use of that water decreased from 2018-2023. Use fluctuates from year to year depending on weather conditions (Figure 8).





**Figures 7 and 8. DAS municipal and well water use intensity and ratio.**

## Goals

- Reduce total agency water use (municipal and well water) at least 15% over a 2019 baseline by 2030 (2019 is used as buildings were more fully occupied at that time).
- Reduce portfolio building water use intensity (WUI) by at least 15% over a 2019 baseline by 2030.

## Strategies

- Limit watering lawns during the summer season and times of drought at state facilities.
- Review watering requirements in service level agreements and incorporate the ability to “let the grass go brown” in targeted lawn areas with low visibility.
- Where major renovations have not occurred in the past 10 years and are not planned in the next two biennia, conduct an inventory of water fixtures in DAS buildings to document potential water savings and conduct a cost-benefit analysis of retrofits.
- Use WaterSense™ certified end use fixtures in all major renovations.
- Reinforce routine maintenance and leak detection protocols.
- Continue exploring the feasibility harvesting rainwater and installing graywater systems. Identify and complete one pilot project.
- Prioritize water efficiency in boiler and chiller system selection and maintenance per the requirements of EO 17-20.
- Monitor irrigation sprinklers more frequently and adjust as needed.
- Investigate options for assessing and conducting a comprehensive update of the DAS irrigation system.
- Evaluate opportunities for “rain gardens” around DAS facilities that comply with or surpass code requirements to infiltrate and treat stormwater.

## Enterprise

- Develop sustainable landscape guidelines and state policy. Create plant selection guidelines and identify native and low water use plants including pollinators for use in DAS and other agency landscape projects.

## Procurement

Like all organizations, DAS relies on a wide range of materials for its operations. These include everything from office supplies and paper to furniture, vehicles, electronics, uniforms and more. With analogies to things like vehicles (fuel in, exhaust out) or organisms (food in, waste out), DAS holistically looks at “material flows,” or the goods and services it consumes to operate and the waste produced in the process.

## Highlights: Accomplishments Since 2018

- Established a formal Sustainable Procurement Program with a full-time program manager.
- Developed the first comprehensive, statewide [Sustainable Procurement Policy](#).
- Completed a study with DEQ to identify the top opportunities to reduce embodied carbon, the GHG emissions associated with producing the goods state agencies purchase.
- Created specifications for energy and water efficiency in procurement of equipment used inside agency buildings as directed by EO 17-20.
- Integrated sustainability specifications into several statewide product price agreements for energy and water efficiency and greener chemicals.
- Enhanced the DAS Fundamentals of Sustainable Procurement training class, which is offered to all agencies and Oregon Cooperative Purchasing Program (OCRPP) members. Also integrated sustainability into the DAS “SPOTS” business credit card training program.

## Snapshot of Current Conditions

Data for sustainable procurement is presently limited. With the DAS transition to a new e-procurement system, the agency is exploring the most effective and efficient ways to collect metrics, such as spend data or energy and GHG reductions for procurement activity.

## Goals

- Develop a robust and replicable methodology to track sustainability in procurement so that specific future goals can be set.
- Provide sustainable procurement training to 75% of agency purchasers by 2027.
- Continue to develop new procurement specifications and update existing ones where applicable, emphasizing those that reduce embodied carbon in the supply chain.

## Strategies

- Develop tools, calculators and resources for agencies to implement the Sustainable Procurement Policy.
- Continue to target commodities with the greatest carbon intensity and agency spend for reducing embodied carbon.
- Participate in state government cohorts on sustainable procurement.
- Develop template language for integrating sustainability into requests for proposals and contracts, and for a supplier code of conduct.
- Develop a replicable methodology for collecting spend and other sustainability data from suppliers to track agency spend activities and other sustainability outcomes like energy and GHG

<p>reduction, use of green chemicals, water efficiency and other data points.</p> <ul style="list-style-type: none"> <li>• Examine vendor ordering interfaces to offer green and sustainable items first.</li> <li>• Provide agency report cards on sustainable spend and associated metrics.</li> <li>• Factor complete lifecycle costing into targeted sustainable procurement</li> </ul>	<p>decisions where feasible and include considerations of social, community, and environmental factors.</p> <ul style="list-style-type: none"> <li>• Develop a communication plan on sustainable procurement.</li> <li>• Create a Sustainable Procurement Program periodic progress report for agency staff and leadership.</li> </ul>
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## Waste Reduction

DAS generates a variety of waste streams in its operations, from organics to paper, mixed recycling, electronic waste, and cardboard. Other wastes generated by the agency that are regularly recycled include construction and demolition waste, batteries, packaging materials, paint, miscellaneous equipment and other materials. Many items, such as furniture and vehicles are sent to [DAS Surplus](#), which offers goods for sale or arranges donations. DAS also incorporated waste and recycling guidance to agencies in its statewide Energy and Resource Conservation Policy.

DAS is in the process of finalizing a separate Waste Reduction Strategy that lays out in more detail how the agency will reach its waste recovery goals and align with the new requirements and rules for SB 582, the [Plastic Pollution and Recycling Modernization Act](#) (RMA).

