

Oregon Parks and Recreation Department

SUSTAINABILITY ACTION PLAN

January 2004 – June 2005

Building a Sustainable Future

Resource and Material Use – Balance with Living Systems – Learning and Information Systems



OREGON PARKS AND RECREATION DEPARTMENT

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SUSTAINABILITY - VISION

This action plan is the logical next-step in the department's evolution toward achieving sustainability in its development, operations and business practices. The department's commitment to sustainability derives specifically from its strategic vision, *Target 2014*, adopted by the Oregon Parks and Recreation Commission and from our employees' desire to act responsibly and be seen as leaders in sustainable practices consistent with our mission.

Target 2014 - Goal 2

Embody the principles of natural resource conservation in land stewardship and agency business practices.

- ❖ Achieve sustainability by 2014 in all new development, park maintenance and resource management. Measure progress with interim benchmarks

Framework for a Sustainable Future, published in December 2002, laid the groundwork for achieving the agency's vision. *Framework* identified three principles, or areas of focus, to structure our thinking, deepen our understanding, and provide inspiration.

- ❖ Resource and Material Use
 - Zero waste
 - Zero hazardous substances
 - Climate neutrality
- ❖ Balance with Living Systems
 - Enhance ecosystem functions
 - Separate and appropriate use
- ❖ Learning and Information Systems
 - Life-cycle thinking
 - Separate and appropriate use
 - Information sharing with all stakeholders

This plan seeks to identify and implement specific actions inspired by the principles. Although the plan will address four major actions for implementation in 2003-2005, there are many other "low-hanging fruit" that have been identified. Many of them have, will, or are being, implemented in the field with little central direction. Cumulatively, these actions demonstrate the commitment of staff and will make a significant contribution toward achievement of the principles.

CURRENT ENVIRONMENT

Sustainability Working Group – created in early 2001, comprised of managers and employees from across the organization, provides direction, recommendations and champions the department's sustainability effort.

Facility Investment Program – begun in BY 97-99 to rehabilitate park infrastructure through \$15-\$20 million investment each biennium. Reducing utility costs through efficient use and conservation of energy and water are major objectives. The department has worked closely with Oregon Office of Energy on design of many projects. To date, activities have included installation of low-flow, waterless, and time controlled fixtures to reduce water consumption; installation of sensor and timer activated lighting; installation of low-energy lighting; replacement of space heating with radiant heating, installation of high-efficiency, solar, in-line, and on-demand water heaters; installation of variable speed motors and pumps; and improved insulation in building walls and ceilings. In 2004, the department will conduct an audit of all of its buildings to identify opportunities to further reduce energy and water consumption.

Sustainable design is a major feature of the Facility Investment Program. The department recently completed an expansion of the Silver Falls Conference Center Dining Hall that was designed to meet LEED standards. In addition to energy and utility considerations, most of the lumber used in construction was harvested in the park and milled locally, thus improving forest health and reducing transportation impacts while providing work in the local community. Hares Canyon State Park, a new 1800-acre, full-service park currently being designed will feature sustainability as a theme for development and operation. Recycled plastic materials are being used to replace wood boat docks and moorings. Long-life HDPE pipe that is less toxic than PVC is being specified for sewer and water lines. Vault toilets that have less impact on the environment are replacing pit toilets. A demonstration solar-voltaic collector system is under design at Smith Rock State Park.

Operational Practices – Recycling centers have been established at all state park campgrounds and in many day-use areas. The centers not only encourage recycling and provide an opportunity to educate park users but have the added benefit of reducing fuel consumption and campground noise. Recycled paint is being used at many locations on park buildings. Mowing is being reduced allowing open areas to revert to natural vegetation. Non-toxic cleaning materials are being adopted as the department standard.

Fleet Management – The department's fleet and equipment pool is being reduced as well as modernized. The department is working with DAS Fleet management to increase the number of alternative and fuel-efficient vehicles in our leased fleet. Fleet and equipment items owned by the department will be replaced by more fuel-efficient items; equipment pools and equipment sharing will reduce the number of items in the inventory. Electric carts and smaller vehicles are replacing larger, less efficient, vehicles for use in campgrounds where appropriate.

Visitor Awareness – Sustainability themes, such as recycling and resource conservation, are incorporated into park programs for adults and children. Information signing is used to highlight the benefits of sustainable development to park users.

