Sustainability Plan
2015

Office of the Secretary of State

Presented to the Oregon Sustainability Board
March 13, 2015
Introduction and Mission

As defined by the State Legislature, “sustainability means 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.” ORS 184.421.

The mission and culture of the Secretary of State (SOS) are consistent with and often closely aligned with sustainability. Three of the four core elements of the Secretary of State’s mission are inherently aligned with social and economic sustainability: maximize voter participation and protect ballot security; watchdog public spending and government performance; and make it easier for people to do business in Oregon. The fourth element of the agency’s mission—to preserve and promote Oregon’s rich history for the benefit of all people—can be accomplished in a manner that is sustainable and that encourages statewide sustainability. Finally, the Secretary of State’s office has worked to foster an agency culture of technological and ideological innovation, which will help the agency improve its internal sustainability and contribute to a more sustainable Oregon.

Sustainability Goals and Strategies for Achievement

I. Short-Term Goals (to be accomplished within 18 months)

A. Agency-Wide Short-Term Goals

Reduce Material Waste Generated by the SOS and SOS Clients

- All Divisions will make reusable dishes available for daily staff use and in-office events; Divisions will provide dishes for at least 20% of Division staff.
- The agency will make double-sided printing the default setting on all agency computers and copy machines when this is possible.
- The agency will implement an Office Waste Minimization Program to ensure that employees recycle all recyclable materials when disposing of any materials at work.
  - Ensure each work station, copy room, break room, and conference room has a recycling container.
  - Post signs providing recycling guidelines above community recycling bins for reference.
  - Provide employees with recycling education at staff meetings and in writing.
  - Determine the feasibility of providing professional composting services and enter into a contract(s) for these services if feasible from cost and logistics standpoints.
  - Agency Green Team will conduct waste audits every other month and will track its results.
  - Train Green Team to be knowledgeable about appropriate recycling practices and promote members as resources for colleagues.

Sustainability Reminders

- The Executive Office will regularly communicate tips to create a more sustainable work environment and state (tips could be included in the “Weekly Round-Up” sent to all staff).

Reduce Carbon Footprint of Buildings and Operations

- Management will set expectation that the last person in the Division office at the end of the day is responsible for turning off all lights and communal printers and faxes (except for those machines required for operations overnight).
- Management will set expectation that all employees must turn off their computers at the end of the work day.
- The agency will set all computers to go into energy-efficient sleep after 30 minutes of inactivity.
- The Green Team will conduct night-time electricity audits every other month and will track its results.
• If an employee or Division is interested in purchasing a type of product and an Energy Star-certified alternative is available, the agency will be required to purchase an Energy Star product or none at all when the Energy Star alternative is substantially similar to the desired non-Energy Star product.

Agency Meeting Agendas

• Management will make sustainability issues a standing agenda item at Management Council meetings (held approximately once a month).

Greening Commuting and Work-Related Travel

• The agency will develop and maintain a page on its intranet that is devoted to facilitating voluntary carpooling; this page will allow employees to post messages to coordinate carpooling.
• Each Division will have at least one conference room set up for video conferencing and management will encourage staff to use video conferencing when meetings could still be conducted effectively and would otherwise require travel by meeting participants; some but not all Divisions currently have video conferencing capabilities.
• Management will provide reminders for employees to carpool when employees are scheduled to attend off-site meetings or events.
• The agency will give a Monthly Carbon Footprint Award to the employee who uses alternate transportation (including carpooling) to commute to work the most days in the month.

Procurement Practices that Support Sustainability

• The agency will take advantage of national price agreements for green office supplies; the agency will purchase a "green" office product if one is available and it is substantially similar to the product originally of interest to the agency.
• The agency will collect information from all vendors seeking to do business with the agency regarding whether the vendor is a registered Oregon benefit company, whether the vendor has obtained third-party certification that the vendor is making a material positive impact on society and the environment, and whether the vendor has adopted a sustainability plan.