## Highlights: Accomplishments Since 2018

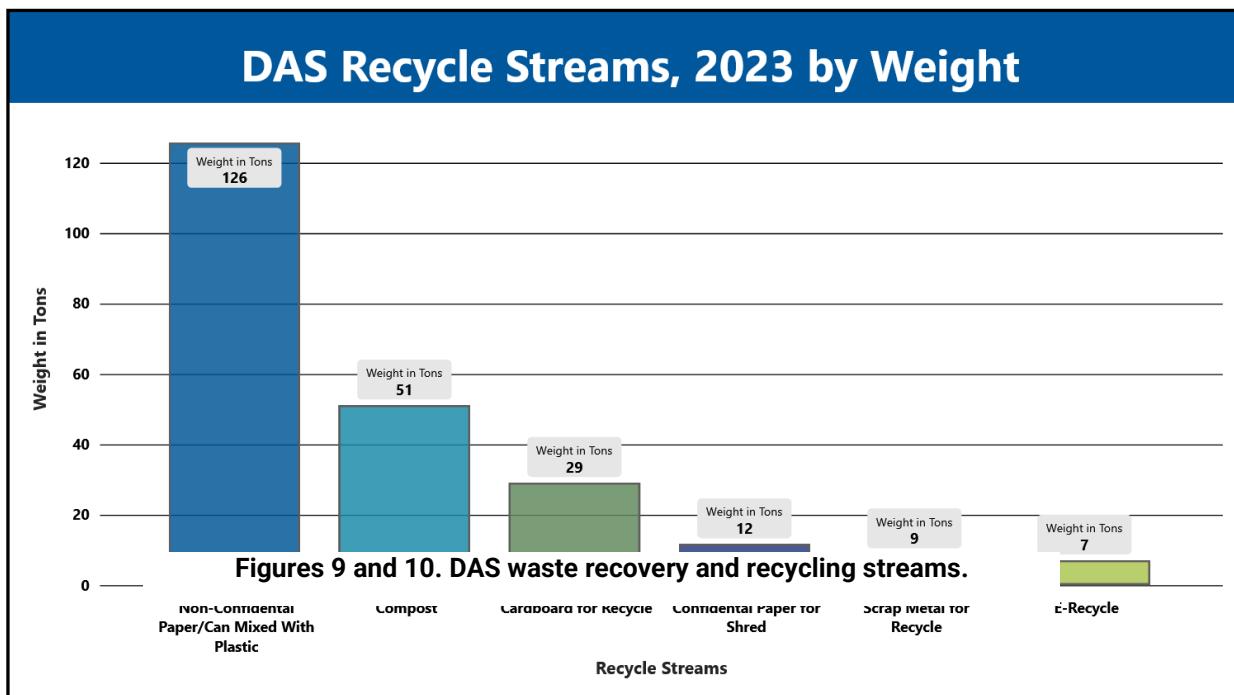
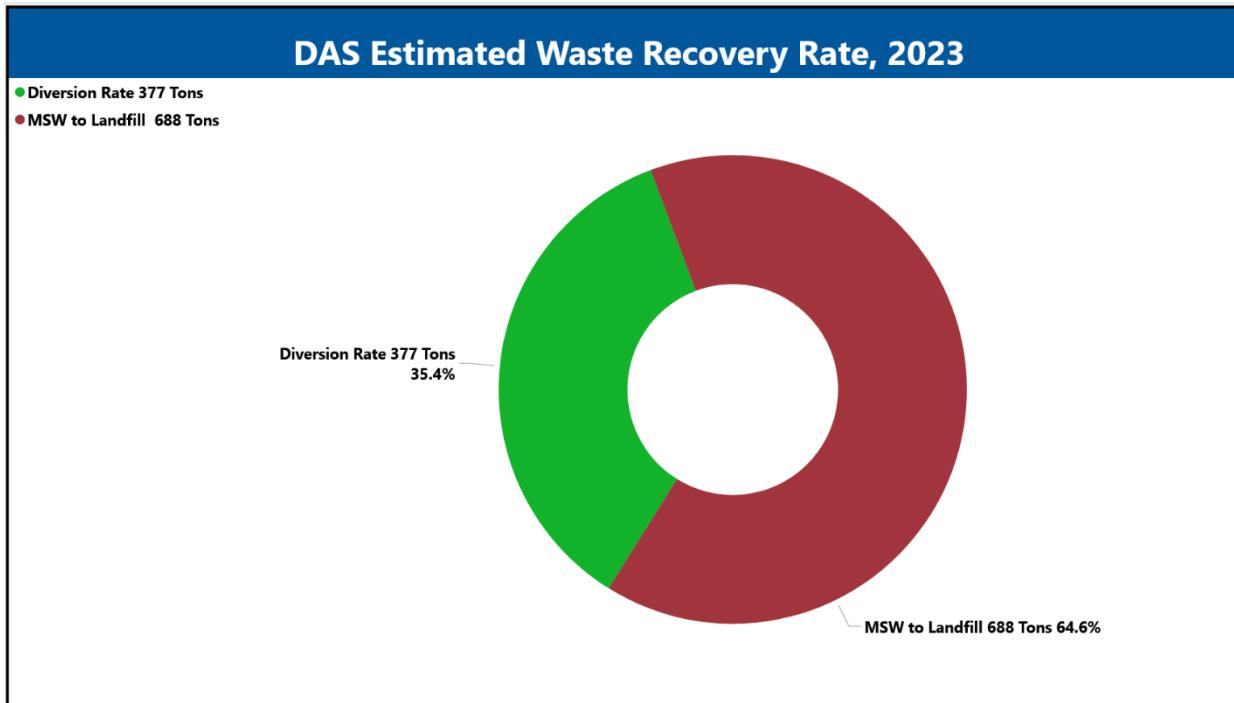
- Conducted a waste audit of two DAS buildings.
- Made composting available to tenants in DAS buildings.
- Developed a recycling guide for DAS staff and other agencies on how to recycle different materials.
- Worked with service providers to improve electronic waste recycling practices.
- Refreshed signage in DAS buildings on best recycling practices.
- Made several staff events “zero waste” events by providing recycling and composting options.
- Many DAS divisions moved to paperless operations during COVID-19 and have maintained that practice.

