

DCBS Sustainability Plan:

2021-2024
dcbs.oregon.gov



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Andrew Stolfi, Director
Mary Moller, Deputy Director

Nancy Cody, Sustainability Coordinator

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About the Department of Consumer and Business Services

Overview

The Department of Consumer and Business Services (DCBS) administers state laws and rules governing activities affecting consumers, workers, businesses, and economic growth in Oregon in the areas of workers' compensation, occupational health and safety, building codes, insurance, financial institutions, securities markets, and capital formation, as well as health insurance for those who cannot obtain coverage in the commercial market. The department's goal is to incorporate sustainability throughout business functions. By the nature of their regulatory functions, the program areas of DCBS have a continuous effect on the elements of sustainability, economy, community, and environment.

DCBS staff members are committed to carrying out the department's statutory responsibilities and fulfilling the agency's mission and goals in a manner that serves the needs of both the public and the businesses and professionals we regulate.

Mission

To protect and serve Oregon's consumers and workers while supporting a positive business climate in the state.

Vision

Oregonians are healthy, safe, and prosperous.

Values

- A commitment to public service
- Integrity, expertise, and personal responsibility
- Collaborative, creative efforts to find solutions
- Effectiveness and accountability in our people and our programs
- Excellent customer service
- Effective communication
- Respect for the diverse community of DCBS and Oregon
- A positive business climate



Communication and responsibility

The Central Services Division (CSD) operations manager is responsible for coordinating sustainability efforts for DCBS. In addition, the agency has an operations project manager assigned to help coordinate.

Person	Title	Responsibility
Nancy Cody	CSD, Operations Manager	Sustainability Coordinator
Shane Brokaw	Project Manager	Operations Project Manager

Current sustainable practices

DCBS has worked to establish a culture that encourages sustainable thinking. The agency starts training new employees as soon as they arrive. It begins with simple ideas – recycling paper, cardboard, cans, and bottles. There are reminders for employees to turn off printers, monitors, and computers when they will not be used for extended periods of time.

When new employees begin working at DCBS, they participate in a “Right Start” program and receive sustainability training. This includes the history of sustainability in Oregon, the importance of sustainability to the agency’s mission, and what people can do to make a difference.

In an effort to reduce the amount of paper files we generate, and the floor space used to store them, many DCBS divisions use the enterprise records retention tool known as Oregon Records Management Solution (ORMS). This tool not only ensures we follow records retention schedules, but it allows us to store our files in a electronic format versus the more traditional paper file.

As a Department of Administrative Services (DAS) tenant, we continue to partner with the statewide sustainability team, participate in the Interagency Sustainability Coordinators Network, and provide tenant leadership. This includes supporting implementation of the updated DAS Statewide Energy and Resource Conservation Policy (107-011-010).

The Building Codes Division (BCD) has a history of promoting sustainability in the work it does. The statewide building code adopted by the division is a major factor in the Oregon, consistently ranking in the top 10 of states for energy efficiency. The division has worked to provide clear guidance to designers, builders, and inspectors on effective building techniques including renewable energy and water conservation; and developing statewide standards for rainwater harvesting, gray water re-use, and composting toilets. BCD also oversees Oregon’s unique vertically integrated building code regulatory system, which ensures that adopted standards are followed. This levels the playing field for builders and ensures consistent enforcement by inspectors.

The Division of Financial Regulation has joined other financial regulators in determining that climate change is a systemic risk to the financial system. As a part of that recognition, the division has committed to joining other financial regulators on the [Sustainable Insurance Forum](#). The division will begin administering the National Association of Insurance Commissioners’ Climate Risk Disclosure Survey to develop a better recognition and understanding of how climate change affects insurers. The division is moving toward virtual and remote examinations of its licensees, when possible, in order to reduce its carbon footprint. Increased telecommuting options and flexible schedules will allow employees to not contribute to decreasing air quality by avoiding being stuck in traffic. This will be

made possible by the division's commitment to joining other states in fully using joint licensing databases, such as the National Multistate Licensing System and the Electronic Filing depository, developed by the North American Securities Administrators Association. The databases can be accessed outside the agency's network and allow for more work outside the physical office without decreasing security.