B. Division-Specific Short-Term Goals

• The Audits Division will conduct two risk assessments to identify pressing social and economic sustainability topics for potential audits; one risk assessment will focus on social equity topics, the other on environmental topics.
• The Corporation Division will increase the amount of resources available online to make customer interactions and staff training more resource-efficient (e.g. reduce customer requests made by mail, fax, and over the counter and reduce the need for customer and training materials to be printed).
• By using the Salesforce Customer Relationship Management system, the Corporation Division will identify areas of improvement for its online system; this information will inform changes to ensure positive customer relations.
• The Corporation Division will help Oregon become the benefit company capital of the country (currently 406 benefit companies are registered with the Corporation Division; #2 in U.S., behind Nevada).
• The Executive and Corporation Divisions will obtain Legislative approval of a second position in the Office of Small Business Assistance so that the Office can cut through more government red tape.
• The Executive Division will work with legislators to implement recommendations from the Task Force on Minority Language Voting Materials, staffed by the Secretary of State’s Office in fall/winter 2014-2015 (primary need is funding).
• The Executive office and Human Resources Division will arrange a staff volunteer community service event at least twice a year.
• Executive Office staff will obtain and maintain the supplies necessary to work from home in the event of a disaster or emergency that makes it unsafe or impossible to reach the office.
• The Executive and Information Service Divisions will obtain Legislative approval of 10 new Information Technology Positions to ensure continuity, security, and innovation in agency operations.

II. **Long-Term Goals (to be accomplished within 19+ months)**

A. **Agency-Wide Long-Term Goals**

• Play a leading role in the establishment of an online carpool forum for all state government employees if there is significant use of our SOS carpool forum.
• If our green procurement initiatives (purchasing of green office supplies, requiring information from interested vendors regarding benefit company status and whether they have a sustainability plan, etc.) prove to be workable, communicate our success story to other state agencies and encourage replication.
• Effectively use the Green Team to implement the Sustainability Plan and update it as needed; meet at least once a month.
• Promote employee health and wellness to improve health equity and reduce sick time taken; promote healthy activities with financial incentives and organized events or campaigns (e.g. facilitate delivery of a CSA farm subscription to interested employees, advocate for more flexibility in PEBB’S exercise rewards program, and organize staff participation in organized races and sports teams).
• The Executive Office is in the process of convening an agency-wide Civics Education Work Group that will lay out a long-term plan for engaging more Oregonians in the democratic process.

B. **Division-Specific Long-Term Goals**

• The Audits Division will promote electronic use of reports and aims to publish material in html and mobile friendly format; this will increase the accessibility and searchability of audit reports and may decrease printing.
• The Audits Division will use the results of its two sustainability risk assessments to inform the selection of audit topics and will regularly pursue audits that have a nexus with sustainability.
• The Archives Division will add additional compact shelving for efficient storage of archival materials.
• The Corporation Division will develop and offer E-learning Notary seminars to mitigate statewide travel and extend outreach across the state.
• The Elections Division’s new data analyst will improve and standardize practices for recording voter information in the Oregon Centralized Voter Registry (OCVR) system.
• The Executive Division and Business Services Division will determine whether it is feasible to require vendors to submit a sustainability plan to do business with the agency and whether it makes sense to grade such sustainability plans as part of grading RFP submissions; proceed with doing so if the answer to both questions is yes; communicate successes to other agencies and encourage replication.
• The Information Services Division will continue to develop functional area and individual training plans for all of their technicians to provide continuity of operations and to sustain skills and knowledge of emerging technologies.
• The Information Services Division will continue to invest resources into its software/hardware platforms to meet industry best practices to improve security, increase responsiveness and accessibility of applications, and provide enhanced redundancy and stability.
Current Agency Practices that Support Sustainability

The Secretary of State’s Office has 187 staff members located in three buildings, none of which are owned or managed by the agency itself. DAS owns and manages two of these buildings and the Legislature owns and operates the third.

