



# 2024-2027 Sustainability Plan

## ABOUT US

The Department of State Lands (DSL) is the administrative agency of the State Land Board, Oregon's longest-serving board. Oregon was granted nearly 3.4 million acres of land at statehood "for the use of school lands." The State Land Board was established to oversee those school lands and the Common School Fund.

On behalf of the Land Board, DSL manages lands to benefit schools, protects waters and wetlands, and oversees South Slough National Estuarine Research Reserve.

### Our Mission

DSL's mission is to ensure Oregon's school land legacy and protect wetlands and waterways of the State through superior stewardship and service.

### Our Role

#### *Managing Lands to Benefit Schools*

Roughly 774,000 acres of land across all 36 Oregon counties are managed to generate revenue for the Common School Fund. Farmers and ranchers, local governments, Tribes, businesses, and other individuals work with DSL to lease and buy lands, plan for future uses of lands, and keep lands healthy.

#### *Protecting Wetlands and Waterways*

From rivers for summertime floating to marshes that protect against flooding, Oregon's treasured waters and wetlands benefit from thoughtful stewardship. Property owners, ports and marinas, government agencies, and others work with DSL to obtain removal-fill permits for projects in wetlands and waters and authorizations to use Oregon's public waterways.

#### *Understanding Estuaries*

Located on the South Slough inlet of the Coos estuary, South Slough National Estuarine Research Reserve (South Slough Reserve) manages nearly 7,000 acres of open water, wetlands, rivers, and forests as an essential resource for learning and exploration. As part of the National Estuarine Research Reserve system in coastal states, South Slough Reserve is a living laboratory for scientists; an outdoor classroom for people of all ages; and a destination for paddlers, hikers, and birdwatchers.

### Our Vision

- Oregon sets the national standard for superior public agency stewardship of lands, waterways, wetlands, and Common School Funds.
- Oregon's lands, waterways, and wetlands are healthy and resilient.
- Oregon's public schools forever benefit from Common School Fund distributions.
- Oregonians are served with utmost professionalism, integrity, and fairness.
- The Department of State Lands is a great place to work.

### Our Values

#### *Connection and Collaboration*

We develop and maintain positive relationships with people of different, and sometimes competing, perspectives and encourage the open exchange of ideas and information.

#### *Equity and Inclusion*

We embrace diverse backgrounds and experiences, actively identifying and addressing inequities toward people and lands and engaging widely to provide inclusive public service and working environments.

# OREGON DEPARTMENT OF STATE LANDS: 2024-2027 SUSTAINABILITY PLAN

## *Fair, Responsive Service*

We provide fair, professional, and responsive service by listening to people and communities and making data-driven decisions.

## *Enhancing and Encouraging Stewardship*

We continuously work to enhance our natural resource stewardship by assessing and adapting our efforts to improve outcomes. We also promote widespread stewardship through collaboration, outreach, and education.

## SUSTAINABILITY THROUGH DSL PROGRAMS

Using [ORS 184.421-423](#) as a guide, this Sustainability Plan is aligned with our 2022-2027 Strategic Plan to capture programmatic impacts on sustainability through delivery of services. The Strategic Plan was developed collaboratively by DSL staff and enhanced by feedback from partners and the public. The Strategic Plan provides a framework for continually improving service through goals that all programs contribute to and for which measurable progress can be made. Our four strategic goals are:

1. **Exceptional Service:** We are fair and thoughtful problem solvers, embracing best practices for public service, engaging widely to increase awareness and share information, and modeling excellence in every interaction.
2. **Thriving Oregon:** As dedicated stewards of lands, waterways, and wetlands, we are committed to supporting thriving communities and a legacy of healthy, resilient, and accessible natural resources for the people of Oregon.
3. **Supporting Schools:** We continually seek opportunities to increase revenue for the Common School Fund, and we regularly demonstrate the results of our innovative, efficient, and effective operations.
4. **Great Workplace:** We are proud to be members of the DSL team, and we all do our part to model our shared values, seek and encourage professional growth, and make DSL a great place to work.