Increasing the ability for licensees to file information electronically and share information between states will also reduce paper waste and create efficiencies. The division will continue to look for opportunities to update its licensing and tracking databases or use joint databases. Also, the division will embrace virtual participation at public meetings and hearings in order to reduce the need for people to travel long distances by car or plane in order to participate in the public process. When possible, the division will encourage reducing the amount of airplane travel to conferences when a virtual option or less carbon-intensive manner of travel is available.

DCBS Employee Services has an active recruitment team with strategies in place that help to achieve and support a diverse workforce. Employee Services has a training team focused on providing opportunities for career development in order to retain a skilled and engaged workforce. Also, Employee Services has a staff member dedicated to agency safety, with an organized safety committee focused on reducing injuries. The agency's Incident Management System has many employee volunteers who receive training on a quarterly basis to respond to emergencies.

DCBS has worked closely with the Department of Administrative Services Facilities to reduce energy usage in the Labor and Industries Building (the main location for the department), achieving EarthWise certification from Marion County from 2009 to present. EarthWISE recognizes businesses and organizations in the county that are committed to environmentally friendly practices.

DCBS leases approximately 76 percent of the Labor and Industries Building, located at 350 Winter St. in Salem, and has 20 other private leases around the state. In all state-owned buildings, we closely adhere to the state's sustainability practices and we strive for the same in our private-leased facilities.

In addition to what is mentioned above, DCBS implements sustainability with specific highlights featured below:

Organization

- Support beginning at the highest level of the organization.
- Two employees dedicated to managing the DCBS sustainability program.
- An established agencywide Sustainability Committee, known as the Green Team, exists with members from various DCBS locations around the state.
- Ongoing participation in Marion County EarthWISE program and certification.
- DCBS employees who have completed the Marion County Master Recycler program and are able to act as mentors.

Energy conservation

- Installed motion sensors in most conference rooms in state-owned buildings.
- Widespread use of daylighting – the use of natural light – in most DCBS offices, which has been achieved by lowering cubicle walls.
- Use of energy efficient equipment in all locations.
- Computer power management on all computers and monitors.
- Work with employees to manage allowable personal devices in work spaces.

- Monitored and annually evaluated state-owned building energy use data.

Waste reduction and resource conservation

- Recycling with sorting stations and easy-to-follow signs are located in various locations throughout DCBS offices.
- Composting for food scraps is located in food prep areas.
- Collection and reuse of used office supplies is done throughout DCBS.
- Battery recycling receptacles are available for employee use.
- The agency procures paper with 30 percent post-consumer recycled content.

Diversity, equity, and inclusion

- DCBS actively participates in the Governor's Office of Diversity, Equity, and Inclusion/Affirmative Action (DEI/AA) meetings.

Sustainability goals and strategies

Short-term goals (18 months)

Policy and strategy goal: Identify sustainability as an agency priority and integrate sustainability into the DCBS Strategic Plan

As DCBS reviews and updates the agency Strategic Plan, we will find opportunities to incorporate sustainability into current and future agency programs and activities.

Performance/impact goal: Develop methods to measure and report on metrics, acknowledging DCBS leases space from DAS and private landlords

The Green Team will work with DAS and private landlords, when appropriate, to evaluate ways to better assess the impact of agency operations; set goals; track and share metrics for electricity, natural gas, transportation fuel, and water consumption; and reduce waste and greenhouse gas emissions.

Internal sustainability goal: Reduce waste and conserve resources

DCBS employees take pride in our sustainable workplace and recognize there are opportunities to improve. As part of the Sustainability Plan, we will:

- Ensure workstations, conference rooms, break areas, and print center have a recycling containers for regular and confidential shred (and garbage cans as needed).
- Hang informational signs in restrooms on the importance of reducing water usage.
- In accordance with EO 178-20, DCBS procurement will ensure, when purchasing products, that an ENERGY STAR-certified product is purchased, when available.
- DCBS procurement will work with division purchasing employees to ensure they understand the statewide Green Chemistry Initiative, and how it affects purchasing practices and encourage them to participate in the sustainable procurement training offered by DAS.
- Encourage employees not to print agendas and other materials unless necessary.
- Maintain a Green Resources information board in the basement of the Labor and Industries Building to provide up-to-date communications on sustainability efforts and opportunities at DCBS and in the community.
- Stockroom employees will keep an inventory of reusable office items stored at the agency warehouse. This includes task chairs, desktop supplies, and storage options. The stockroom

employees will work closely with division purchasing coordinators and facility coordinators to ensure they know what items are available for reuse before purchasing new items.