I. Practices that Support Internal Sustainability

A. Agency-Wide Practices

Well-Established Office Practices

- Double-sided printing is available throughout the agency, but it is an employee choice to set as the default.
- Internal pay-stubs are distributed electronically.
- Natural/day light is used when possible, and there is energy-efficient lighting throughout most offices.
- Energy-efficient sleep mode is enabled on all communal dual copiers-printer machines (set by the vendor).
- All Divisions provide multiple recycling bins.
- All Divisions are encouraged to participate in energy conservation and awareness activities (e.g. turning off lights when rooms are not in use, carpooling, and encouraging use of technology—phone conferences, video-chatting, and webinars—to avoid superfluous vehicle travel).
- Computers in our Information Services Division are set to disconnect from the network and sleep in energy efficient mode at night.
- Established Agency Green Team; 1 volunteer member per division, reporting to Executive Office.
- Established Quick Response Team; organized by ISD and ready to respond to medical emergencies at SOS.

Employee Equity

- The office of the Secretary of State complies with state and federal non-discrimination laws, policies, and best practices.
- The office of the Secretary of State has affirmative action officers and maintains a small library of information and training materials about diversity and inclusion for all staff members.
- All staff members are required to attend periodic mandatory employee trainings related to diversity, cultural competency, and other social sustainability issues.
- Flexible work schedules and telework opportunities are available; employees are allowed to telework several times a week or flex their schedules to the extent that the work of a specific position or Division allows.
- Bike storage is available in DAS buildings.
- Shower facilities are available in the Capitol building.

Established Sustainability Policies

This Sustainability Plan is the Secretary of State’s first formal plan to date. However, the buildings housing the Archives, Corporation, Elections, Business Services, Audits, Information Services, and Human Resources Divisions are owned and managed by DAS and have therefore been subject to that agency’s sustainability plan.

B. Division-Specific Practices

Audits

- The Audits Division allows schedules of 4 10-hour work days per week, allows tele-working up to 2 days per week, and works with parents to flex schedules and leave.
- The Audits Division’s robust mentoring program provides opportunities for professional development for all interested auditors.
- The Audits Division encourages employee engagement in the development of internal processes through a LEAN-inspired workflow redesign.
Archives

- The Archives Division’s installation of compact shelving has increased storage space without increasing the building’s footprint; this avoided the need for construction and a potential need for additional energy and water to operate a larger building.

Corporation

- The Corporation Division launched their Salesforce knowledge base system in 2014, leading to a major reduction in paper training and reference materials.
- The Corporation Division engages in cross-training of all Customer Support staff to fulfill all functions of the Division. This helps create efficiency and sustain operations under low-staff scenarios due to vacancy, inclement weather, or natural disasters.
- The Corporation Division developed staff work groups to help streamline internal processes, including bringing the Call Center in house, which has helped create efficiency and consistency to create a better customer experience.

Elections

- The Elections Division works with the Galt Foundation to match people with disabilities with employment opportunities; the Division’s temporary staffer from Galt has since become a permanent staff member.
- The Elections Division encourages giving through payroll deduction; six members of the Division (one third of the team) donated $1,860 in payroll deductions for 2015 (an average of $310 per donor).

Business Services

- The Business Services Division (BSD) uses state (and sometimes national) contracts and procurement processes for environmentally preferred office supplies; procurement officers can see when a green alternative is available.
- The state hired a private consultant to review Oregon’s procurement process and compare it to best practices and systems used by peer states and the private sector; as a result the BSD will create a standard set of procurement documents to ensure consistency, increase efficiency and transparency, and limit turn-around times for procurements.
- Recently, BSD Accounting and Purchasing moved its contract invoice process into TRIM, which transformed a paper process with 59 steps into an electronic process with 37 steps.
- The office complies with state and federal laws concerning minority and small businesses.
- In order to promote contract opportunities to Minority, Women Owned and Emerging Small Business, BSD advertises those opportunities valued at over $5,000 on the Oregon Procurement Information Network (ORPIN).
- The BSD reduces packaging waste and transportation fuel by setting office supply order deadlines so that there are fewer orders and shipments (though each order may be larger); orders placed once a week rather than daily.
- The BSD recycles electronics and batteries.
- The BSD purchases 30% recycled paper for use in printers and copiers.

