



3. **Division of Capitol Facilities** (DCF) with Visitor Services, Customer Service Center, Facility Support Services, Maintenance Operations, and Physical Plant Engineering on the Capitol Campus.
4. **Division of Engineering and Architectural Services** (E&AS) Design and Construction, Energy, Technical Services, Barrier Free Design, and Contract Services for state agency and other public sector customers.
5. **Division of State Services** (DSS) Real Estate Leasing and Design, State Motor Pool, Consolidated Mail Services, Commute Trip Reduction, and Surplus programs for all state agencies.
6. **Division of Facilities Planning & Management** (FPM) with Facilities Asset Management, Capital Program Management, and Planning and Policy for state owned facilities.
7. **Office of State Procurement** (OSP) with Purchasing and Contract Administration, Material and Purchasing Services, and Contract Policy and Support personnel for state agency and other public sector customers.

### **3. Long Range Goals (baseline year: 2003)**

#### **GOAL #1 - INSTITUTIONALIZE SUSTAINABILITY AS AN AGENCY VALUE AND INCREASE EMPLOYEE IMPLEMENTATION OF SUSTAINABLE PRACTICES**

**Strategy**

GA will educate and encourage participation in sustainable programs in both internal and external business activities.

#### **GOAL #2 - IMPLEMENT SUSTAINABLE BUILDING PRACTICES**

**Strategy**

As standard practice for all major construction and renovation projects for state owned and leased facilities, design and build to (Leadership in Energy and Environmental Design) LEED Silver Standard by 2005.

#### **GOAL #3 - REDUCE TRANSPORTATION ASSOCIATED RESOURCE UTILIZATION AND POLLUTION**

**Strategy**

Only Low Emission Vehicles and Hybrid vehicles will be used by GA divisions and in the Motor Pool Fleet by 2020.

#### **GOAL #4 - CREATE MARKETS FOR SUSTAINABLE PRODUCTS SERVICES**

**Strategy**

The state procurement contract portfolio will offer customers sustainable options in every category by 2025.

Recycled content, and reused non-toxic building materials will be incorporated into all major construction projects by 2007.

#### **GOAL #5 - MAXIMIZE RECYCLING, MINIMIZE WASTE AND MINIMIZE USE OF PRODUCTS WITH 100% VIRGIN MATERIALS**

**Strategy**

GA divisions will reduce or eliminate 75% of the waste generated by its operations through recycling by 2020.

#### **GOAL #6 - MINIMIZE FACILITY RELATED ENERGY AND WATER USE**

**Strategy**

GA divisions will reduce municipal domestic water and per capita employee energy use by half by 2020.

## 4. Current Practices and Opportunities

### EXECUTIVE

- Provides leadership and communication about GA's sustainability efforts.
- Sets an example for the divisions by supporting sustainable office practices.

### ADMINISTRATIVE SERVICES DIVISION

- Make Tools available to other divisions in GA, to save paper, enable telecommuting, etc.
- Electronic forms are now in use for GA's Intranet, such as A/19 Travel Vouchers, and Accident Reports.
- Intranet is used for publication of notices, training materials, policies, etc.
- E-training is available including new employee orientation.
- Policies and Procedures are on-line.
- 70% of billings are processed electronically, instead of using paper hard copy.
- 40% of GA's payments are completely electronic.
- 90% of monthly/daily reports completely electronic.
- Electronic payroll stuffers supplant 100% of hard copy payroll stuffers.
- Electronic Inventory Control.
- Active Health and Safety Programs including Wellness Program, ADA Policy, Family Medical Leave Act (FMLA ) Policy, Ergonomics policy and Return to Work Program keep GA workforce on the job and productive.
- All agency PC's and monitors are powered off (not sleep state) when not in use – administrative policy
- PC's and monitors procured under state procurement contracts have increased percentage of recyclable materials and reduced hazardous materials.
- Used PC's and monitors go to State Surplus for potential resale/reuse.
- PC's and other IT components are re-utilized in reduced function or non-production areas to extend life cycle.