Performance/impact goal: Integrating equity as a key component of sustainability

Diversity, equity, and inclusion are core values for DCBS employees and for many of the stakeholders we serve. Incorporating an equity lens in sustainability work ensures that all communities – including historically and currently underserved communities – can benefit from a sustainable future. In support of the Sustainability Plan, we will:

- Begin to engage and partner with the State Worker Training and Education Trust, which will provide more training and support for state workers with regard to equity.
- Actively engage with the statewide DEI Agency Collaboration Network to identify ways to create and achieve cultural change.
- Participate in the Statewide Employee Racial Equity Survey, which will allow us to assess our efforts in creating a shared understanding about racial equity. These activities will serve as foundation and guidance in support of our strategic planning imperative to build inclusive and equitable energy practices and processes, which includes an objective of increasing agency DEI awareness and fluency.

Internal awareness goal: Establish resources to build awareness

Increasing awareness regarding the need for sustainability and how each of us plays a role, can motivate employees to make more sustainable choices. We will:

- Educate employees about conserving resources and making sustainable choices at home and the office.
- Identify self-paced/self-directed trainings regarding sustainability and create a list of resources to review and share with employees.
- Find opportunities to expand use of collaboration sites where employees can share information in a virtual environment.

Workplace modernization goal: Facilitating remote work and engaging in a transformation of workplace policies

COVID-19 restrictions have led to significant changes in the workplace, including increased remote work, fewer people in the office, and significantly less work-related travel. These changes have increased sustainability in the workplace by reducing the environmental impact of commuting and traveling and by reducing waste created in the office. DCBS will learn from this experience and, as we return to the office after the COVID-19 restrictions end, modernize our work environment to continue some of the sustainability benefits associated with these restrictions. Over the next 18 months, we will:

- Support worker flexibility and use communication technology to incorporate more telecommuting into our work environment. This will reduce the number of employees driving to and from the office every day, contributing to a better work-life balance by spending less time driving, reducing traffic congestion, and lowering our carbon footprint.
- Assess our environmental footprint and determine whether less physical office space is needed.
- Decrease our need for paper and move to electronic technology where appropriate.
- Explore greater use of technology for meetings and trainings, which will reduce travel and our overall emissions over time.

Long-term goals

The long-term goals for DCBS focus on the three spheres of sustainability – environmental, social, and economic.

Environmental

- E-transactions for customers is DCBS Key Performance Measure No. 13. The goal is to develop, implement, and maintain systems that make it faster and easier for businesses and consumers to conduct business with the agency by allowing them to electronically complete transactions. In addition, this goal reduces paper usage and travel required to complete transactions. DCBS offers more than 500 online licensing, permitting, and certification services. During fiscal year 2020, 66 percent of applicable transactions between DCBS and businesses and consumers were completed electronically.
 - **Goal:** Continue to increase the number of services available electronically, as funds are available to do so.
 - **Targeted completion:** Ongoing.
 - **Responsible parties:** Mary Moller, deputy director; and Dane Wilson, chief information officer.
- Reduce the agency's office space footprint. In the past few years, DCBS has reduced our footprint in the Labor and Industries Building by reducing the size of our cubicles and using space more efficiently. Due to COVID-19 and the increase of telework, DCBS sees the opportunity to expand this reduction beyond DAS-owned buildings and, with our private lease renewals, find opportunities for space efficiency.
 - **Goal:** Find opportunities for workspace efficiencies in all DCBS locations as leases come up for renewal.
 - **Targeted completion:** Ongoing.
 - **Responsible parties:** Nancy Cody, CSD operations manager; and division administrators.

Social

- DCBS works closely with the Certification Office for Business Inclusion and Diversity (COBID), in which the primary goal is to level the playing field by providing certified firms a fair opportunity to compete for government contracts, regardless of owner ethnicity, gender, disability, or firm size.
 - **Goal:** Over the next three years, incrementally increase awards to COBID-certified firms.
 - **Targeted completion:** December 2024.
 - **Responsible parties:** Andrew Stolfi, director; and Nancy Cody, designated procurement officer.