## Snapshot of Current Conditions

DAS last conducted a waste audit in 2018. Currently, trash haulers servicing DAS do not weigh waste except for compactors, so waste generation is estimated based on dumpster size, frequency of pickup, percent full and assumed composition by building type. Some of the providers collecting DAS recyclable materials provide annual weights by waste stream (Figure 9).

DAS recycling follows state agency general patterns, with paper being the top material recycled by weight, followed by compost and cardboard.

Based on recycling data and rough post-COVID-19 estimates of trash hauling at DAS buildings, the 2023 DAS diversion rate agency-wide is estimated at just over 35%, down from about 40% pre-COVID-19 (Figure 10). A focus in this plan will be on verifying this data.



## Goals

- By 2030, achieve a waste recovery goal of at least 65% through recycling and composting.
- By 2050, become a zero-waste agency (recover 90%+ of waste).

## Strategies

- Replace recycling barrels with collection bins designed with labeling, messaging and cues to improve recycling practices.
- Evaluate and revise guidelines for recycling station placement in buildings.
- Evaluate methodologies to more accurately quantify waste generation (e.g., monitoring cameras, custodial lid lifts, etc.).
- Continue to encourage paperless processes across the agency.
- Create a community office supply storage for each building to share and avoid unnecessary purchases.
- Integrate minimum goals for construction and demolition waste diversion into the Sustainable Design Guidelines project.
- Offer IT solutions and train staff on use of virtual note taking applications.
- Provide Workday educational videos about recycling best practices.
- Create a materials exchange for employees.
- Continue to promote zero-waste events and provide reusable dishware for events.

- Expand composting to additional DAS-owned buildings.
- Compost waste from landscaping operations.

### Enterprise

- Continue to share the “reduce, reuse, recycle” message and purchasing/use hierarchies in statewide policy, which includes demonstrating the need for a purchase, follow by utilizing the DAS Surplus Program.
- Update the DAS Recycling and Composting Guide to align with future recycling requirements of RMA rules.
- Establish partnerships with other agencies and organizations for hard to recycle materials such as plastic film, Styrofoam, certain containers and other materials.
- Integrate specifications into supplier procurement contracts to minimize packaging, provide packaging takeback or provide recyclable packaging.

## Buildings and Grounds

Like GHGs, green buildings and grounds are cross cutting topics encompassing many of the resource conservation activities previously discussed. Green buildings and grounds can also support staff health and wellness by creating healthy and productive places to work. Green buildings have also shown to have premiums in the real estate market as desirable places to work<sup>3</sup>.

In 2024, DAS developed a new statewide [Space Utilization Policy](#) and companion guidelines to help agencies consolidate space with the new hybrid work environment. The policy and guidelines integrate

<sup>3</sup> <https://www.appraisalinstitute.org/assets/1/7/Green-Building-and-Property-Value.pdf>

sustainability, energy and the GHG reduction considerations agencies are to address as they reconfigure and consolidate operations into a smaller building portfolio.

## Highlights: Accomplishments Since 2018

- Completion of major renovations to the North Valley Complex building, with a Leadership in Energy and Environmental Design (LEED) Silver equivalent. Onsite solar included and native plant landscaping. Reduction in embodied carbon.
- Renovations to the Executive Building, with energy use modeled 38 percent below code. Building design to be solar ready and electrification ready. LEED Silver equivalent and native plant landscaping. Reduction in embodied carbon.
- Development of an Integrated Pest Management Plan (IPM) and participation in the agency IPM cohort with Oregon State University.
- Integration of sustainability criteria into statewide real estate policy.

## Goals

- Achieve at least LEED Gold equivalent, where feasible, in all applicable major renovations or new construction.
- All new applicable commercial buildings will be carbon neutral ready, carbon neutral or carbon positive.
- Reduce embodied carbon in new construction and major renovations by at least 20% compared to an industry average baseline building of the same type.
- Achieve equivalent of LEED for Existing Buildings, Marion County Earthwise, Portland Sustainability at Work or similar green building certifications, where applicable, for existing DAS owned buildings.
- Design all new major new landscaping projects using sustainability best practices.

## Strategies

### Buildings

- Develop and implement maintenance and longevity plans for building assets.
- Consolidate workspaces to operate the building portfolio more efficiently and reduce heating, cooling, and lighting needs for largely unoccupied spaces.
- Maximize the use of DAS meeting spaces for agency events and functions whenever feasible.
- Establish building performance or certification goals for each major renovation or new construction project until Sustainable Design Guidelines are complete.
- Create Sustainable Design Guidelines and construction standards for new DAS construction and major renovation projects.
- For smaller projects, create a sustainability checklist to identify

opportunities and project sustainability goals and consistency with green certification standards. Document outcomes.

### Landscapes

- Replace small engine equipment with electric (mowers, trimmers, leaf blowers, etc.).
- Utilize xeriscaping, which is landscaping and gardening that reduces or eliminates the need for supplemental water from irrigation.
- Use less or the least toxic chemicals in landscape maintenance.

### Enterprise

- Create sustainable design guidelines and construction standards for new agency construction and major renovation projects.

- Develop comprehensive sustainable landscape guidelines and policy for all agencies that address plant selection, water use, fertilizers and pesticides or herbicides, mulching, design and other considerations.

## Fleet and Transportation

The Fleet and Parking Services program manages over 4,000 DAS-owned vehicles, provides policy oversight to over 3,000 vehicles owned by other agencies, and manages 4,500 parking spaces in the Salem Capitol Mall, Portland and Eugene. Fleet and Parking Services rents vehicles daily and on a long-term basis to over 100 state and local agencies and promotes alternative modes of transportation for state employees.