### DIVISION OF CAPITOL FACILITIES

- Operations group does energy monitoring and control.
- Computers are recycled through Central Stores.
- Custodial staff uses environmentally preferred cleaning supplies.
- Products are purchased with minimal packaging to reduce waste.
- Recycle paper, cardboard, cans and glass.
- Maintenance recycles metal and wire.
- Maintenance purchases energy efficient electronic ballasts.
- Physical plant engineers use low VOC paint.
- Grounds staff adhere to a water conservation plan.
- As motors wear out they are replaced with variable speed drives where appropriate.

### GROUNDS

- Maximize the use of drought resistant plants.
- Limit use of chemicals that are toxic to the environment.
- Compost landscape waste.

### CAMPUS ENVIRONMENTAL SERVICES:

- Adhere to a Pollution Prevention Plan
- Minimize the impact of gas/oil spills

## **DIVISION OF ENGINEERING & ARCHITECTURAL SERVICES**

### **ENERGY SERVICES:**

- Continue to encourage sustainable design practices by participating in and promoting the use of sustainability charrettes.
- Continued review of energy life cycle cost analyses on all projects greater than 25,000 square for new facility projects and 25,000 square feet and/ or 50% of the current facility value of existing facility projects.

### **PLANT OPERATIONS SUPPORT SERVICES**

- Continue to find uses and new owners for other's surplus materials i.e. equipment, furniture.
- Continue to develop the Plant Operations network of facility managers for sharing sustainability information and ideas, and re-use of facility equipment with remaining usable life.

### **PROJECT MANAGEMENT TEAMS**

- Continue to encourage customers to use Construction Waste Management Guidelines and strive for silver LEED rating in construction of major projects.
- Encourage consultants to use recyclable and smaller amounts of materials when marketing their services in response to Requests for Qualifications (RFQ).
- Identify sustainable project approach requirements when soliciting RFQ's from the private sector.
- Assist and encourage our client agencies to select firms that demonstrate sustainability as a core value. (those with a consistent history of successful projects where planning, design and execution demonstrates consideration for long-term flexibility for client agency use requirements, energy conservation building system simplicity, and implementation of sustainable building materials.)

## **DIVISION OF STATEWIDE SERVICES**

### **REAL ESTATE SERVICES GROUP**

- As required by RCW 43.19, Lease Renewal and Energy Consumption Surveys are provided by Tenant Agencies as energy audits before lease renewals.
- As required by RCW 43.19, Energy Consumption Walk-Through Audits are conducted by the Lessors.
- Energy Conservation Opportunities are identified and implemented if the payback is within the term of the lease or less than 10 years.
- Promoting recycling of construction waste.
- Encouraging recycled content construction materials and office interior décor.
- Using recycled content carpet in office remodels.
- Ensuring that state facilities are located close to transit.
- Encouraging consolidation and co-location of agency facilities.

### **STATE CTR PROGRAM:**

- Ensuring state facilities are located close to transit routes (encouraged to all divisions of GA).
- Ensuring all agencies affected by the CTR Law have implemented sustainable CTR Programs and policies.
- Ensuring state facilities have preferred parking for carpools and vanpools, as well as amenities for bicycles and walkers.

- Provide assistance to agencies in multi-agency worksites to develop mandated parking management programs.
- Ensuring state worksites develop and implement required parking management programs to emphasize minimum parking ratios and shared zoned parking.

## **STATE MOTOR POOL:**

- All vehicles are EPA certified low emission.
- Recycling all oil, tires, oil filters, batteries, and steel.
- Using biodegradable soaps.
- Recycling parts and cleaning solvents.
- Avoiding toxic chemicals.
- Eliminating all asbestos brake linings.
- All reports and forms are “paperless”.

## **CONSOLIDATED MAIL SERVICES**

- Recycling 141,075 pounds of cardboard and paper annually.
- Partnering with Central Stores to reuse boxes for packaging office supplies (reuses 60,000 boxes a year and saves Central Stores \$12,000 annually).
- Delivering for Central Stores at over 22,000 locations a year delivering more than 35,000 boxes of office supplies reducing duplicative delivery services.
- Partnering with Central Stores for delivery of “on demand” office supplies which saves on staff time and office space.

## **SURPLUS PROGRAMS**

- Implementing on-line property sales to reduce costs of program and increase access to reutilization of state assets.
- Maximizing the use of and extending the life of state resources through “Computers 4 kids Program”.
- Providing computers and other surplus items for training purposes to rehabilitative workshops and correctional facilities.