Economic

- The Oregon Health Insurance Marketplace will transition to the Oregon Health Authority (OHA). In an effort to stabilize Oregon's health system and health insurance coverage that were disrupted due to the unforeseen complications of COVID-19, over the next two years, the Marketplace and OHA will adopt targeted policy and program changes in an effort to rebuild a long-term sustainable and equitable system.

One of the most important tools for spreading change across markets is aligning the state's

purchasing power across public insurance programs. Currently, public health care purchasers and facilitators in the commercial insurance market are split among OHA, Oregon Educators Benefit Board (OEBB), Public Employees Benefit Board (PEBB), and the Marketplace. Combining purchasing power will increase the efficiency with which the state can leverage the commercial health care market to improve models of care and advance payment reforms to ensure access to affordable and quality care.

- **Goal:** Complete all phases of the transition through a quick and efficient process.
 - **Targeted completion:** By the end of fiscal year 2022.
 - **Responsible parties:** Chiqui Flowers, Marketplace administrator; and Victor Garcia, project manager.
- The Senior Health Insurance Benefits Assistance (SHIBA) program, which is part of the Oregon Health Insurance Marketplace, will transfer to the Oregon Department of Human Services (ODHS). SHIBA is a statewide network of trained volunteers who educate and advocate for people of all ages who have Medicare. State employees, currently within SHIBA, help seniors and people with disabilities understand Medicare and Medicare insurance options and act as advocates for Medicare beneficiaries. SHIBA contracts with local entities, often Area Agencies on Aging, who recruit and train volunteer counselors. These more than 180 certified counselors provide free, unbiased, and confidential help with Medicare and health care choices.

Discussions between DCBS and ODHS – Aging and People with Disabilities (APD) have led to the conclusion that SHIBA more closely aligns with the work that APD provides to Oregonians. Aligning the Medicare education and advocacy in APD will help Oregonians access Medicare services in one centralized location, allowing the state to use its resources in the most sustainable way possible and eliminate the duplication of work.

- **Goal:** Complete all phases of the transition through a quick and efficient process.
 - **Targeted completion:** By the end of the 2021 calendar year.
 - **Responsible parties:** Chiqui Flowers, Marketplace administrator; and Victor Garcia, project manager.
- The Workers' Compensation Division's Modernization Program. The goal is to implement and maintain a robust modernization program that seeks to leverage adaptable technology solutions to transform and standardize business processes, enable electronic exchange of information, centralize data to enable real-time data access, increase organizational efficiency, and improve stakeholder experience. The overall modernization program vision is to build scalable and flexible technology solutions that can be adapted to fit the changing needs and priorities of the workers' compensation system in the future.
- **Goal:** Transition from manual, time-consuming, and paper-based processes and communication methods to faster and more-efficient electronic alternatives, which will drastically reduce our dependence on and usage of paper.
 - **Targeted completion:** Fall 2025.
 - **Responsible parties:** Jim Van Ness, WCD deputy administrator; and Heather Williamson, WCD Modernization Program manager

Challenges

The DCBS Green Team continues to face challenges coming up with new ideas to keep the mission moving forward. The team also struggles to keep members engaged and fill vacant positions. DCBS will work with existing committee members and look to outside resources to strengthen the team.

Because of complicated recycling do's and don'ts, it has been challenging to keep a noncontaminated recycling stream. Often, recycling containers are filled with "wishcyclables" (items that may seem like they are recyclable, but are not), compromising the value of recycling. Signs posted noting that certain items cannot be recycled can be confusing. Finding solutions to make office recycling more intuitive is an enterprisewide concern.

Sustainability partnerships

DCBS embraces the opportunity to coordinate with other government agencies to facilitate sustainability efforts. The department will specifically work with DAS on facilities/energy improvement projects and commuting activities, and the Oregon State Treasury on facilities/energy improvement projects (we share building occupancy in the L&I Building).

Conclusion

DCBS will continue to be a leader among state agencies by exemplifying accountability and efficiency in state government. Sustainability efforts are necessary for Oregon as we move forward in continuous economic and political uncertainty. Making changes to long-standing practices and overcoming the barriers that are a natural side effect of progress will be both challenging and rewarding for the agency. Sustainability must remain a part of every decision-making process.

The goals and actions of this Sustainability Plan will set DCBS on a track to be a major contributor to a healthier environment, a brighter economy, and stronger community in Oregon. The agency will continue to update, improve, and expand on the sustainability activities that will eventually become a natural and integral part of what we do.