



**2014-2016**

# **Sustainability Plan Update**



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## INTRODUCTION

### OHCS VISION:

All Oregonians have the opportunity to pursue prosperity and live free from poverty.

### OHCS MISSION:

We provide stable and affordable housing and engage leaders to develop integrated statewide policy that addresses poverty and provides opportunity to Oregonians.

As the state’s Housing Finance Agency, we administer Federal and State funding for the development and rehabilitation of affordable, low-income and special needs housing; financing of single-family residences; Federal and State anti-poverty programs; and other community service programs.

We accomplish our mission in a manner that is economically sound and environmentally responsible, and that advances social equity.

OHCS administers programs that provide housing stabilization – from preventing and ending homelessness, assisting with utilities to keep someone stable, to financing multifamily affordable housing, to encouraging homeownership. It delivers these programs primarily through grants, contracts and loan agreements with local partners and community-based providers, and has limited direct contact with low-income beneficiaries. OHCS's sources of funds are varied and include federal and state resources which have complex regulatory compliance requirements, and thus stewardship, compliance monitoring, and asset management are all critical functions played by OHCS.

OHCS policies, programs and resources create a continuum of housing and services that can ultimately result in improving the conditions for those living in poverty, and increasing opportunities for prosperity for all Oregonians, including improved health and well-being of those served; increased self-sufficiency; reduced social costs; and, more stabilized and integrated communities.

## 2017 STRATEGIC GOALS

1. Build a stronger OHCS that engages, supports, and challenges employees.
2. Build a stronger OHCS that engages and serves our communities.
3. Work to close the affordable rental housing gap for low income households.
4. Prevent and reduce statewide poverty and homelessness.
5. Reduce home energy costs and improve housing affordability through energy services programs.
6. Expand access to homeownership among households with modest incomes; in particular to bridge the minority homeownership gap.



## SUSTAINABILITY AT OHCS

For the last three years, OHCS has been engaged in a transparent, collaborative and deep evaluation working with stakeholders, the legislature and the Governor's office of its systems, processes, program delivery, effectiveness, and efficiency. The Agency began the implementation of the resulting recommendations and succeeding operational planning in 2014.

In September 26, 2016, Margaret Salazar was appointed as Director of Oregon Housing and Community Services by Governor Kate Brown.

Prior to her appointment, Salazar served as the Director of the Portland Field Office of the U.S. Department of Housing and Urban Development, where she represented the agency to housing providers and government officials throughout Oregon. In the near term, OHCS sustainability activities and planning will continue to move forward, and will become more defined as the Agency's overall transition strategies are implemented.



**1 North Mall Office Building**

Sustainability is a core function of not only our building operations but also in the development of new affordable housing as well and the preservation of it as well. This includes green building and energy efficient applications, simple paybacks, social empowerment and environmental impacts.

Our Department is located in the North Mall Office Building. The North Mall Office Building is the first state building designed and constructed to meet mandated sustainability standards. This 116,000 SF, LEED® Silver building established state-wide energy-efficiency and environmental standards for all future State buildings. The project is the recipient of a Citation Award and a Sustainability Award from the Portland AIA/IIDA, a Gold Award in Sustainability from the Portland Design Festival and is an Excellence in Concrete Winner. The Department currently has 126 employees.

## SUSTAINABILITY METRICS 2014-2016

Resource Conservation Metrics: Energy and Water Reduction							
Metric	Reporting period	Statewide totals	NMOB totals	Change	Progress towards goal	Statewide Goal Met	Agency Goal Met
Energy use reduction	<a href="#">2015-16 SEED Report</a>	2015-16 <sup>[1]</sup>	30.1 EUI	N/A: 1st report using new metric	Goal: 50 EUI Goal met ✓	2015-2016: In process (ORS 276.915)	Yes
Water use reduction <sup>[2]</sup>	The Oregon Housing & Community Services is located in the North Mall Office Building, a DAS-owned facility shared with the Oregon Parks & Recreation Department and the Water Resources Department. The Department is looking into a <a href="#">water usage audit in its bathrooms for further reductions</a> . Common areas would have to be estimated for 2017.						
*Transportation Metric							
Metric	Reporting period	Statewide totals	OHCS totals	% change from previous report	Progress towards goal	Agency goal met	
VMT Reduction	2014	7,404,423 gallons	1094.734 gallons 9.57856 tons CO2	---	Alignment with all policy elements: Met/In process	N/A	
	2015	Not available	877.128 gallons 7.67458 tons CO2	<b>20% reduction</b>	Alignment with all policy elements: Met/In process	Yes	

\*The Department does not have an agency-specific metric relating to transportation at this time. However, the Department follows all statewide transportation policies outlined and implemented by DAS (EO 03-03, 4.a., EO 06-02, 2.c.iii, and others). Additionally, the Department will evaluate the option of setting an agency-specific metric relating to mileage or other similar transportation metric by 2018.