## Strategic Outcomes and Projects that Support Sustainability

EXCEPTIONAL SERVICE	
Strategic Outcomes	Strategic Plan Projects
Improved Service	Develop and implement a customer service plan that reflects the Department's values of diversity, equity, inclusion, and environmental justice and includes program/audience-specific initiatives, as well as agency-wide initiatives.
Increased Access to Information & Services	Implement a Land Administration System replacement solution to improve customer service, increase efficiencies, enable data confidence and agency integration, and modernize IT.
Progress Target: <ol style="list-style-type: none"><li>1. Increase number of people reached from year to year through the DSL website, social media, and email lists.</li></ol>	

**OREGON DEPARTMENT OF STATE LANDS: 2024-2027 SUSTAINABILITY PLAN**

<b>THRIVING OREGON</b>	
<b>Strategic Outcomes</b>	<b>Strategic Plan Projects</b>
Enhanced Lands and Waters	Continue partnership to promote sage grouse habitat restoration on DSL-managed lands .
	Incorporate considerations related to the effects of climate change into Removal-Fill Law regulatory decisions.
	Develop formal management plans for South Slough Reserve related to invasive species, wildfire prevention and response, and other identified management priorities.
	Continue to develop an abandoned and derelict vessels (ADV) program that supports a statewide response to ADV issues.
	Continue to develop a sustainable strategy for responding to and managing long-term camping on state-owned lands and waterways.
	Implement projects to improve rangeland health and reduce wildfire risk on DSL-management rangelands.
	Implement and promote projects to improve forest health and reduce wildfire risk on DSL-managed and surrounding forest lands.
Progress Targets: <ol style="list-style-type: none"> <li>1. No net loss of wetlands from year to year.</li> <li>2. Continuous investment in research, projects, and practices that promote climate change and wildfire resilience for agency-managed lands, waterways, and wetlands.</li> </ol>	

<b>SUPPORTING SCHOOLS</b>	
<b>Strategic Outcomes</b>	<b>Strategic Plan Projects</b>
Increased Net Revenue for Common School Fund	Perform a renewable energy market analysis for common school fund lands and market lands with high potential for renewable energy resource development.
	Evaluate and implement strategies for reducing financial and environmental risks associated with abandoned and derelict vessels.
Progress Targets: <ol style="list-style-type: none"> <li>1. Improve annually on the Key Performance Measures below, exceeding or meeting all targets by FY26:                             <ol style="list-style-type: none"> <li>a. Percent annual increase in cash generated by Department activities deposited to the Common School Fund. Target is 10%.</li> <li>b. Increase in revenues generated by all land management activities, excluding ODF timber harvest receipts. Target is 3%.</li> <li>c. Percent of South Slough Reserve operations funded from non-Common School Fund sources. Target is 25%.</li> <li>d. Percent of forest lands program revenue used for administrative and operational costs. Target is 45 percent.</li> <li>e. Percentage of program revenue used for administrative and operational costs on all non-forest lands. Target is 45%.</li> </ol> </li> </ol>	

## **SUSTAINABILITY THROUGH BUILDING AND FLEET MANAGEMENT**

Sustainability begins with our day-to-day office operations. DSL operates from buildings in Salem, Bend, and Charleston. The Summer Street office building in Salem is owned and operated by DSL and also houses Business Oregon, Oregon Water Enhancement Board, the Land Use Board of Appeals, and the Cultural Trust Department. DSL also owns and operates the visitor center for the South Slough Reserve located in Charleston and partners with the National Oceanic and Atmospheric Administration to oversee the Reserve. Our Bend office space is leased within a commercial office building.

DSL manages energy use in our buildings by using energy saving devices like plug strips and timers where possible; stocking break rooms with reusable dishware; operating can and bottle deposit programs; and recycling mixed waste, cardboard, paper, batteries, and electronic equipment. Our facility specialist in the Salem office building adjusts daily onsite operations that affect energy consumption by turning off lights when not in use, lowering window shades on hot summer days, and adjusting HVAC settings based on lower occupancy. Sustainability efforts in our Bend and South Slough offices are similar and are overseen by the respective facility leads or managers in those locations.

Our office operations have changed significantly since March 2020 with the onset of COVID-19. DSL implemented new processes to maintain service, including options for submitting applications electronically. Our workforce transitioned to working from home offices during the pandemic, at least 80 percent of staff currently maintain hybrid work schedules. We also saw a decrease in staff use of fleet vehicles as more meetings occur virtually.

### **Outcomes and Projects that Support Sustainability**

<b>Buildings and Fleet Management</b>	
<b>Outcomes</b>	<b>Projects</b>
Reduce energy and resource use in buildings	Research the cost of replacing the roof on both our Salem and Charleston offices.
	Research the feasibility, cost savings, and energy reduction potential of installing solar panels on the Salem office roof and updating the current solar array on the Charleston office roof.
	Replace outdated windows with energy-efficient windows at Salem and Charleston offices.
Maintain current fleet fuel consumption	Conduct needs assessment when making new vehicle purchase decisions that continue to meet goals for state agencies to procure 25 percent of eligible fleet vehicles as zero emission vehicles by 2025.
	Identify opportunities to invest in electric charging infrastructure at all office locations.
	Continue to promote options that reduce travel while addressing needs of the agency.
	Continue regularly scheduled vehicle maintenance and inspection.
Reduce paper waste	Explore means to move documents to electronic transmittal and storage, continue utilizing electronic signatures, and make use of Microsoft and Adobe features that allow for remote document sharing and editing.
Progress Targets: 1. Department maintains energy use in accordance with ODOE standards, currently set at 50 EUI (Energy Use Intensity) for the Salem office.	

2. Vehicle maintenance occurs as needed, based on vehicle mileage, and vehicles are inspected every two months by the DSL Safety Committee.
3. Hold a conversation with DAS during the 2023-2025 biennium to discuss options for conversion of fleet vehicles to hybrid or electric models.
4. If the Department acquires electric or plug-in hybrid vehicles, establish all necessary charging infrastructure by 2027.
5. Staff complete as much work as possible electronically. All new files are saved electronically to the Department's database. File folders are reused or recycled, based on their condition.
6. Reduce or maintain monthly paper use from the 2023 average of 4,600 sheets each month.
7. Transition to 100 percent recycled paper purchases.

## **DIVERSITY, EQUITY, AND INCLUSION**

Advancing diversity, equity, and inclusion within Department programs, policies, and practices is key to improving our customer service and permit review processes, public involvement practices, and consultation and coordination with the nine federally recognized Tribes in Oregon.

The Department's Diversity, Equity, and Inclusion (DEI) Committee fosters an inclusive environment for all staff, promotes an agencywide climate of equity and anti-racism, and seeks to operationalize DEI in serving the Department's mission. The DEI Committee coordinates education and trainings to cultivate a foundational knowledge base among Department staff on DEI concepts, why DEI matters, and how it applies to their work. In turn, this has a positive impact on the projects identified in this Sustainability Plan.

The Department is currently developing a DEI Action Plan that will, like the Sustainability Plan, be a companion plan to the agencywide strategic plan and in alignment with the Department's Affirmative Action Plan. DEI strategies and initiatives that are applied to strategic plan projects outlined in this Sustainability Plan will be reported in progress reports.

### **Environmental Justice**

As a natural resource agency for the State of Oregon, we must address environmental justice issues and carefully consider the impacts of decisions on environmental justice communities. The Department has a designated Environmental Justice Liaison who is involved in interagency coordination meetings, provides annual reporting to the Governor's Environmental Justice Council, and participates in the development of the State of Oregon's environmental justice mapping tool.

### **Public Participation and Meaningful Involvement**

The Department seeks to meaningfully engage communities as part of our commitment to inclusive service and access to information. The Department's Community Engagement Officer supports staff in identifying stakeholder groups and how decisions might impact or interest those stakeholders. This process supports targeted public noticing for the comment period and the outcome of decisions, as well as forming advisory committees.

### **Working with Tribal Governments**

The Department is committed to communication and collaboration with the nine federally recognized Tribal Governments in Oregon. In addition to the Director's [open-door policy](#) for Tribal consultation, DSL has a dedicated Tribal Liaison, participates in the Natural Resource Working Group and Cultural Resource Cluster, and provides annual reporting to the Legislative Commission on Indian Services.

## IMPLEMENTING OUR SUSTAINABILITY PLAN

### Roles, Responsibilities, and Timing

What	Who	When
Foster staff awareness of state sustainability policies and agency plan	Human Resources and Supervising managers	New employee orientation
Implement projects – program delivery	Project leads	Until complete
Implement projects – buildings and fleet management	Facilities Staff or designated manager	Ongoing in the lifecycle of DSL facilities.
Implement projects - DEI	Human Resources, DEI Committee, Tribal Collaborative, EJ staff lead	Until complete
Track progress toward DSL’s Sustainability Plan outcomes	Planning and Policy Project Manager and Communications Director	Annually
Report progress toward DSL’s Sustainability Plan to the State Land Board and Sustainability Board	Director and Deputy Directors	Annually
Communicate Sustainability Plan projects and outcomes to external audiences	Communications staff	As identified in agencywide and program-specific communications plans
Keep staff apprised of ongoing sustainability goals and initiatives through staff presentations and other communication	Managers, Communications staff	Semi-annually
Incorporate the agency’s commitment to sustainability in decision-making and day-to-day activities	Staff	Continually
Update Sustainability Plan	Executive Team, with input from managers, staff, partners, and others	As needed; in 2027 to align with DSL’s 2028-2032 Strategic Plan

