



September 12, 2003

TO: Lynn Helbrecht
Sustainability Coordinator
Governor's Executive Policy Office
PO Box 43113
Olympia, WA 98504-3113

FROM: Dave Nelsen
Administrative Services Assistant Director
Department of Retirement Systems
PO Box 48380
Olympia, WA 98504-8380

RE: Sustainability Plan

Department of Retirement Systems (DRS) Sustainability Plan

As Required by Executive Order 02-03 (attachment #1)

August 29, 2003

1. Agency Contact Information

Agency Name: State of Washington
The Department of Retirement Systems
PO Box 48380
Olympia, WA 98504-8380

Responsible Agency Staff: Administrative Services Division
Dave Nelsen, Assistant Director

Responsible Agency Staff
Sheryl Hall
360-664-7270
sherylh@drs.wa.gov

Agency Number: 124

2. Sustainability Policy Statement

The Department of Retirement Systems (DRS) is committed to the principles of Sustainability as described in Executive Order 02-03 and has taken measures in this direction. DRS is dedicated to operational efficiency; managing resources and services used, and the proper disposal of waste and recyclable materials.

Sustainability Value Statement

DRS will model sustainable business practices that extend to our family-lives and contribute to the long-term protection of a vital economy, and a healthy current and future environment.

Goals for Sustainability

- Implement business practices that protect and enhance the environment
- Foster efficient use of all resources and eliminate waste
- Promote awareness of sustainable practices and initiate ideas

3. Long Range Goals

DRS will continue to model sustainable practices and balance and coordinate business priorities with a focus on the environment, the economy, and the health of current and future generations. Our long-range vision includes investigating and implementing the following sustainable goals:

- Educate all DRS staff regarding the Executive Order and the DRS plan
- Reduce internal paper printing by 5% during the 2003-2005 biennium and strive to reduce another 2% each biennium thereafter
- Increase Commute Trip Reduction participation 2% per year, reaching a 10% increase by 2009
- Reduce agency travel miles and investigate the use of efficient, low polluting vehicles and fuel by 2009
- Increase overall sustainability purchases and procurement practices by 2010
- Work towards a paperless office and offer all appropriate employer and member services in electronic format by 2010

Initial plans are modeled on the outline provided by Office of Financial Management (OFM) and recommended in the Executive Order. The plan includes currently used sustainable practices and goals for calendar year 2004. Subsequent plans will be completed by September 1 each even-numbered year thereafter. Succeeding plans will build on this initial plan and include improved measurements and baselines.

4. Describe Current Practices and Assess Opportunities

Building Space (sq ft) occupied by the agency and the number of separate facilities

DRS Buildings	
Point Plaza West, Building #3 sq ft	57,441
Point Plaza East, Building #2, 4 th sq ft	11,990
Lambskin Files Warehouse sq ft	5,250
Total occupied square footage	74,681

Number of FTEs

270.2

External Printing Data

To be reported next year, per OFM's request

Internal Printing

57% of all paper purchased for printing is 30% post-consumer paper type

Internal printing paper for calendar year 2002	
<i>Central Stores Paper Type</i>	<i>Reams (estimated) Per Year</i>
Paper, Copier and Colored (30% post-consumer)	2610.24
Three Hole Punch (30% post-consumer)	12
Paper, Laser printer (Virgin)	1954
Grays Harbor Xerographic (Virgin)	22.8
Total Reams used:	4599.04

Agency Automobile and Mileage for POV and Agency-owned Vehicles

Agency Automobiles
Agency vehicle mileage for calendar year 2002 is estimated at 119,225 for ten vehicles An average of 11,922.5 miles per vehicle in CY 2002.
6 Ford Taurus Station Wagons – 2001
1 GMC Safari Van – 2001
1 Ford Windstar Van – 1999
1 Ford Taurus State Wagon – 1999
1 Ford Taurus Station Wagon – 1998
Total: 10

Privately Owned Vehicle (POV)
POV mileage is not currently tracked. Fastrack shows the total dollars we paid out for POV during the period of July 01, 2001 – June 30, 2003. By dividing the total dollars paid out by the mileage reimbursement rate we estimate a total of 68,058 miles for this period.
POV driving percentage compared to Agency owned vehicle traveling (estimated for calendar year 2002) is 28.54%.