## **DIVISION OF FACILITIES PLANNING & MANAGEMENT**

- Obtain “Green Building” design considerations through the GA Owned Design Guidelines and Construction Standards.
- Use of Life Cycle Cost Analysis when evaluating new projects.
- Require construction waste management plans for each construction project.
- Installed irrigation piping at Heritage Park for future use of reclaimed water in partnership with LOTT.
- On-going effort to add separate water meters for each building to track domestic, irrigation, and cooling tower water usage.
- On-going effort to detect and repair water, storm/sewer and steam leaks on Campus.
- Encourage commute trip reduction.
- Increase recycling of paper, glass, and cans within the office.
- Require commissioning of new systems installed during capital projects.

## **OFFICE OF STATE PROCUREMENT**

- Offer on-line catalog for Environmentally Preferred Products.
- Statewide contracts that recognize recycle content goals.
- Follow EPA guidelines.
- Every other lamp is off in their section.
- Printer and fax cartridges are recycled.
- All appliances are Energy Star.

## 5. Objectives for Biennial Plan – Division Goals and Objectives

### EXECUTIVE

- Acknowledge Executive Order 02-03 by Drafting Official Policy for the Department of General Administration for acceptance by the Director by January 31, 2004. (recommend tying Sustainability Plan Component 1,2,3,6,7 and 8 of draft policy statement into GA Policy statement to ensure continuity of efforts.)

### ADMINISTRATIVE

- Ensure that GA reduces its employees' single occupant vehicle rate by 2005 at least 5% from 2003 levels, as measured by the 2005 CTR Survey.
- Establish and document a mechanism for reporting and incorporating new information about new products, into the Sustainability Plan (Refer to #8, EXECUTIVE below) by December 31, 2003.
- Establish a mechanism, format and repository to collect the data (to be collected and reported - Refer to #8) by the various divisions of General Administration by January 31, 2004.

### DIVISION OF CAPITOL FACILITIES

- All custodial cleaning products used on Capitol Campus will be environmentally friendly by 2025.
- All irrigation will be done with reclaimed water on West Campus by 2010.
- By 2025, all paper products used by custodial services will be made of 60% recycled materials.
- 70% of all solid waste generated on Capitol Campus will be recycled by 2025.
- All building on campus will have energy efficient lighting with electronic ballasts by 2015.
- 90% of all construction waste generated by Reimbursable Construction Services will be recycled by 2025.
- By 2025 all grounds vehicles used on campus will be electric and/or use alternate fuels.
- By 2025, reduce potable water consumption on Capitol Campus by 50%.
- Use 100% reclaimed water for make up water in the Power House cooling tower by 2005.
- Reduce paper use by 30% with division printers being set for two sided printing and all staff using electronic time cards by 2004.
- Investigate and adopt if feasible by 2005 the use of biodiesel in building generators and power plant boilers.

### DIVISION OF FACILITIES PLANNING & MANAGEMENT

- To improve energy and resource conservation GA desires that, when funding allows, all capital projects involving new construction, large remodels and when applicable projects within Historic Buildings will incorporate Green Building Practices and adopt the LEED Silver level of activity by 2013.
- Design Standards will be updated each year to consider LEED Standard guidelines and new energy efficient technology.
- GA will replace all system motors with efficiency motors by 2013.
- Separate electric and water usage meters will be installed in all buildings, for the purpose of energy monitoring, by 2010.
- Repair all steam, water, and storm water leaks by 2010.

- GA has a goal of increasing recycle and re-use practices in capital construction projects through the Construction Waste Management specifications so that 80% of waste is saved from the land fill per project by 2005.
- FPM commits to request only hybrid vehicles for agency use from Motor Pool by 2005. (Not enough usage at this point to purchase)

### **DIVISION OF ENGINEERING & ARCHITECTURAL SERVICES**

EAS will provide leadership, education, guidance, and cost estimating assistance so that state client agencies will incorporate LEED silver as standard practice for all new major construction projects by 2010.