Procurement Metric					
Metric	Reporting Period	Statewide Totals	Agency Totals	% change from previous report	Progress towards goal
Paper – Reduction in usage	2014 2015 2016	N/A	2014: 705 tons 2015: 5280 tons 2016: 7128 tons	----- <b>-8% reduction</b> <b>+26% increase</b>	<b>Alignment with all policy elements: Met</b>
Paper – 30 percent post-consumer recycled content	2016	Average % recycled	% recycled content in purchases: 100%	None	<b>Met – 100 % recycled paper for entire year.</b>
Green office products	<b>2014 – 33.6% of office products purchased was recycled/post-consumer.</b> <b>2015- 30.9% of office products purchased was recycled/post-consumer.</b> <b>2016 – 23.6% of office products purchased was recycled/post-consumer.</b>				
Green Chemistry	<b>For the North Mall Office Building, DAS is the responsible agency for implementing Executive Order 12-15 and other relevant DAS policies relating to green chemistry and sustainable custodial supplies. The Department does, to the extent possible, assist and support DAS with the implementation of these policies. Additionally, the Department is in the process of developing other agency-specific procurement metrics, including a paper reduction metric.</b>				

<sup>[1]</sup> A cumulative metric for statewide energy use is in development. Currently, statewide reporting is summarized at the building level. ODOE is the lead agency developing this metric.

<sup>[2]</sup> Agencies are required to reduce water use by 15 percent by the year 2020, per executive order 15-09.

## HIGHLIGHTS OF INTERNAL ACTIONS

Internally, our sustainability focus will be on continuing to effect the critical system and structure changes currently underway, and doing so in a manner that is conducive to staff well-being and an environment that supports optimal performance. A new building manager is also being added in 2017 to the leadership staffing whose job will be to direct and expand sustainability efforts for the department.



### **Established an Equity Council (2016)**

- Serve as a cross-functional forum for agency equity work, with a primary focus on organizational culture and staff development.
- Research similar bodies within state government and other public agencies to draw on helpful lessons learned for creating greater awareness around social equity.
- Identify areas to improve development of staff capacity to recognize and remove unintentional institutional racism.
- To develop an “equity lens” for OHCS’s use, drawing on similar work done by other state agencies.
- Create ongoing opportunities to hear, discuss, and invite opinions, feedback and involvement from employees to better understand the importance of culture in the context of a mission-driven organization.
- Schedule and host events including brown-bag sessions, cultural/heritage appreciation events, speakers, readings and films accessible to all employees both within the work day and outside



### **Green Team Initiatives**

Re-launched an inter-agency Green Team in April 2015. The Green Team has been very active, promoting several initiatives, which included:

- Ensuring that the North Mall Office Building maintains its EarthWISE certification.
- Initiating energy conservation measures – Installed new sensor power strips within cubicles at the Salem office in March 2016. Worked with the Department of Administrative Services (DAS) to replace four microwaves in the break rooms, some of which were more than 25 years old. In September 2016, worked with DAS to replace four refrigerators in the NMOB break rooms, saving an estimated \$520 in energy costs, and reducing greenhouse gas emissions by 8,568 pounds annually.
- Fundraising to support Green Team activities – held a HydroFlask sale and bottle drive.
- Collecting plastic bags for the Salem Sleeping Bag Project. Several collection stations are currently located throughout the building. Since collections started in March 2016, the

NMOB has donated approximately 8,000 shopping bags to this project, enough to make 10 sleeping mats.

- Promoting staff awareness of sustainability and green practices
- Building lights are set to automatically turn off at 6:00 pm.
- Printers are automatically set for double-sided printing.
- Mixed-recycling bins are available through Garten Services.

## HIGHLIGHTS OF EXTERNAL ACTIONS

Externally, our sustainability focus will be on effecting our services, systems, and program delivery mechanisms, through an increasingly integrated and collaborative approach that creates and employs efficiencies and synergies, to improve Oregonians' opportunities for prosperity.

OHCS administers low-interest loan programs, grants, and tax credits for affordable multifamily rental housing developments as well as providing grants to anti-poverty community action agencies.

The Department works in cooperation with local partners to provide viable funding packages in order to carry out the department's mission to develop and preserve affordable housing, linked with appropriate services, throughout Oregon.

Some programs may be accessed through a competitive Notice of Funds Availability (NOFA) application process, while other programs are open for application year around.

<http://www.oregon.gov/ohcs/Pages/multifamily-housing-funding-opportunities.aspx>

Others may be accessed through community action partners like the Community Action Partnership of Oregon's network of providers. <http://caporegon.org/>



### Establish Sustainable Design Path

OHCS now requires that projects receiving funding **must** demonstrate a commitment to sustainable design and construction practices. One of the following sustainable building standards must be integrated into the project design:

- Enterprise Green Communities
- Earth Advantage Homes
- Leadership in Energy and Environmental Design (LEED)

Add *Passive House* certification as one of the approved paths for construction



### Expand Low-Income Weatherization Assistance Programs

The 2017 U.S. Department of Energy Weatherization Assistance Program grant now allows states to **include solar** as part of approved measures and is encouraging offices to budget accordingly.