Overall Agency Travel (POV and agency-owned vehicles)	
<i>Description</i>	<i>Miles/Percentage</i>
Total agency-owned vehicle miles for CY 2002	119,225
Average miles per vehicle (10) for CY 2002	11,922.5
Estimated POV miles for CY 2002	34,029
Percent POV miles to agency-owned miles	28.54%

Current Practices - DRS has implemented several initiatives which support sustainability practices, such as:

Shift towards environmentally friendly products

Purchase of Goods and Services

- Since December 2002, 57% of copier and laser printer paper purchased is 30% post consumer content grade.

Reduce or eliminate inefficient or improper use of resources

Facility, Operation and Maintenance

Agency energy conservation program:

- In 1999, DRS relocated from four separate buildings to new energy efficient buildings in Tumwater. Travel time for internal meetings and communications has been reduced as a result of this consolidation.
- Throughout 2000, DRS adopted and implemented a refresh and recycle plan to upgrade computers, monitors, and printers to meet energy efficient industry standards. This resulted in more energy efficient technology operations.
- In 2001, the agency adopted an energy conservation plan in support of Governor Locke's Directive No. 01-01 <http://www.governor.wa.gov/eo/dir01%2D01.htm>. Agency plan includes turning off all nonessential lighting, disconnecting 40% of overhead lights, turn off individual coffee makers, turn down thermostats on refrigerators, turn off computers and monitors when not in use, and utilize monitor's energy saver mode.
- In 2002, DRS shifted from old technology and purchased three high volume HP 8100 series printers that are full duplex. They are used for mainframe and batch printing. To date, these printers are configured to allow duplex printing but they do not default to duplex printing. By switching the default to duplex printing we can reduce paper consumption on large automated reports.

Reduce paper storage and waste through automation:

Agency actions to reduce paper use:

- In January of 2001, DRS implemented the Electronic Data Imaging System (EDIMS). The EDIMS Development Team analyzed DRS business processes to determine ways to implement effective, automated solutions. Creative solutions were identified to improve any processes that could work better, faster, or more efficiently. DRS maintained the third largest filing system on the West Coast – over 867,000 paper files. Approximately 510,000 of these files contain active member documents that are reviewed when completing an individual's business transactions.
 - To date, 13.8M Images and 1.8M Documents, for 362,000 Retirement member's files have been imaged.
 - To date, over 360,000 of the 392,000 Deferred Compensation member files have been imaged.
- During 2001, staff transitioned Retirement System Administrators' manuals, policies, procedures, and WACs to online Intranet applications.
- In July 2002, the Member Seminars Unit implemented phone and on-line registration for the Retirement Planning Program (RPP). Annually, the RPP staff

saves approximately 341 hours having virtually eliminated the need for return phone calls and mailing confirmation information.

- As of February 2003, Plan 3 members have the option to receive an online statement through eDelivery instead of a paper statement. Plan 3 also provides online access for members. To date the following member counts have requested eDelivery statements: PERS 691 (6% of membership), SERS 213 (7%), and TRS 348 (8%).

Implemented recycling agency-wide:

Agency-wide recycling activities have been implemented to support long-term sustainable practices:

- Since 1999, recycling office paper
 - Five large tubs for paper. Emptied twice per week. Each tub weighs 100 lbs each. This occurs at all work sites.
- Since 1999, recycling office cardboard
 - Shared dumpster with DSHS. Emptied once per week. Volumes vary dependant upon agency activities. This occurs at our Point Plaza East (PPE) and Point Plaza West (PPW) work sites.
- Since September 2002, recycling batteries
 - PPW has a recycle bin in the supply room. Once the bin is filled, Pacific Disposal collects and disposes of them.
- Since March 2003, recycling plastic, tin cans, aluminum, and glass
 - Emptied as needed at PPW
 - Emptied twice a month at the agency files storage and imaging work site
 - PPE does not currently have a commingled recycle plan.
- Software Media and Manuals recycling
 - Use GreenDisk Services for disposing/recycling obsolete software media and manuals (minimum 50lbs. @ \$.10 per lb.)
 - 2000 shipped 185 lbs software to GreenDisk Services at \$18.50
 - 2001 shipped 164 lbs software to GreenDisk Services at \$16.40