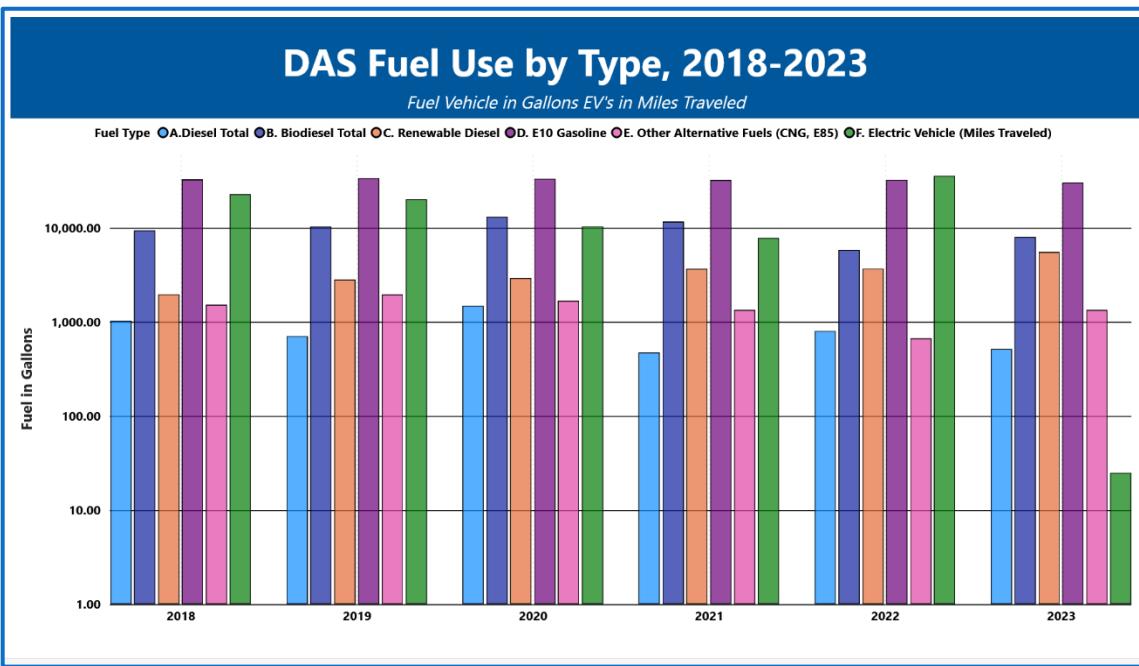
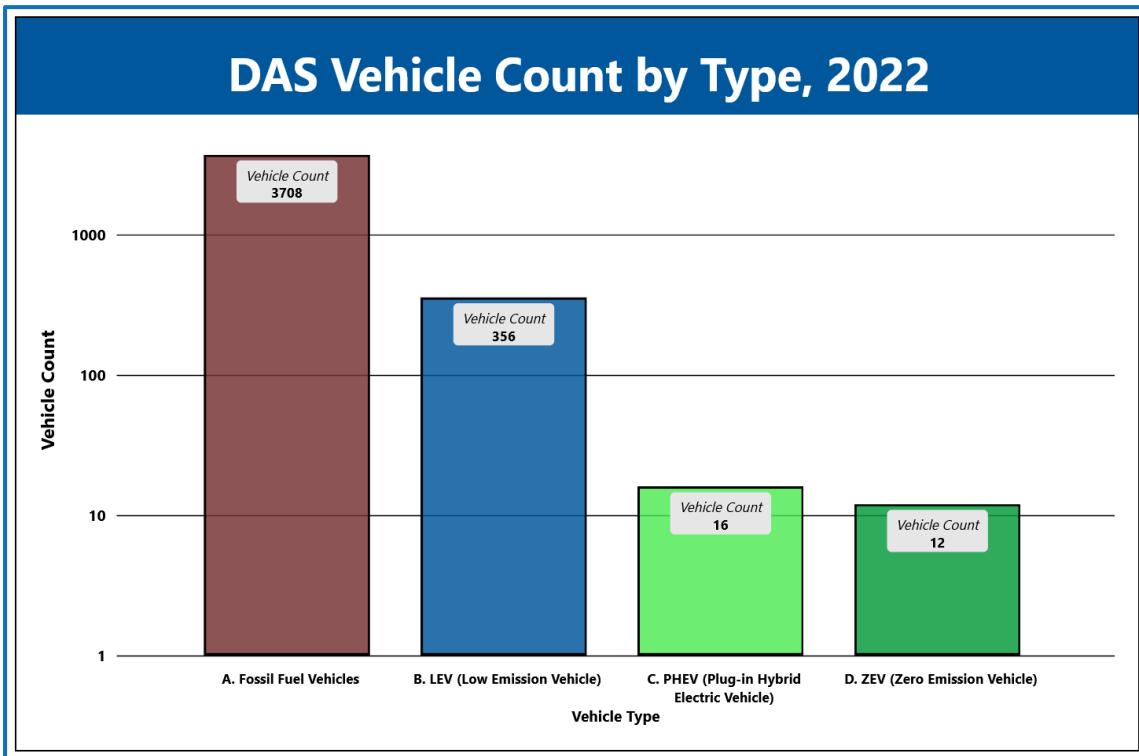
In 2019, Senate Bill 1044 required that, starting in 2025, DAS and other agencies are to purchase zero emission vehicles or electric vehicles (ZEVs or EVs) for fleet replacements unless such vehicles are not available or feasible for their designated function.