#### **ENERGY SECTION**

- Conduct energy audits of existing Capital Campus facilities to seek opportunities to minimize energy waste by 2004.
- Develop environmental guidelines for the design, construction and operation of state buildings reflecting salient criteria mandated by Executive Order 02-03, by 2005.

#### **PROJECT MANAGEMENT TEAMS**

- All Project Managers will be trained to implement LEED design on state projects by December 2004.
- Implement LEED guidelines for all major new construction and renovation projects unless otherwise directed by client agencies by December 2003.
- Implement use of construction waste management guidelines on all new construction and renovation projects by December 2003.

### **DIVISION OF STATE SERVICES**

- Increase to 80% use of electronic storage and transfer of documents, use of internet on-line forms, and use of electronic/digital transmission of documents by 2005.
- Recommend site design standards for facilities to accommodate walkers and bikers by 2005.

#### **REAL ESTATE SERVICES**

- Develop criteria and supporting policies to encourage consolidation and co-location of state agency programs and discourage fragmentation by 2005.
- Develop policies and procedures that encourage agencies to coordinate with each other and consolidate their space requests into fewer solicitations, resulting in larger, multi-agency office buildings by 2005.
- Provide LEED training and orientation for agencies and developers by 2004.
- Provide RES staff opportunities to become "LEED Certified" professionals by 2005.
- Develop criteria and supporting policies and procedures to evaluate proposed new leased facilities under new Leased Space Requirements that include LEED Certified Building Elements by 2005.
- Develop methodology to highlight and recognize LEED Certified Buildings by 2005.
- Reduce travel cost by using video-conferencing and teleconferencing 35% by 2005

#### **STATE COMMUTE TRIP REDUCTION PROGRAM:**

- Encourage the adoption of building design standards as part of Leased Space Requirements that encourage the most intensive use of public transportation and other alternative transportation modes by 2005.

**STATE MOTOR POOL:**

- Perform an alternate fuel fueling site feasibility study in the Olympia area in conjunction with the Clean Cities Coalition and other interested state agencies by the end of 2005.
- By 2004 meet with ten largest users of Motor Pool to discuss downsizing vehicles to reduce fuel consumption.

**SURPLUS PROGRAMS:**

- Establish a transportation partnership with Central Stores to maximize use of existing state freight vehicles and reduce duplication of services and equipment by 2005.
- Act as a clearinghouse on electronic component waste disposal by December 2003.

**DIVISION OF FACILITIES PLANNING & MANAGEMENT**

- Replace two transformers in Cherberg & JLOB by 2004.
- Repair storm water line north of Temple by 2005.
- Update Design Standards to include LEED Silver by 2004.
- Increase use of recycled office supplies to 80% by 2005.
- Will request only hybrid or alternative fuel vehicles for agency use from Motor Pool.
- FPM will coordinate/car pool with EA&S when driving to out of town meetings.
- Install new roofs on three buildings which will decrease heat loss. (1058, NCC, Kelso).
- Energy efficiency improvements to the Legislative Building completed by end of 2005.
- Increase the recycle and re-use practices in capital construction projects using Construction Waste Management specifications to divert 80% of waste from the land fill.

**OFFICE OF STATE PROCUREMENT**

- Move the majority of OSP copy paper consumption to the most environmentally preferable/sustainable option available on state contract.
- Eliminate resource utilization associated with delivered potable water and water coolers. Install water filter to improve taste of locally available potable water from tap.
- Migrate from CRT technology to LCD technology for computer displays, to reduce hazardous waste stream volumes.
- Participate in available recycle programs for paper, toners, etc.
- Reduce training associated travel and associated pollution by bringing more training on site and participating in more “webinars”, teleconferences, and satellite broadcast training. Support local professional purchasing chapters to attract more local training.
- Participate in legislation to modernize public purchasing RCWs to reduce paper and support electronic communications for bid notifications and reverse auctions
- Encourage use of State vehicles rather than privately owned. Eliminate private vehicle reimbursement by 2004.
- Implement a contract strategy to offer 5 more new product lines for environmentally preferred/sustainable products/services by June 30, 2005.
- 10 year stretch goal – 50% of state contract portfolio will include new product lines for environmentally preferred/sustainable products/services
- Recommend environmentally preferable/sustainable alternative for 2 Correctional Industries product lines by June 30, 2005.
- 10 year stretch goal - 50% of Correctional Industries product/service portfolio will include new product lines for environmentally preferred/sustainable products/services
- Expand the scope of the current state contract on “scrap metal” by 2004.