Health and Safety for Employees and Customers

Implemented Safety and Conservation Measures

- Since 1993, established safety committee with agency-wide representation. Meets regularly and assists in implementing safety communication and education.
- Since 1995, participate in the Commute Trip Reduction (CTR) program agency-wide. To date, 23% of DRS staff participates in the CTR program.
- In 2001, streamlined agency-wide printer pool and eliminated office printers that emitted more fumes into the environment than newer models in pool.

Assess Opportunities

Fleets and transportation, purchase of goods and services, operations and maintenance, and health and safety programs.

Fleets and Transportation

- Upon vehicle expiration, investigate shifting to more efficient, low polluting vehicles
- Investigate opportunities to reduce travel perhaps eliminating one or more vehicles
- Investigate or rejuvenate incentive programs to encourage Commute Trip Reduction - work with legislature, other agencies, private businesses, and taxpayers to provide other opportunities for the commute trip reduction programs in the greater Puget Sound

Purchase of Goods and Services

- Define criteria for purchases and adopt new Sustainable purchase standards
- Train and educate purchase agents

Facilities/Operations

- Investigate how to immediately cutback on paper use and strive to discover ways to remove paperwork and reduce paper printing
- Adopt a Sustainability brainstorming program in the agency
- Office automation
 - Implement Print on Demand (print pdf copy of brochure for members who don't have online access) for all agency brochures, forms and handbooks)
 - Online active member information (member access, calculations, estimates other)
 - Retirement applications
 - Implement electronic notices wherever possible (1099's, annual statements, online publications, automate substitute teaching/classified reporting, combine forms, other).

Health and Safety Programs

- Discover new methods to include Sustainability concepts and thinking into the culture
- Find methods to reward and recognize individuals that come up with new and creative ideas

5. Establish Objectives for Biennial Plan July 2003-June 2005

Goal: Model sustainable business practices that contribute to the long-term protection and enhancement of our environment, our economy and the health of current and future generations.

Objective: Implement the principles of sustainability in operations, fleet management and procurement.

Target: Implement a Sustainability Action Plan by September 1, 2003.

Background: The Sustainability Action Plan will include items to address consumption of goods, enhance staff awareness of sustainability practices in the workplace and promote procurement of environmentally friendly products.

Goal #1:	Implement sustainability principles in operations
Objective #1:	<i>Educate 100% DRS staff on sustainability concepts by 2004</i>
Strategy:	<ul style="list-style-type: none"> -Incorporate in agency Balanced Scorecard -Introduce and initiate ideas through Leadership and Management Team -Develop new employee Sustainability sheet and incorporate in new employee packet -Develop “top” 10 list for employees to use to implement practices immediately as they do their day-to-day job and encourage ideas -Post copying and printing tips near copiers and printers reminding employees to print double-sided. Continue to ask the question “is this printing necessary?” -Develop quarterly articles to post in the DRS Insider newsletter with recycling, waste, energy and other sustainability tips and ideas -Establish a Web presence with links to Sustainability sites such as Clean Cities and the Department of Ecology
Roles & Responsibilities:	Sustainability coordinator with management support
Measure and Method:	<ul style="list-style-type: none"> #1: At minimum publish six DRS Insider Sustainability articles #2: Post copying and printing tips near 75% copiers and printers #3: Feedback through management channels and staff participation
Outcome:	Reduce or eliminate waste as an inefficient or improper use of resources.