### Highlights: Accomplishments Since 2018

- Updated the [DAS Statewide Fleet Management Policy](#) to address GHG reduction, prioritize procurement of most efficient vehicles, and reduce unnecessary vehicle miles traveled.
- Installed approximately 175 EV chargers for fleet and public charging at DAS-owned parking facilities across Salem.
- Began expanding the DAS fleet of EVs, plug-in hybrid electric vehicles (PHEVs) and low emission or hybrid vehicles.

### Snapshot of Current Conditions

Currently, EVs and PHEVs play a limited but growing role in the DAS fleet (Figure 9). The share of EVs and PHEVs is expected to steadily grow over time. The state fleet has been getting progressively more efficient over time. From 2018 to 2023, DAS reduced fleet GHG emissions by 51 million tons. Agencies have begun to use more renewable diesel in place of conventional diesel or biodiesel where feasible (Figure 10). Overall, agencies reduced vehicle miles traveled during the COVID-19 pandemic, but mileage has started to trend upward again.



Figures 11 and 12. DAS fleet vehicle composition and fuel use by type.

## Goals

- By 2030, at least 10% of the state light duty fleet will be comprised of ZEVs.

- By 2050, all the light duty fleet will be ZEVs.
- By 2030 and 2050, install sufficient capacity to support the state's ZEV fleet.

## Strategies

- Continue to purchase ZEVs and EVs as a priority for fleet vehicle replacements as directed by SB 1044.
- Continue to install EV charging equipment to keep pace with vehicle replacements.
- Collaborate with DAS IT to develop an app for state phones to help locate charging infrastructure.
- Evaluate the use of telematics to more efficiently manage the state fleet.
- Include language to encourage mass transit like light rail, train or buses when traveling for work to reduce emissions.
- Reduce in-person trainings that can be done virtually to save on state vehicle usage.
- Require vehicles to use auto shutoff or start to save fuel and emissions and reduce idling.
- Continue supporting incentivized rates for rental of high efficiency cars.

- Expand covered and secure storage for bikes at DAS buildings where feasible.

## Enterprise

- Expand DAS capacities to support other agencies in their efforts to expand ZEV fleets and support infrastructure.
- Continue to update the Statewide Fleet Policy to integrate best practices.
- Continue to track and report on fuel use, vehicle miles traveled, and GHG emissions associated with agency fleet use.
- Continue to support the ODOT carpooling website and apps that encourage carpooling.
- Continue to coordinate with DAS Procurement to establish statewide price agreements for EV charging equipment and services.

## Staff Support

Supporting DAS staff and the greater community addresses the "community" component of the Oregon Sustainability Act. This encompasses a broad range of topics, but it offers an opportunity to evaluate and support those actions that can support staff and ultimately, the sustainability of DAS as an equitable, thriving, efficient and productive organization for the citizens of Oregon. It includes not only opportunities for staff to engage in furthering DAS sustainability goals, but also DAS support for staff health and productivity and the agency's diversity, equity, inclusion and belonging (DEIB) efforts.

The [DAS Office of Cultural Change](#) and Chief Human Resources Office (CHRO) are already working with the Governor's office and leading up the agency's efforts around goals and strategies for supporting employees and pursuing DEIB opportunities. The DAS Office of Sustainability will follow and support their leadership in these efforts as embodied in the strategies below.

## Goals

- Reach and engage 75% of DAS staff by 2030 with trainings, workshops, challenges or other direct education about the agency's Sustainability Plan and its sustainability efforts.
- Support the DAS DEIB Strategic Plan.

## Strategies

- Provide more learning opportunities about sustainability through Workday trainings and videos. Create content that can be stored for reference.
- Integrate the Office of Cultural Change projects and plans into the Sustainability Board's Sustainability Plan guidelines for greater alignment.
- Promote systems thinking as it relates to sustainability among agency staff.
- Restart DAS sustainability teams as consolidation of staff into buildings post-COVID-19 continues.
- Hold sustainability "lunch and learns" at least quarterly for DAS staff.
- Engage staff in periodic sustainability challenges, such as the EcoChallenge or building-specific energy or waste reduction challenges.
- Evaluate opportunities for a work service day every year where staff can serve their community.
- Re-purpose communications content into different formats and send sustainability related material to agency communications teams to share in their agencies. Integrate infographics into communication materials.
- Work with CHRO in onboarding new employees by providing targeted information about the agency's sustainability efforts. Follow up with new staff in six months.
- Look to partnerships with local schools, community colleges or universities for collaboration.
- Continue to update the Enterprise Sustainability Dashboard with additional metrics. Provide a data visualization dashboard with measurable outcomes specifically for DAS to make it easier for staff to understand issues.
- Explore opportunities to partner with other agencies on large sustainability projects.

## Economic and Fiscal Sustainability

Economic and fiscal sustainability represents a third pillar of the sustainability as defined in the Oregon Sustainability Act. Economic and fiscal sustainability, beyond the DAS budgeting process, is about exploring opportunities to be efficient with resources, identify opportunities to leverage funds through grants and partnerships, and evaluate projects holistically to make short- term and long-term decisions with costs and benefits in mind. While there are no sustainability-specific goals for this topic area, several strategies will be pursued. These will support the successful implementation of other sustainability goals in this plan.