**TOWARD SUSTAINABILITY IN 2003-2004
AGENCY SUSTAINABILITY ACTIONS**

The actions that follow will further our progress toward achievement of our sustainability goal in the current biennium.

ACTIONS

1. Establish criteria for the evaluation of grant proposals that include considerations for use of sustainable materials, efficient use of energy, waste and hazardous substance reduction and impact on ecosystems.
2. Develop a program to phase out use of two-cycle engines.
3. Create an environmental management system to manage facility development and maintenance activities.
4. Eliminate hazardous and toxic substances used in janitorial and landscape maintenance activities.

The Governor in Executive Order 03-03 directed items 1 and 2 and represent activities where we believe our department could take a leadership role. Item 3 will have a lasting impact on the decisions we make regarding development of new facilities and rehabilitation, maintenance and operation of our existing infrastructure. Item 4 is an action that we can implement now that will have application on park-managed properties statewide.

Sustainability Action Plan

ACTION 1:

By January 2004, establish criteria for the evaluation of grant proposals that include considerations for use of sustainable materials, efficient use of energy, waste and hazardous substance reduction and impact on ecosystems. Such criteria should apply to projects through the Local Government Grant Program, County Opportunity Grant Program, Land and Water Conservation Fund, Recreation Trails Program and the All Terrain Vehicle Program.

EFFECT:

There are two major outcomes from this action:

- 1) Through this economic incentive, the significance and importance of sustainable development is exported to local governments.
- 2) The department can encourage sustainable development practices by establishing scoring criteria that incorporate the principles of sustainability in the project.

HOW ACCOMPLISHED:

The department will revise Oregon Administrative Rules and other criteria that govern project selection to credit those projects that incorporate sustainable development considerations in their design. Training will be provided to members of selection boards and committees on the principles of sustainability and their application to recreation projects. The training will also be offered to grant writers of agencies that expect to apply for these grants.

MEASURING PERFORMANCE:

Sustainability Training for Board and Committee Members	Jan 04
Oregon Administrative Rules revised	Jun 04
First award process using sustainability criteria	Jan 05
Percent of successful grant applications with sustainability	
Year 1	Jul 2004 10%
Year 2	Jul 2005 15%
Year 3	Jul 2006 20%

WHO'S IN CHARGE:

Assistant Director, Administration	Jana Tindall
Financial Services Manager	Kyleen Stone
Grants and Procurements Manager	Wayne Rawlins

ACTION 2:

Develop program to phase out the use of two-cycle engines. By February 2004, with the advice and support of the Director of Environmental Quality, the Director will develop a report for review by the Sustainability Board that contains an inventory of all implements with said two-cycle engines used by the department or its regular contractors, determines the availability and suitability of substitute implements that are more efficient and significantly less polluting, calculates the emissions reductions from the new equipment, projects phase-in of new equipment over a 6 year period, and calculates the additional cost for implementing this program.

EFFECT:

Elimination of two-cycle engines will reduce greenhouse gases and hazardous substances produced during park maintenance activities. Climate neutrality and hazardous substance reduction are embodied as objectives in the department's *Framework for a Sustainable Future*. This action will also provide a model for other agencies that use implements with two-cycle engines so that the reduction of greenhouse gases may be realized on a larger scale. The effect may be even greater if contractors are required to use less polluting equipment when under contract to state agencies.

HOW ACCOMPLISHED:

The department will inventory all two-cycle implements and develop a replacement plan based on availability of less polluting equipment and age of equipment being replaced. The department will consult with DEQ and equipment manufacturers to determine the most fuel-efficient equipment available. Replacement, funded through the department's operations budget, will begin in 2004. Assistance will be requested from DAS and DOJ to develop language for contracts that give preference to, or require, contractors under obligation to the state to use less polluting equipment.

MEASURING PERFORMANCE:

A baseline will be established that will estimate hydrocarbon, carbon monoxide, and particulate emissions for the existing two-cycle equipment inventory. Estimated reductions of emissions will be calculated based on the replacement cycle to show an overall expected reduction of pollutants. Based on a cursory review of equivalent equipment items available, we estimate a 25% reduction in emissions and fuel consumption. Beginning in July 2005, the department will incorporate requirements into solicitations for public improvement, maintenance and service contracts that require use of less polluting equipment. This information will be summarized and presented to the Sustainability Board for review and made available to other agencies for their use.