## 6. Roles and responsibilities

### **EXECUTIVE** - Director

- Sets expectations and accountability for performance, supports progress and recognizes accomplishments.
- Ensures public awareness of accomplishments with the assistance of the Public Affairs Director.

### **ADMINISTRATIVE SERVICES** - Assistant Director

- Sets expectations and accountability for performance, supports progress and recognizes accomplishments.

### **DIVISION OF CAPITOL FACILITIES** - Assistant Director

- PPE Manager has responsibility for elements related to grounds, power plant, environmental services, and working in conjunction with DFPM
- Custodial Operations Manager has responsibility for elements related to custodial and refuse/recycle.

### **DIVISION OF ENGINEERING & ARCHITECTURAL SERVICES** - Assistant Director

- Sets and communicates expectations and accountability for performance, supports progress and recognizes accomplishments.

### **DIVISION OF STATE SERVICES** - Assistant Director with the assistance of:

#### **REAL ESTATE SERVICES**

- The Real Estate Services Manager has overall responsibility.
- The Design Manager has responsibility for elements related to design services.
- The Leasing Manager has responsibility for elements related to leasing services.

#### **STATE COMMUTE TRIP REDUCTION PROGRAM**

- The State CTR Program Manager has responsibility for elements related to CTR in the state program.

#### **STATE MOTOR POOL**

- Motor Pool Customer Account Representatives will meet with the users to discuss and promote more fuel efficient vehicles.
- Motor Pool Fleet Manager will conduct the alternate fuel fueling site feasibility study.

### **DIVISION OF FACILITIES PLANNING & MANAGEMENT** - Assistant Director

- FPM Design & Construction Management and FPM Property Managers have responsibility to improve energy, water, and resource conservation, incorporate Green Building Practices, recycling and re-use practices, and LEED Silver standards in conjunction with DCF and E&AS.

### **OFFICE OF STATE PROCUREMENT** - Assistant Director

- With the assistance of the Purchasing Unit Manager, sets goals for environmentally preferable purchasing and establishes state contracts for access to environmentally preferable products and services.

## 7. Communication and Education

### EXECUTIVE

- Documents stories about GA's sustainability successes and includes stories in the following agency internal and external publications and communications tools: Gazette, Journal, GA's intranet and internet sites.

### ADMINISTRATIVE SERVICES

- Employee Services (Place holder)
- Information Services (Place holder)
- Financial Office (Place holder)

### DIVISION OF CAPITOL FACILITIES

- Share with Facility Coordinators at Quarterly FSAB meetings sustainable information, practices, and procedures.
- Include pertinent sustainable information in the Customer Services *NOTES* monthly publication.
- Share and involve employees in weekly staff meetings.

### DIVISION OF ENGINEERING & ARCHITECTURAL SERVICES

- Employees were engaged as stakeholders in this plan through engagement in anecdotal conversations about sustainability, and through comments solicited during RFQ feasibility experiments.

#### **ENERGY SECTION:**

- Development inclusion of Green Building and LEED in policies and procedures.
- Conduct ECHO-Charrettes to educate customer design teams on LEED.
- Conduct training for E&AS project managers.
- Education opportunities for LEED, Energy Conservation and topics affecting sustainability are regularly presented through Email to E& A services personnel and on bulletin board space within the E&A services Office.

#### **PROJECT MANAGEMENT TEAMS:**

- Employees were engaged as stakeholders in this plan through engagement in anecdotal conversations about sustainability, through comments solicited during RFQ feasibility experiments.
- Information will flow internally to ensure that the plan and its objectives are carried out in the by the Assistant Director by sharing the Director's vision of sustainability as an attitude; facilitating doctrine of sustainability through sponsoring presentations by acknowledged building industry proponents of sustainability to the E&A division and client agencies at regularly scheduled meetings and workshops.
- Implementation of the Department's Sustainability Plan as well as information flow internally with regard to the A&B project management teams, will occur by the Assistant Director sharing the appropriate portion of the plan with the Deputies who will in turn provide it to the project manager with guidance for execution.