### Strategies

- Develop proposed POPs for the DAS budget to support this Plan's sustainability goals and strategies.
- Actively explore grants, cooperative agreements, partnerships, and other sources to leverage DAS resources.
- Explore the viability of Energy Service Performance Contracting for addressing energy efficiency and GHG reduction in the DAS portfolio.
- Establish third-party contract(s) with consultant(s) to support DAS grant research and development efforts related to sustainability.
- Explore other financing mechanisms such as green bonds, public sector tax credits ("direct pay"), power purchase agreements and others to support DAS sustainability efforts.
- Create an energy savings revolving loan fund, as directed by HB 3409, with cost savings to be reinvested in future energy and GHG reduction projects.
- Continue to leverage incentives and rebates offered by ETO and other utilities

- to support DAS energy and GHG reduction efforts.
- Work with the DAS Chief Financial Office and Capital Projects Advisory Board to help integrate energy and climate investments into agency budget-making decisions.
- Apply life cycle costing to major projects-decisions to account for full project costs and benefits.

## Sustaining the Sustainability

It's not enough to prepare a Sustainability Plan – it must be implemented and actively managed with progress measurement, checking that actions are being completed, monitoring progress toward goals with metrics and adapting to changing conditions as needed. This is "sustaining the sustainability" through a constant plan-do-check-act process.

The DAS Office of Sustainability has two full-time employees to support plan implementation.

Implementation, however, will only happen with collaboration across DAS divisions, and with other agencies where applicable. The Office of Sustainability will work with agency divisions to integrate this Plan into agency divisions and programs. The office will continue to use an implementation workbook to track progress, metrics, accountability and reporting (to the DAS Executive Team, board and agency staff). Table 3 highlights key implementation activities and milestones.

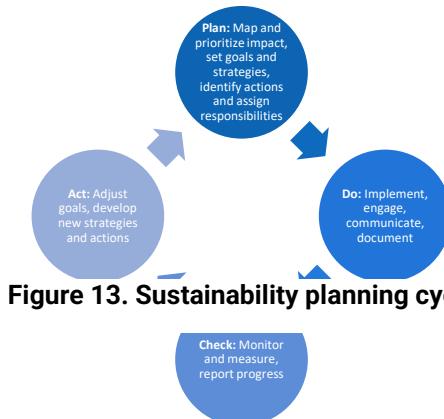


Figure 13. Sustainability planning cycle.

Table 3. Sustainability Plan Implementation

What	Who	When
Track implementation of strategies and progress toward goals	DAS Office of Sustainability to coordinate with various divisions to collect data and report progress on strategies	Quarterly
Track performance metrics	DAS Office of Sustainability to collect data in coordination with the agency's Energy Analyst and Sustainable Procurement Program Manager	Semi-annually
Compile sustainability progress report, report to Executive Team and share with staff on DASH; provide progress updates to Oregon Sustainability Board	DAS Office of Sustainability staff	Annually or Biennially
Review progress and adjust strategies and goals as needed	DAS EAM Leadership Team	Semi-annually
Revise Sustainability Plan and share with Oregon Sustainability Board	DAS Office of Sustainability staff	Every 5 years
Engage staff: communication, training, education, action	DAS Office of Sustainability staff	Ongoing

What	Who	When
Collaborate with the Sustainability Board to update agency Sustainability Plan Guidelines	DAS Office of Sustainability staff	Every three years, or as needed

## Metrics

Measuring effective implementation of this plan and its desired outcomes will require tracking of various metrics, and at various levels of granularity. The Office of Sustainability will be collecting for its own agency data for the following key metrics:

- **Energy use** in kilowatt hours for electricity and therms for natural gas – for the portfolio and for each individual building/metered account.
- **Energy use intensity** averaged across the portfolio, and for individual buildings.
- **Total municipal water use**, and water use intensity for buildings.
- **Total well water use**.
- **Estimates of waste** generated using container size, frequency of pickup, percent full and building type. Include construction waste. Explore improved measurement methods.
- **Recycled material** by material stream, data provided by recycling service providers.
- **Fleet** fuel use, vehicle type inventory, and vehicle miles traveled.
- **Total GHGs** from buildings and fleet. Refrigerants will also be tracked, along with targeted “Scope 3” emissions.
- **Spend data** for sustainable procurement, with estimates of energy use and GHG reductions using established calculators and protocols along with supplier data.
- **DEIB metrics** as available from the Office of Cultural Change.

DAS staff will continue to monitor building energy and resource use through monthly, and in some cases weekly review of utility costs and use to identify any anomalies, such as spikes in energy or water use, that require more immediate attention.

DAS will also continue to collect key metrics from agencies to report annually on sustainability performance through the [Enterprise Sustainability Dashboard](#).

## Communications

In addition to those strategies under Staff Support, above, the Office of Sustainability will continue to use the following communication tools to engage agency staff and the enterprise:

- DASH agency internal website.
- Quarterly sustainability newsletter for internal and external audiences.
- Targeted content in the DAS agency newsletter.
- Video trainings on Workday and YouTube.
- Briefings for DAS and agency leadership through established networks: Deputy Directors Network, Agency Business Services Directors Network, agency facility and energy managers networks, supervisory managers, and the Interagency Sustainability Coordinators Network, among others.
- Updates to the Office of Sustainability web site.
- Content pushed out through the Interagency Sustainability Coordinators Network and facility manager listservs.
- Facilitated meetings and workshops with agency sustainability teams.