WHO'S IN CHARGE:

Assistant Director, Operations
Equipment Program Manager

Tim Wood
Jerry Winegar

COORDINATION/SUPPORT REQUIRED:

Departments of Environmental Quality, Administrative Services, Justice

ACTION 3:

Create an environmental management system (EMS) to manage facility development and maintenance activities.

EFFECT:

With an EMS in place, the department will have the tools necessary to systematically manage the environmental footprint associated with facility development and maintenance activities. The processes and practices that will evolve from the EMS will result in a life-cycle approach for development and maintenance decisions, siting and design, material selection, waste reduction, energy efficiency, resource conservation, and employee awareness. Objectives within all three principles of the *Framework* are addressed in this action. The impact of decisions taken under the EMS will have long-lasting and agency-wide effect on the department's environmental footprint and contributions toward sustainable operations.

HOW ACCOMPLISHED:

Key leaders responsible for facility management decisions will participate in training and facilitation by Zero Waste Alliance over an 18-month period beginning in January 2004. The outcome will be creation of an EMS that will be put in place in July 2005. A cross-functional Core Team will be established to guide the development of the EMS and champion its implementation.

MEASURING PERFORMANCE:

Full implementation of the EMS beginning in July 2005 will complete this objective. As the EMS is under development, current policies and practices will be evaluated and serve as baseline reference for establishment of standards and practices under the completed EMS. As practices are identified during development, they will be implemented incrementally, as appropriate.

WHO'S IN CHARGE:

Assistant Director, Operations	Tim Wood
Manager, Engineering and Design	Jay Beeks
Facilities and Maintenance Coordinator	Paul Lucas
Core Team	Agency-wide leaders

ACTION 4:

Eliminate hazardous and toxic substances used in janitorial and landscape maintenance activities.

EFFECT:

Elimination of these substances will reduce the exposure of staff, visitors, wildlife, and the environment to the immediate and cumulative effects of the materials. Hazardous and toxic substances used in park operations will be reduced or eliminated. A specific outcome will be the reduction or elimination of building materials containing hazardous and toxic materials, such as treated wood.

HOW ACCOMPLISHED:

An agency-wide team comprised of field managers and staff, the chair of the Safety Review Board, risk manager, natural resource and forestry staff will be established to identify and inventory all hazardous and toxic materials used in janitorial and landscape maintenance, identify alternative materials and practices, develop a plan and timeline for elimination of substances, and estimate the impact of reducing or eliminating these hazardous and toxic substances from use as prescribed in the plan. Field managers will review and update Integrated Pest Management Plans (IPM) and operational practices in accordance with recommendations developed and approved under this action.

MEASURING PERFORMANCE:

Identify and inventory hazardous and toxic materials	Oct 2004
Plan and timeline for implementation and phase out	
Of hazardous and toxic materials completed	Dec 2004
Estimation of effect of materials eliminated or reduced	Dec 2004
IPMs and operational practices updated	Mar 2005
Elimination of hazardous materials fully phased-in, IPMs and practices implemented	Jul 2005

WHO'S IN CHARGE:

Assistant Director, Operations	Tim Wood
Chair, Safety Review Board	Rick Taylor/Andy LaTomme
Natural Resource Manager	Michelle Michaud

COORDINATION/SUPPORT REQUIRED:

Departments of Agriculture, Environmental Quality

MAKING SUSTAINABILITY A REALITY

Executive Leadership – In accordance with the Governor’s Executive Order, the Director has appointed the Assistant Director, Operations, as the agency’s Sustainability Coordinator. The Sustainability Coordinator is responsible for leading and coordinating the agency’s sustainability initiative, meeting established objectives and timelines, and compliance with the Executive Order. Continuing interest of the Commission and the Director will give impetus to the sustainability effort.

Intra-agency Teams – There are three interagency teams that have been established to marshal support from all levels of the department and achieve specific results.