OHCS is working with consultants to develop a more comprehensive approach to measuring emission reductions to help the state meet with its goal of 50% new, renewable energy production by 2040.

OHCS is also working with the PUC and stakeholders in the launching of low-income community solar requirements and how that can be integrated into OHCS programs.

The Department is working to design low-income energy incentives to meet with zero-net energy goals for multi-family developments in 2017-2018.



### **Expand Manufactured Dwelling Parks Preservation Program**

Environmental issues surrounding manufactured housing include communities with poor infrastructure which leads to a host of environmental problems both for the residents and for the surrounding community. Poor water quality, failing septic systems and wasteful and dangerous distribution systems are sometimes found in manufactured housing communities, many of which are not served by local utilities.

The Mobile Home Park Purchase "Predevelopment Loan" Program (MHPPP) was expanded as a revolving loan fund to provide pre-purchase assistance to qualified tenants' associations, tenants' association supported nonprofit organizations, and Facility Purchase Associations with pre-purchase costs in their respective manufactured dwelling park. The program is designed to assist manufactured dwelling park (mobile home park) residents in gaining control over rising rents through ownership of their park.

A pilot with OHCS, Multnomah County and St. Vincent De Paul and the Network for Oregon Affordable Housing is being developed to decommission pre 1976-HUD mobile homes and replacing them with Energy Star units in parks that are owned by affordable housing non-profits for the next biennium 2017-2019.



### **Initiate Local Innovation and Fast Track**

The Local Innovation and Fast Track (LIFT) Housing Program's objective is to build new affordable housing for low income households, especially families. In 2015, the Oregon Legislature committed \$40 million of general obligation Article XI-Q bonds to fund the LIFT program. Using this new funding source will allow Oregon Housing and Community Services (OHCS) and its partners to add to the supply of affordable housing, in particular, rural communities with less than 25,000 people and communities of color.

## GOALS MOVING FORWARD 2017-2019

### Promote greater awareness of sustainability

2017-2018	<ul style="list-style-type: none"> <li>• Create a monthly segment with tips/facts/events for building employees.</li> <li>• Provide a minimum of 2 trainings/events for building employees.</li> <li>• Organize tours for staff at Garten and Surplus facilities.</li> <li>• Participate in community events such as the Oregon Garden-Earth Day event or similar events to encourage water conservation.</li> <li>• Create an internal and external facing webpage, highlighting current sustainability topics, events, and programs.</li> <li>• Develop zero-net strategies for development policies.</li> </ul>
2018-2019	<ul style="list-style-type: none"> <li>• Collaborate with other internal committees (wellness, equity, safety, food drive, charity, etc.) to further integrate sustainable practices throughout the building.</li> <li>• Greater involvement/ participation of staff in sustainability events and practices.</li> <li>• Evaluate options to expand EarthWISE program participation</li> <li>• Add concepts of sustainability to new employee orientation and training.</li> <li>• Implement zero-net incentives for multifamily energy programs</li> </ul>

### Promote recycling and waste reduction within the North Mall Office Building

2017-2018	<ul style="list-style-type: none"> <li>• <b>Reduce paper consumption by 10 percent.</b></li> <li>• Continue to evaluate the use of non-wood fiber based paper products.</li> <li>• Reduce waste at group events (paper plates/silverware/napkins).</li> <li>• Establish a Free-Cycle table/area for building employees.</li> <li>• Improve signage for the break room recycling bins.</li> <li>• Establish a composting area for the building.</li> <li>• Create a coordination group for shared services in NMOB for Garten/Surplus pickups.</li> <li>• Obtain a mobile recycling center to be used in common areas or shared conference rooms.</li> <li>• Centralize ordering for office supplies.</li> </ul>
2018-2019	<ul style="list-style-type: none"> <li>• Determine the feasibility of implementing an agency-wide Environmental Preferred Purchasing (EPP) policy.</li> <li>• Provide reusable and/or compostable dishware for group events.</li> <li>• Meet EO 12-15 by purchasing 100 percent post-consumer recycled paper or alternative non-wood fiber based paper by 2020.</li> <li>• <b>Reduce paper consumption by 20 percent.</b></li> </ul>

## Promote energy and water conservation practices

2017-2018	<ul style="list-style-type: none"><li>• Perform energy audits on a regular basis, evaluate usage, and develop goals to reduce consumption.</li><li>• <b>Perform water energy audits on the bathrooms and common areas.</b></li><li>• Review current IT SOPs to identify potential energy savings.</li><li>• Identify strategies to improve indoor air quality and reduce wear on the HVAC system.</li><li>• Identify potential energy savings (office equipment, HVAC, etc.) at agency field offices.</li><li>• Request that DAS expand the installation of motion-sensing fixtures and faucets in all common spaces.</li></ul>
2018-2019	<ul style="list-style-type: none"><li>• Discuss with DAS the option of installing an ENERGY STAR® dishwasher in one break room.</li><li>• Engage with vendors, contractors, and other third-parties about potential energy-savings through services provided to the agency.</li></ul>