### **PLANT OPERATIONS SUPPORT SERVICES**

- Use Shop-Talk publications, video-conferencing training sessions, and site visits to share with facility managers sustainability information and ideas, and re-use of facility equipment with remaining usable life.

**DIVISION OF STATE SERVICES**

**REAL ESTATE SERVICES:**

- Leasing agents are involved in the development and implementation of policies and procedures related to leasing elements.
- Architects are involved in the development and implementation of revising Leased Space Requirements and the inclusion of LEED elements.

**TRANSPORTATION SERVICES:**

- Motor Pool staff will be trained to evaluate fleet average fuel economy and to meet with user agencies to discuss improvements.

**DIVISION OF FACILITIES PLANNING & MANAGEMENT**

- During the March 03 update of the GA Facilities design guidelines & construction standards input and review comments were solicited from DCF, EA&S, DSS, and FPM staff. Each update will provide new opportunities to include sustainable practices.
- FPM involves tenants and DCF in the 10 Year Master plan. This is an on-going process involving communication and education.
- Employees will attend an initial work session when the Sustainability plan is in its final form.
- Facility Asset Managers and owner project managers will receive new information and will review program goals each year before doing the 10 year Master plan update.
- FPM Sustainability lead person will communicate new information and review progress of objectives.

**OFFICE OF STATE PROCUREMENT**

- Annual Fall Forum to train State Purchasing Staff on environmental sustainability –every fall.
- Annual Vendor Training Conference includes education on Governor’s Executive Order on Sustainability for State Agencies to encourage development and marketing of such products and services to state agencies.

## 8. Performance Measures and Continuous Improvement

### EXECUTIVE

- Strategic Plan objectives and performance measurables will support sustainability practices.
- Divisions report quarterly on progress towards strategic plan objectives.
- GA's Strategic Plan is reviewed annually and revised when appropriate.

### ADMINISTRATIVE SERVICES

- Employee Services (Place holder)
- Information Services (Place holder)
- Financial Office (Place holder)

### DIVISION OF CAPITOL FACILITIES

- Sustainability Goals will be tracked through FMMS when applicable and others will be reported monthly in management staff meeting minutes.
- Sustainability Plan will be reviewed and revised annually

### DIVISION OF ENGINEERING & ARCHITECTURAL SERVICES

For all Sections within this division, new information will be incorporated into the plan by mechanisms established by the Administrative Division as indicated in Component #5, Objectives for Biennial Plan.

#### **ENERGY SECTION:**

- Measures will be based on the number of projects enlisted to incorporate LEED criteria.

#### **PROJECT MANAGEMENT TEAMS:**

- Implementation success may be measured by determining the number of projects (at monthly PM interviews):
  - i. using advertisements designed to solicit RFQ responses that demonstrated commitment to sustainability.
  - ii. Energy Life Cycle Cost Analysis's that resulted in the execution of a sustainable design.
  - iii. recycling plans submitted in the construction phase.
- Data may be collected by the Deputy Assistant Director at the monthly interviews and reported to the Administrative Division when the departmental reporting mechanism is in place.

#### **PLANT OPERATIONS SUPPORT SERVICES**

- Success is measured by the number of customers and consortium members that benefit from successful installation of reclaimed surplus materials. Data may be provided by the section manager when the departmental reporting mechanism is in place.

**DIVISION OF STATE SERVICES**

- Sustainability plan will be reviewed and revised annually

**TRANSPORTATION SERVICES:**

- Motor Pool Fleet average fuel economy will be calculated annually to determine improvement
- Status of the alternative fuel fueling site feasibility study will be reported semi-annually

**DIVISION OF FACILITIES PLANNING & MANAGEMENT**

- Sustainability plan will be reviewed and revised annually. Goals will be assessed and projected out for the next biennium.
- The Sustainability plan will be in line with the GA strategic plan.
- New information will be shared with staff at the monthly staff meetings. It will be a regular agenda item.
- Sustainability Lead will generate an in-house annual report of progress.

**OFFICE OF STATE PROCUREMENT**

- (Continuous improvement goal: 4 new per year) Counting the number of new contracts with environmentally preferable purchasing options and contract terms for recycling and hazardous waste management.