- Sustainability Working Group –
 - Comprised of managers and staff from across the organization
 - Make recommendations, evaluate suggestions, champion and communicate the sustainability initiative and its progress within the agency
 - Monitor progress
 - Chaired by Sustainability Coordinator
- EMS Core Team –
 - Members include Assistant Director, Operations; Engineering and Design Manager; Facilities Planning and Maintenance Coordinator; Assistant Area Manager; Ranger Team Leader; representatives from Financial Services, Natural Resources, and Planning
 - Develop and implement the EMS for Facility Development and Maintenance (Action Item 3)
 - Chaired by Manager, Engineering and Design
- Hazardous and Toxic Materials Team
 - Members include Chair, Safety Review Board; Manager, Natural Resources Section; Park Manager; Ranger Team Leader; Manager, Forestry Section; Risk Manager
 - Responsible for developing and implementing plan to eliminate hazardous and toxic materials (Action Item 4)
 - Co-chaired by Chair, Safety Review Board and Manager, Natural Resource Section

Managers at all levels are responsible for identifying and implementing actions within their business and operational practices that contribute to the objectives of sustainability. Harvest of the “low-hanging fruit” can be achieved at the lowest organizational levels when employees and managers understand and act within the basic principles of the *Framework*. Managers must also encourage and support participation by staff members on working groups and teams and commit time and resources to following through on recommendations.

COMMUNICATING THE EFFORT – CELEBRATING THE SUCCESSES

Success of the sustainability effort is anchored firmly in the ability to maintain interest, support, and relevance within the staff and with advocates of the department and its mission. There are three types of information that must be communicated for the program to be successful.

- Technical Information developed by work groups and made available for application in the performance of responsibilities.
- General Information relating to the program, its management, objectives, and progress. Intended to develop and maintain interest in the sustainability initiative.
- Performance Information developed as actions are implemented and results are measured.

Information Type and Purpose	Audience	Methods
<u>Technical</u> , relating to activities, results and recommendations of work groups and actions approved for implementation. Necessary to establish standards and expectations.	Users who manage and implement recommendations and interested parties	E-mail, FYI*, directives, performance expectations, updates to action plan, work group meetings, management meetings
<u>General</u> , intended to provide general understanding of the sustainability initiative, its objectives and progress. Develop and sustain interest. Celebrate success.	Staff, Commission, external stakeholders, state agencies, park visitors	FYI, All-staff meetings at HQ and field levels, interpretive/educational programs in parks, signing, training sessions, public information meetings, management meetings
<u>Performance</u> , results of actions implemented, revisions and updates to action plan and/or <i>Target 2014</i> . Necessary to measure and document progress.	Staff, Commission, Sustainability Board, state agencies, stakeholders	FYI, annual reports, Commission agenda items, Progress Reports to stakeholders, supporting budget information, information meetings, management meetings

* FYI – weekly internal newsletter sent to all employees

The department’s progress toward sustainable practices has been communicated to date through feature articles in FYI, in Parks Progress Reports and professional journals. Presentations have been made at monthly All-staff meetings. Sustainability workshops are held on a recurring basis at the annual All-Manager meeting. We will continue to seek opportunities to expand our efforts through networking with other recreation professionals and organizations. We plan to showcase our efforts by competing in award and recognition programs offered by professional societies and industry organizations.

**PLAN, DO, CHECK, ACT -
MAINTAINING ALIGNMENT WITH THE VISION**

The actions identified in this plan are basic to the day-to-day operations of the department. As recommendations are put into practice, they will be evaluated to determine if they are achieving the desired effect and modified as needed to improve performance. The Plan, Do, Check, Act model of planning, implementing, reviewing and improving the processes and actions undertaken in this plan will ensure that actions are in consonance with the principles of the *Framework* and aligned with the goals of *Target 2014*. New objectives that push the department's performance will be established with each biennial update of the plan.

The department's support for sustainability is based in *Target 2014*, the strategic vision document adopted by the Oregon Parks and Recreation Commission. *Target 2014* has been acknowledged by the department's advocates and accepted throughout the agency as the guiding direction for the future.

It is a living document that is updated at least every three years. During the most recent update, the Commission has reaffirmed its commitment to keeping our department a leader in sustainability in the state. They demonstrate their commitment through their continuing interest and support for projects that encompass sustainable components. Accountability for attaining the vision is established firmly with the Commission. Visitors to Oregon State Parks and Oregon's voters will measure success. Support for the department's mission, its funding, and programs is a direct result of the quality of service provided by the agency and public confidence.

At the grassroots, there is a firm belief among agency employees that sustainability is at the heart of our mission. This belief translates to an enduring commitment to practices that will demonstrate the department's leadership in sustainable operations and maintain momentum over time.