Goal #1:	Implement sustainability principles in operations
Objective #2:	<i>Reduce internal paper printing and copying by 5% by 2005</i>
Strategies:	<ul style="list-style-type: none"> -Each division will analyze and determine baseline measures, with assistance from the sustainability coordinator -Develop and implement plans to reduce paper output -Investigate decreasing or downsizing printer pool -Encourage double-sided printing and copying -Continue to implement Imaging workflow processes to reduce paper work, paper flow and printing and copying

Roles & Responsibilities: Sustainability coordinator, IS staff, and facilities manager

Measure and Method: #1: reduce total number of reams (4599) of paper purchased by 5% to (4369) per calendar year.
Establish standard method to track, manage and monitor throughout agency.

Outcome: Foster efficient use of all resources and minimize or eliminate negative impact to the environment.

Goal #2: Implement sustainability principles in travel and fleet management

Objective: *Reduce DRS's overall employee and business vehicular use 2% by 2005*

Strategies: -Establish baseline for measuring agency travel and ways to reduce
-Increase participation in Commute Trip Reduction (CTR)
-Investigate or rejuvenate incentive program and ideas for CTR

Roles & Responsibilities: Sustainability coordinator, facilities, and fiscal management

Measure and Method: #1: Increase CTR participation by 2% from 62 to 67 employees
#2: Decrease POV travel by 2% from 34,029 est. miles to 33,348
#3: Decrease per agency vehicle mileage by 2% from average 11,922.5 per year to 11,684 miles per year.

Outcome: Foster efficient use of all resources and minimize or eliminate negative impact to the environment.

Goal #3: Implement sustainability principals in procurement

Objective: *Increase internal post consumer purchasing 15% or more by 2005*

Strategy: -Increase 30% post-consumer paper content 15% by 2005 (56.76% is currently being purchased)
-Pilot 100% post-consumer chlorine-free paper products in 2004
-Investigate shifting from virgin white, security envelopes for Warrant/Remittance Advices to recycled white, security envelopes in 2005

Roles & Responsibilities: Sustainability coordinator, procurement and administration employees

Measure and Method: #1: Increase 30% post-consumer paper purchasing 15% from 2622 reams to 3015 reams per year or more
#2: ASD pilot 100% post-consumer paper products; track and monitor

Outcome: Increase the use of environmentally friendly products

6. Roles and responsibilities

Roles and Responsibilities	Responsible Person	Contact	Comments
Executive Sponsor – Executive Management oversight, governance, and support	Dave Nelsen, ASD AD	daven@drs.wa.gov 360.664.7304	
Project Manager – Oversees project, reporting, education and communication	Sheryl Hall, ASD Project Mgr	sherylh@drs.wa.gov 360.664.7270	
Facilities/Safety Coordinator – Key role in participating and providing input, feedback, and statistics and measures when applicable	Steve Laurance, Facilities and Safety Coordinator	stevel@drs.wa.gov 360.664.7157	
Communications – Provides assistance in communicating and posting Sustainability Practices via DRS Insider, Web Intranet and other media means.	Communications	360.664.7097	

7. Communication and Education

To date communication and education:

1. Sustainability Coordinator has been designated
2. Management team incorporated Executive Order into Balanced Scorecard
3. On July 23, 2003, Executive Management introduced the Sustainability Agreement to Management and Leadership team
4. Input and feedback has been collected from Administrative, Purchasing, Facilities, IS Imaging, and Fiscal staff

Information flow process and ongoing education:

1. Executive Sponsor and Executive Management team overall top-down support, buy-in, and governance.
2. Communication and distribution methods noted in Goal #1, Objective #1 above
3. Project Manager practicing project management skills and techniques to ensure project milestones and deliverables are met.

8. Performance Measures and Continuous Improvement

Performance measures and tracking methods for each agency goal have been incorporated in Section 5. The role of the Sustainability Coordinator includes the following activities that will ensure opportunities for continuous improvement.