Information Services

- The Information Services Division (ISD) attempts whenever possible to repurpose or trade in old equipment to fulfill other needs, especially when equipment is retired due to replacement by new equipment.
- ISD utilizes “server virtualization,” under which one physical server is partitioned into several “virtual servers,” each of which can run their own copy of an operating system. This helps reduce the number of physical servers an entity must have on its premises.

Human Resources

- The Human Resources Division (HRD) maintains electronic employee personnel records.
- HRD employees shut down work stations and turn all lights off before leaving the workplace, and make a practice of reusing decorations and other items for employee events.
II. Practices that Support External Sustainability

A. Agency-Wide Practices

- The Secretary of State’s Office is working to move to increasingly paperless systems of business, to streamline access to the services provided.
- The Secretary of State’s Office fosters a culture of innovation and questioning the status quo; this in turn encourages staff members to identify opportunities for improvement and pursue ways to promote efficient and more effective delivery of services.
- Staff members from across the agency participate in the Charitable Fund Drive, Toy Drive, and Food Drive.

B. Division-Specific Practices

Audits

- The Audits Division periodically conducts audits on topics tied to equity issues; for example, the 2014 Achievement Gap Audit identified best practices that can help elementary and middle schools close the achievement gap between minority and economically disadvantaged students and their peers.

Archives

- The Archives Division successfully developed and implemented the Oregon Records Management System (ORMS), a unique public-private partnership that has led to the first statewide electronic records management solution of its kind in the country. The technology solution used by ORMS helps the agency respond to public records requests in a timely, resource-efficient manner.
- The Archives Division’s Webdrawer allows the public to electronically search and view public records; this supports citizens’ searches for records while reducing printing of documents and allowing limited staff resources to be used in the service of Oregonians in other ways.

Corporation

- The Corporation Division led the development of Business Xpress and continues to maintain this online information portal; Business Xpress is Oregon’s “One Stop Shop for Business,” providing resources for starting, expanding and operating a business in Oregon and relocating a business within or to Oregon.
- The Corporation Division exceeded its goal of 100 registered benefit companies by the end of 2014; over 200 Benefit Companies were registered by the end of 2014, and there were over 400 by the end of February 2015. Benefit company status gives legal protection to companies that pursue a triple bottom line.
- The Office of Small Business Assistance, opened in 2014, works with small businesses to cut through the bureaucratic red tape and allow owners to focus on their business; the Office also regularly reports to the Legislature with policy recommendations.

Elections

- Oregon’s vote-by-mail system supports high voter turnout among registered voters, allowing citizens to easily let their voice be heard.
- Online campaign finance reporting (ORESTAR) promotes transparency and public confidence in our political system and helps educate voters.
- Vote-Tablet technology is available for those who qualify, increasing the accessibility of voting.
- Online Initiative/Referendum signature collection, New Motor Voter, and online voter registration reduce use of paper and facilitate citizen engagement in our democratic system.
- The Elections Division works to ensure that minority-language voters and voters with special needs are aware of available services and resources that facilitate voter registration and voting.
- The Elections Division’s online ORESTAR system, used for campaign finance reporting, replaced a system of paper-based recording that generated multiple file cabinets of documents each election.
- Materials of the Elections Division are printed via the Department of Corrections, stimulating the local economy and teaching important work skills.
Appendix

With the help of our Green Team, the agency gathered sustainability baseline data for each Division. Green Team members completed two end-of-day electricity “audits,” one mid week and one at the end of the week, to estimate the extent to which our agency could increase electricity conservation. The Green Team also conducted one end-of-day waste audit in each division by determining the number of personal trash bins containing recyclable materials. The following chart shows the combined totals and averages for the agency.

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<tr>
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<th>Wednesday Energy Audit</th>
<th>Friday Energy Audit</th>
<th>Avg. % left on at night</th>
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<tbody>
<tr>
<td></td>
<td>Total # Not in Use</td>
<td>Total # Left on</td>
<td>Total # Not in Use</td>
</tr>
<tr>
<td>Computer towers</td>
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<td>plugged in</td>
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**Wednesday Waste Audit**

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<tr>
<td>% containing recyclables</td>
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