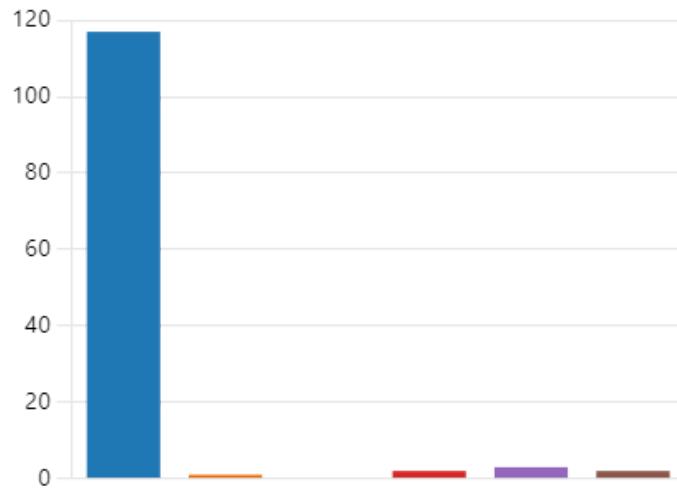
## Appendix A: Progress Towards 2018 Goals

Topic	2018 Plan Goal	Status
Energy	Reduce total energy use (in British Thermal Units, or BTUs) across the current portfolio of all DAS-owned buildings by 2% per year, resulting in a 20% reduction by 2025 over 2015 baseline.	From 2018 through 2022, DAS reduced energy use a total of 15.8%, or at a rate of 3.16% per year. This includes a 30.2% decrease in electricity use, but a 27.6% increase in natural gas use.
	Generate 5% percent of electricity from onsite renewable energy generation by 2025.	As of the end of 2023, DAS was generating 54.9% of its electricity from renewable sources, including renewable energy credits from PGE. The Fleet solar array will be a significant increase when it comes online.
Greenhouse Gas Emissions	Reduce DAS GHG emissions in the current portfolio by 26-28% below 2005 levels by 2025 to align with the U.S. Paris Agreement and Oregon Governor's goals.	Total GHGs from fleet and buildings increased 17.9% from 2018-2023. DAS buildings have an outsized influence compared to fleet (about 10:1).
Water	Beyond the 2020 EO goal, reduce total water use (utility water and wells) in the current portfolio an average of 2.5% year-over-year, resulting in a reduction of 25% across all DAS-owned buildings and irrigated areas by 2025 from a 2014 baseline.	DAS met the EO 15-09 goal, reducing non-essential water use 54% from the 2014 baseline by 2019. Through 2023, DAS had reduced total water use (essential and non-essential) 10.3% from 2018.
Waste and Recycling	Achieve a diversion rate of 52% in DAS-owned buildings by 2020 and 55% by 2025.	Pre-pandemic waste audits and projections showed DAS had an estimated diversion rate of 40% agency wide. Compost was added after that analysis, further reducing material going to the landfill.
Procurement	By 2020, position DAS to be a statewide leader in sustainable procurement by updating revised policies and rules, establishing product categories, and enhancing training and communication.	Mission accomplished with a new full-time Sustainable Procurement Manager, forward-looking policy, training program and price agreements.
	Increase statewide purchase of recycled-content office products to 50% of total spend by 2020 and 70% of total spend by 2025.	OregonBuys poses challenges in analysis of spend data for sustainable procurement. DAS Procurement is working on better ways to track spend data.
Buildings and Grounds	Ensure that all new buildings and major renovations designed and constructed after 2022 are carbon neutral ready and built to the then-current LEED Gold standard or better.	Reached at least LEED Silver equivalent at the DAS North Valley Complex building and at the Executive Building. Price escalations and budget constraints limited opportunities at both sites.
	Bring up to status and maintain 100% of DAS-owned buildings at a sustainability certification standard (e.g., LEED EB O+M, Marion County Earthwise, or equivalent) by 2022.	Completed in 2020.
Fleet	Increase the percentage of ZEVs to 25% of the fleet by 2025.	Supply chain restrictions, budget and COVID-19 hindered this effort.
	Reduce fleet carbon intensity per mile 20% by 2025 over a 2015 baseline.	Have switched now to total GHGs from fleet. GHGs from fleet decreased by 9% from 2018-2022.

## Appendix B: Survey Results

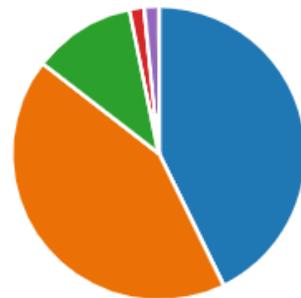
When (or if) you report to a DAS office, how do you typically commute?

Drive alone (including by motor...	117
Carpool/vanpool	1
Walk/bike	0
Public transit	2
I don't commute	3
Other	2



How important is sustainability to you as an individual?

Extremely important	53
Somewhat important	53
Neutral	14
Somewhat not important	2
Unimportant	2



In your opinion, does DAS prioritize sustainability?

Yes, the agency integrates sustai...	27
Sort of, sustainability is consider...	59
No, sustainability is not prioritiz...	4
I am not sure.	34



## How familiar are you with DAS' Sustainability Plan?

- High - I reference or use it regularly... 7
- Medium - I am aware of the plan... 62
- Low - I did not know of or have ...