- Establish standard tracking procedures and reporting guidelines
- Track and monitor progress
- Research and investigate new environmentally friendly cleaning items and paper sources through Central Stores and General Administration
- Attend the monthly Sustainability meetings sponsored by OFM
- Update the Sustainability plan annually and make adjustments when/where necessary
- Communicate and distribute information through executive management, facilities management and others as needed
- Communicate and distribute to DRS staff through methods noted in Goal #1, Objective #1

EXECUTIVE ORDER 02-03

SUSTAINABLE PRACTICES BY STATE AGENCIES

WHEREAS, the state of Washington is committed to the mutually compatible goals of economic vitality, a healthy environment and strong communities; and

WHEREAS, sustainability provides for current needs without sacrificing the needs of future generations; and

WHEREAS, within state government, sustainable practices require decisions based on a systematic evaluation of the long-term impacts of an activity or product on health and safety, communities, and the environment and economy of Washington State; and

WHEREAS, reversing the steady decline in the natural resources and ecosystems on which people and economic vitality depend is critical to our future; and

WHEREAS, the regional and global implications of climate change, loss of biological diversity, and threats to resources such as clean water require us all to examine and change behaviors; and

WHEREAS, state government should model sustainable business practices that contribute to the long-term protection and enhancement of our environment, our economy and the health of current and future generations;

NOW THEREFORE, I, Gary Locke, Governor of the state of Washington, declare my commitment that state government operations be conducted in a manner consistent with these principles of sustainability and contribute positively towards the quality of life of all citizens.

It is **THEREFORE** ordered and directed that:

1. Each state agency shall establish sustainability objectives and prepare a biennial [Sustainability Plan](#) to modify its practices regarding resource consumption; vehicle use; purchase of goods and services; and facility construction, operation and maintenance.

Plans should be guided by the following long-term goals:

- Institutionalize sustainability as an agency value;
- Raise employee awareness of sustainable practices in the workplace;
- Minimize energy and water use;
- Shift to clean energy for both facilities and vehicles;
- Shift to non-toxic, recycled and remanufactured materials in purchasing and construction;
- Expand markets for environmentally preferable products and services; and
- Reduce or eliminate waste as an inefficient or improper use of resources.

Initial plans may be modeled on the outline accompanying this executive order and shall include descriptions of currently used sustainable practices. Each agency shall complete its initial plan by

September 1, 2003. Subsequent plans shall be completed by September 1 each even-numbered year thereafter.

Each state agency shall report annually on its progress in implementing its Sustainability Plan. The first progress report shall be submitted to the Office of Financial Management by October 15, 2004. Subsequent progress reports shall be submitted each October 15.

2. The Office of Financial Management shall designate a Sustainability Coordinator to assist state agencies in meeting the goals of this executive order. The Coordinator shall:
 - o Assist agencies in developing their Sustainability Plans; Assist agencies in educating their employees on sustainable business practices;
 - o Chair an inter-agency work group to promote information-sharing and cooperation;
 - o Create and maintain a Sustainable Washington Internet Website where agency plans and accomplishments can be viewed by state agencies and the public;
 - o Develop incentives to recognize innovative agency practices that foster sustainability;
 - o Work to eliminate barriers to sustainable practices; and
 - o Identify opportunities for coordinated sustainable activities by state agencies such as the purchase of sustainable products through state contracts.

3. The Sustainability Coordinator, in consultation with state agencies, shall establish Sustainability Advisory Council consisting of representatives from the private sector and others with sustainability expertise to advise state agencies on how to make state government operations more sustainable.

The Sustainability Advisory Council shall report to me by February 1, 2004 on the status of agency sustainability activities, opportunities for improvements based on effective strategies used elsewhere in the public and private sectors, and the best means to integrate sustainability into state government policies and actions.

I invite institutions of higher education, public schools, elected officials, commissions, and others to participate in implementing this executive order within their organizations.

This executive order shall take effect immediately.

IN WITNESS WHEREOF, I have hereunto set my hand and caused the seal of the State of Washington to be Affixed at Olympia this 18th day of September A.D., Two Thousand Two.

GARY LOCKE
Governor of Washington

BY THE GOVERNOR:
