


City of Portland
Office of Management & Finance

Sustainability Plan

Bureau Director Approval:


Signature

Date: September 28, 2007

Sustainability Vision:

The Office of Management & Finance is recognized by its peers for leadership in sound fiscal management and commitment to excellent customer service. Our business practices and actions contribute to a healthy and prosperous city where natural resources are conserved, diversity thrives, and people are actively engaged in their community.

Past and Current Sustainability Actions:

The Office of Management and Finance maintains a commitment to improving the health of the environment, the economy, and the community in a time of declining resources and increasing needs. The OMF Strategic Plan calls for development of an organizational sustainability strategy. OMF has completed its draft strategy document, which researched best practices and identified opportunities for future improvements. The final OMF "Sustainability Strategy" will be published once this Sustainability Plan has been completed.

Sustainable Paper Use Policy: The Citywide Sustainable Paper Use Policy is into its fifth year of implementation at OMF. OMF aims to surpass EPA standards for purchasing recycled paper as well as reduce paper use 15% by 2008. Several OMF bureaus and programs are setting paper use goals in this Plan. Over the past few years, Printing & Distribution has been proactively helping all City bureaus increase their use of more environmentally friendly papers by finding and using AEPP as house stock and promoting its use as well as through enrolling bureaus in its 100% club. P&D has also switched to vegetable-based inks for its presses and continues to work with bureaus through its copier/printer program to ensure they get the equipment and services that not only meets their business needs but also conforms to the paper policy.

Green Building: Since 2001, the Facilities Division of the OMF has worked to meet LEED green building standards, established by the city to maximize energy and water efficiency, construction reuse and recycling, and to minimize the use of paints and sealants harmful to the environment. The

Facilities Division adopts the LEED rating system for all new construction and has developed a “Green Maintenance and Operations” manual.

Vehicle Services (CityFleet) Sustainability: CityFleet contributes to OMF sustainability in a number of ways. Hybrid vehicles joined the fleet in 2002, using 40% less fuel than standard vehicles. Employees in CityFleet garages routinely recycle metal, water for washing vehicles, used oil, coolant, and even floor sweep. They have further cut down on waste by using reusable rags instead of paper towels. CityFleet added bio-diesel to their sustainability efforts in August of 2004. Over 650 City vehicles will run on a fuel made of 80% low sulfur diesel and 20% pure bio-diesel. Vehicle Services has received certification from the Eco-Logical Business Program. This program recognizes businesses that go beyond compliance with local environmental requirements and implementing pollution prevention efforts in their work sites.

Recycling at Technology Services: The Bureau of Technology Services recycles everything from office cell phones to cardboard, bubble wrap, and batteries. One employee tills shredded paper into gardens, while another strips plastic off of wires so the bare metal can be recycled. Another employee collects and reuses Styrofoam peanuts. Obsolete computer equipment is properly disposed of while excess equipment which is still functional is donated to non-profits. In Information Technology Support, most of all internal communication and routine administration is accomplished electronically.

Sustainable Purchasing and Recycling: Purchases has taken on a leading role in implementing the Joint City/County Sustainable Procurement Strategy that requires the integration of environmental, social, and economic factors into purchasing decisions.

Janitorial Services Contracting: The current janitorial services contract managed by Facilities Services includes “green language” requiring contractors to consider and use green products. The City’s contract requires bidders to adhere to approved products, materials, and suppliers lists. Some of these products include floor finish, cleaners, sealer, stainless steel polish, window cleaner, and bleach. Materials and supplies include items like paper towels, toilet paper, liners, wastebasket, seat covers, napkins, liquid hand soap, and ice remover. In addition, the contract specifies that all paper products must comply with the City of Portland’s Sustainable Paper Use Policy.

Meeting the Energy Challenge – Saving Millions! The City Energy Challenge program was created in 1991 to reduce energy use and costs in City of Portland facilities and operations. Over the past decade, working closely with other City bureaus, the OSD helped to cut energy bills by nearly \$15 million. OMF participates in these efforts in many ways, but particularly via Facilities Services. A project highlight includes the lighting upgrades in the Portland Building by Facilities Services, saving \$80,000 a year.

Blue Works Certifications: Several OMF bureaus, divisions and programs have become Blue Works certified. These include Printing and Distribution and Financial & Management Services in Business Operations, Purchases, Revenue, and Financial Planning in the Bureau of Financial Services.

Sustainability Team: OMF recently established W.I.S.E. (Workplace Innovators for a Sustainable Earth) as its bureau sustainability team. The team begins its work with the development and implementation of this Plan.

Sustainability Action Plan:

Blue Works Certifications

Blue Works Certification Plan

Develop a plan and timeline to get all OMF sections Blue Works certified. Currently certified sections of OMF are Purchases, Revenue, BFS Financial Planning, and Business Operations Printing & Distribution and Financial & Management Services. For the remainder of FY 2007-08, certification is planned for Facilities and then BFS Accounting. Technology Services may also be certified this year. Other remaining sections of OMF are planned for certification in the following fiscal year.

Measure of Success: Plan complete, certification timeline on track

Responsible Party: Business Operations: Financial & Management Services, DeAnn Kamish

Due Date: 12/31/2007

Climate change

Automated fuel system

Implement automated fuel system to allow early detection of emission control failures and track engine idle time.

Measure of Success: Reduction in idle times and increased emission control effectiveness

Responsible Party: Business Operations: CityFleet, John Hunt

Due Date: 6/30/2008

Motor pool key manager

Use motor pool key manager to help employees share rides and cars.

Measure of Success: Increased efficiency in use of fleet vehicles and trip reductions

Responsible Party: Business Operations: CityFleet, John Hunt w/Facilities

Due Date: 6/30/2008

Bike Pool

Make bikes available to employees for work-related short trips in the downtown area.

Measure of Success: Bike usage numbers

Responsible Party: Business Operations: CityFleet, John Hunt w/Facilities

Due Date: 6/30/2008

Bike parking

Increase free bike parking in Smart Park garages

Measure of Success: 400 additional spaces

Responsible Party: Business Operations: CityFleet, John Acker

Due Date: 6/30/2008

Biofuel/hybrid fleet vehicles

Continue replacement with biofuel/hybrid fleet vehicles

Measure of Success: Number/percentage of biofuel and hybrid vehicles purchased for replacements

Responsible Party: Business Operations: CityFleet, John Hunt

Due Date: 6/30/2008

Biodiesel

Move from B20 to B50 for entire fleet, including some B99.

Measure of Success: 100% at B50
Responsible Party: Business Operations: CityFleet, John Hunt
Due Date: 6/30/2008

Carbon offsets

Investigate options for carbon offsets for OMF work-related employee air travel by fiscal year, working with the State and the City's travel agent

Measure of Success: Recommendations submitted and approved
Responsible Party: OMF-wide, Sustainability Team
Due Date: 7/31/2008

Employee Awareness

Online Employee Guide

Develop an engaging online employee guide to sustainable operations and practices

Measure of Success: Staff feedback and number of page views
Responsible Party: OMF-wide, W.I.S.E. Sustainability Team
Due Date: 3/31/2008

Sustainability Events

Conduct a minimum of two voluntary attendance staff events

Measure of Success: Number of staff who participate
Responsible Party: OMF-wide, W.I.S.E. Sustainability Team
Due Date: 6/30/2008

Education campaign

Implement an education campaign with employees in the Revenue Bureau using the following methods:

- Have one speaker at an All Staff Meeting to talk about sustainable practices
- Article on Revenue Bureau Employee page about the benefits of sustainable practices including office supplies purchases, Flexcar reminders, combining trips, turning off lights.
- Put up new signage above printers and faxes.

Measure of Success: Completion of all the above this fiscal year
Responsible Party: Revenue Bureau, Gretchen Newberry
Due Date: 6/30/2008

Employee/Public Awareness

Spotlight current activities

Increase awareness of the sustainable practices underway in City facilities via a report or article for publication.

Measure of Success: Publication
Responsible Party: Business Operations: Facilities, John Acker
Due Date: 6/30/2008

Energy

Photovoltaics

Collaborate with OSD and private parties to provide space for photovoltaic installations on City buildings in return for energy use by the City and use of energy credits by the private parties.

Measure of Success: Feasibility and planning work complete

Responsible Party: Business Operations: Facilities, John Acker w/OSD

Due Date: 6/30/2008

Energy, Paper Use

Printer improvements

Replacement of older printers in BTS with printers which meet at a minimum Energy Star requirements and ability to duplex and handle paper with higher recycled content.

Measure of Success: Success in limiting City standard designation to only those devices that meet these requirements

Responsible Party: Technology Services, Jesse Porter in partnership with P&D

Due Date: 6/30/2008

Paper use

Reduce paper use

Reduce paper use through changing business practices in Business Operations Financial & Management Services. Financial & Management Services has made significant gains since FY 2003-04 in using more AEPP paper. Non-recycled paper use zeroed out in FY 2005-06 and recycled, but non-AEPP, paper use is also down 42%.

Percent Usage Change 03-04 to 06-07			
AEPP	Recycled	Non-Recycled	TOTAL USAGE
Up 681%	Down 42%	Down to 0	Up 160%

Measure of Success: Goal: Reduce overall paper use by 5% by the end of FY 2007-08

Responsible Party: Business Operations: Financial & Management Services, Laurel Butman

Due Date: 6/30/2008

Reduce paper use

Reduce paper use through changing business practices in Financial Services. A 20% reduction would save about 280,000 sheets of paper from current annual use.

Measure of Success: Goal: 20% reduction in paper use by the end of FY 2008-09

Responsible Party: Financial Services, Jason Smith

Due Date: 6/30/2008

Reduce paper use

Reduce paper use through changing business practices in the Revenue Bureau

Measure of Success: Goal: 3% reduction

Responsible Party: Revenue Bureau, Gretchen Newberry

Due Date: 6/30/2008

Reduce paper use

Reduce paper use through changing business practices in Risk Management. Risk has set progressive goals over five years (see below) to reduce paper usage. Over the 5-year timeframe, Risk anticipates

that the introduction of new technology (SAP and a new Risk data system) will present opportunities for more electronic communication, as well as continuing to encourage day-to-day practices that use less paper, such as printing and copying double-sided, reusing single-sided paper, scanning, etc. Risk's utilization is already highly commendable. For example, Risk uses only 3% non-recycled paper -- versus 11% for OMF as a whole. In addition, Risk uses a whopping 83% alternative environmentally protected paper (AEPP) -- versus a modest 47% for all of OMF. The remaining percentages are accounted for with the use of recycled paper to EPA standards (good, but lower than the AEPP standard).

Measure of Success: Goal: 35% over a 5-year period in the following steps:

FY07-08	FY08-09	FY09-10	FY10-11	FY11-12
3%	5%	7%	9%	11%

Responsible Party: Business Operations: Risk Management, Leanna Smith

Due Date: 6/30/2012 (in annualized increments above)

Purchasing

Sustainable Procurement policy

Develop succeeding policy for sustainable procurement

Measure of Success: Approval by City Council and stakeholders

Responsible Party: Purchasing, Stacey Foreman

Due Date: 2/1/2008

Regional outreach

Engage with regional governments on sustainable procurement

Measure of Success: Number of regional meetings, inquiries, and cooperative events

Responsible Party: Purchasing, Stacey Foreman

Due Date: 6/30/2008

IT Equipment Takeback Agreements

Continue to negotiate with Strategic Sourcing vendors to take back obsolete computer equipment for disposal and reuse.

Measure of Success: Successful negotiations for takeback and disposal of obsolete IT equipment in all strategic sourcing contracts

Responsible Party: Technology Services, Jesse Porter

Due Date: 6/30/2008

Sustainable Forests

FSC Certification

This is a chain of custody certification that allows P&D to offer paper products that are guaranteed to meet certain environmentally preferable conditions, the main one being any virgin content coming from sustainably managed forests.

Measure of Success: Certification/Program Implementation

Responsible Party: Business Operations: Printing & Distribution, Ron Haddock

Due Date: 6/30/2008

Waste reduction

New Plate Maker

Printing & Distribution needs to replace its current system and are looking to switch from a process requiring the use of photography type chemicals, and the inherent waste, to one that requires no use of chemicals for processing. In addition to eliminating this waste, the aluminum plates to be switched to can be recycled whereas the current polyester plates are not.

Measure of Success: Installation/Begin Production

Responsible Party: Business Operations: Printing & Distribution, Ron Haddock

Due Date: 6/30/2008

Packaging Waste Reduction

Work with vendors to reduce packaging waste (e.g. office supplies, computers).

Measure of Success: Established agreements/programs with vendors

Responsible Party: Purchasing, Stacey Foreman

Due Date: 6/30/2008

Employee Communication Plan:

Month	OMF Employees	OMF Leadership Team	CAO	All of OMF
July			Keep informed as now via regular emails and invite to attend at least one team meeting per year	
August				
September				Focus newsletter article
October	1st Friday Facts – Maija			
November	1st Friday Facts – Jesse			
December	1st Friday Facts – Jane	Status Report		Focus newsletter article
January	1st Friday Facts – Matthew			<i>Publish speakers list</i>
February	1st Friday Facts – Laurel			
March	1st Friday Facts – Stacey			Focus newsletter article
April	1st Friday Facts – John A			
May	1st Friday Facts – John Hunt			<i>Complete recognition program</i>
June	1st Friday Facts – John H	Status Report		Focus newsletter article

Action Items for FY 2007-08:

- ❖ Publish email fact sheets 1/month
- ❖ Write articles for the OMF Focus
- ❖ Develop and publish a speakers list (OMF employees who can visit team meetings on sustainability topics)
- ❖ Develop a recognition program like the OMF ZAP program for sustainability

W.I.S.E. Sustainability Team Founding Members:

DeAnn Kamish, Business Operations

John Hunt, CityFleet

John Acker, Facilities

* Jason Smith, Financial Services

* Laurel Butman, Management & Finance

Ron Haddock,¹ Printing & Distribution

* Stacey Foreman, Purchases

Jane Eichenberger, Revenue

John Hoffman, Risk Management

Jesse Porter, Technology Services

* = Denotes an OMF representative to the citywide sustainability committee

1. Backup is Matthew Spitulski