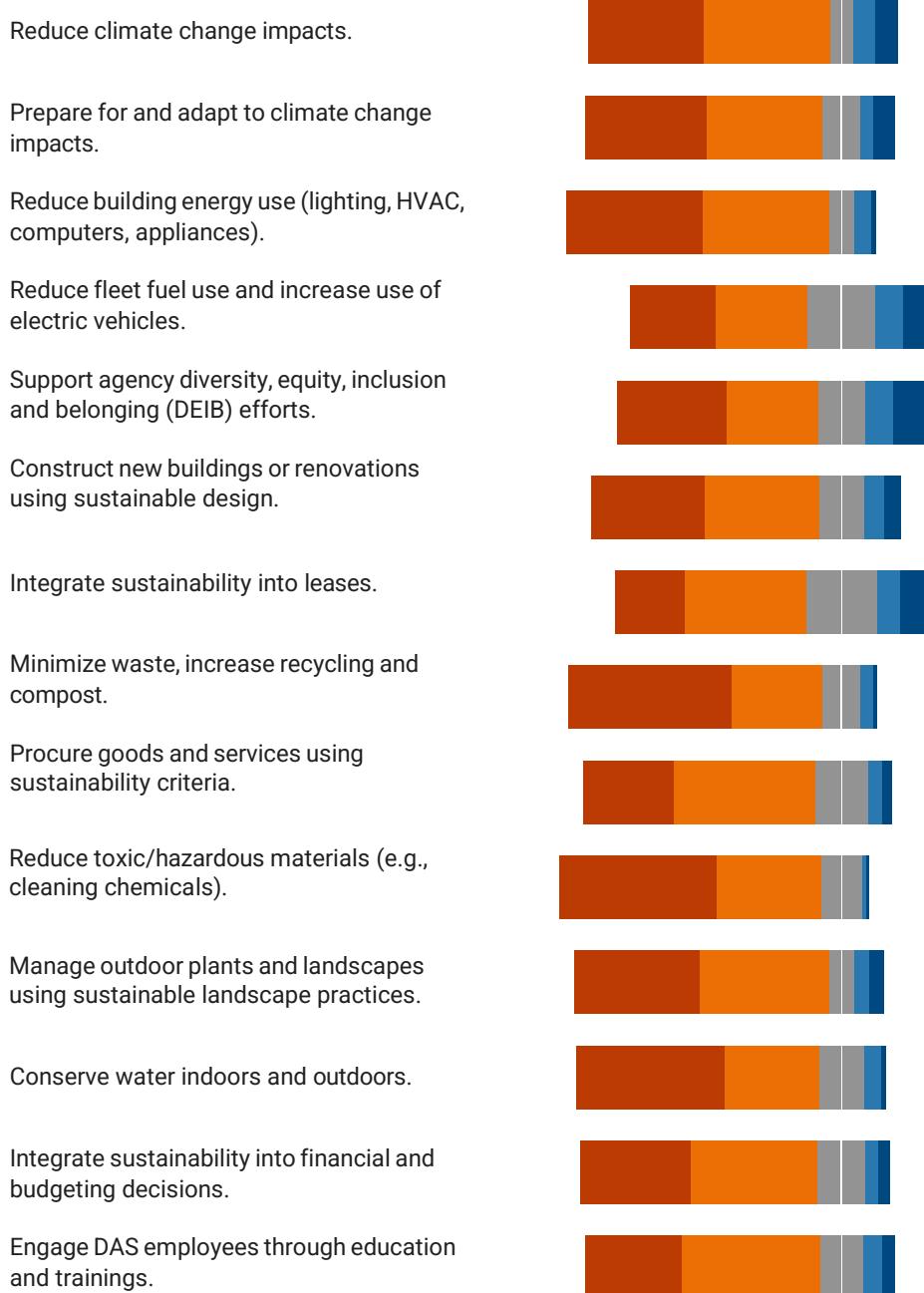
Goals are an important tool to drive policy and hold the agency accountable. Do you think updated sustainability goals should be aspirational, long term, short term or a mixture of all?

- Aspirational (15-20 years) 4
- Long term (three years or more) 14
- Short term (two years and under) 9
- A mix of all three 90
- Other 3



## How important are the following topics to address in the Sustainability Plan?

■ Extremely Important ■ Important ■ Neutral ■ Somewhat Important ■ Not Very Important



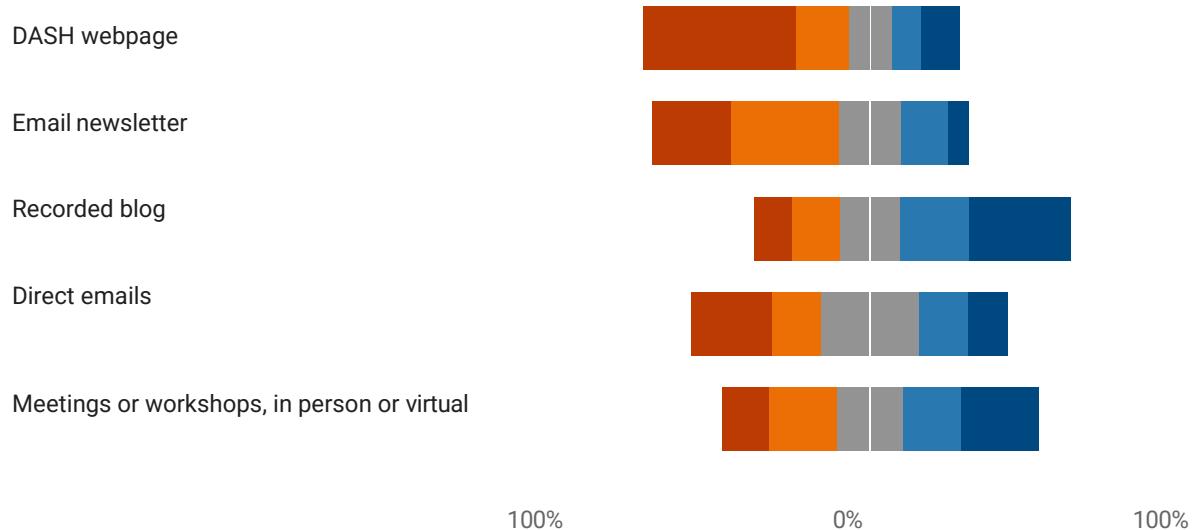
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What communication tools would you recommend the Office of Sustainability use to share news, tips and resources with you? (Please rank from 1-5, with 1 being the highest recommended tool and 5 the lowest)

■ 1 ■ 2 ■ 3 ■ 4 ■ 5



100%

0%

100%