



**Department of Social and Health Services  
(DSHS)  
Sustainability Plan Update  
2006**

In response to Executive Order 02-03

**October 27, 2006**

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### I. DSHS Sustainability Team

**Executive Sponsor**

**Co-chairs**, Executive Administration

Aging and Disability Services Administration  
Children’s Administration  
Economic Services Administration  
Executive Administration  
Executive Administration/Management Operations  
Executive Administration/Public Affairs  
Health and Recovery Services Administration  
Juvenile Rehabilitation Administration  
Special Commitment Center

Kathleen Brockman, Chief Administrative Officer  
Nancy Deakins, [deakink@dshs.wa.gov](mailto:deakink@dshs.wa.gov), 902-8161  
Jim Schnellman, [schnejm@dshs.wa.gov](mailto:schnejm@dshs.wa.gov), 664-6101  
Mark Kelley  
Jim Ruiz, Mardy Beck  
Wanda Emmick  
Searetha Kelly, Jonathan Sutter  
Bob Swanson (HRD)  
Val Ivey (DVR)  
Kelly Richters, Ken Rose  
Randy Sparks  
Rick Ramseth, Cheryl Anderson

**Resource Staff:** David Rogers, Rich Christian, Chuck Cole, Irenne Hopman, Judy M. Johnson, Debbie Kirkendall, Eleonore Price

**Steering Committee:** Nancy Deakins, Mark Kelley, Ken Rose, Jim Schnellman, Jonathan Sutter

Additional contact information can be found on the [Sustainable DSHS](#) website.

### II. Policy Statement

The Department of Social and Health Services is committed to implementing sustainable practices described in the Governor’s Executive Orders 02-03, 04-01, and 05-01 and Chapter 12 of the Laws of 2005 (ESSB 5509) to meet the needs of the present and future generations.

We are dedicated to improving the quality of life and promoting healthy environments for the communities in which we work and live. We strive to reduce the environmental impact of the Department.

## *DSHS Vision for Sustainability*

- 1. Improve business practices to protect and enhance the environment.*
- 2. Foster efficient use of resources so waste can be returned to productive use.*
- 3. Promote awareness ownership of sustainable practices at all levels.*

### **III. Plan Overview**

In response to Executive Order 02-03, the original DSHS Sustainability Plan developed in 2003 identified 12 goals and objectives determined to be the most critical in the operations of DSHS. DSHS updated its sustainability plan objectives in its 2004 and 2005 annual reports to reflect changes in subsequent executive orders and laws.

Since 2003, DSHS has engaged in sustainable design, reduced paper consumption, improved its fleet management database, tripled its purchases of hybrid vehicles, replaced 10% of its pre-1996 vehicles, and increased the use of environmentally preferred products. We've learned:

- An agency policy on sustainable practices is critical to promoting action at all levels.
- The [Sustainable DSHS](#) website and agency newsletter are key tools in sharing information on sustainable practices agency-wide.
- Reporting requirements need to identify and use standardize data units to allow for comparative analysis and cross administration progress.

The DSHS 2006 Sustainability Plan Update incorporates revised objectives that are easier to understand and measure. It also identifies the following 20-year goals with interim goals to achieve them.

By 2026, DSHS will:

- Reduce 2006 baseline petroleum use in fleets and transportation by 30%.
- Reduce 2004 baseline paper consumption by 50%.
- Use only 100% recycled paper.
- Use sustainable design practices in all new construction and remodels.
- Reduce energy consumption by 30% in DSHS owned and leased facilities.
- Replace all persistent toxic products with non-toxic products.
- Reduce 2006 baseline water consumption by 30% in DSHS owned facilities.
- Maximize efficient use of space in DSHS owned and leased buildings.
- Establish recycling & composting programs at all facilities.
- Continue to educate all staff on sustainable practices.

### **DSHS Statistics**

DSHS employs close to 18,000 staff and spends \$17.5 billion of which \$8.8 billion is state funded in providing services to 1.5 million clients each year. One of every four residents in the state and two of every five children and youth receive services from DSHS. DSHS occupies 9.1 million square feet of space in 163 leased worksites and 22 owned residential facilities.

## IV. Objectives and Performance Measures

This section contains long range goals for each major area of operation and interim/short range goals, measures, and practices to adopt or change to meet the long range goals.

*Note: Italicized/purple text represents requirements in executive orders.*

### Objectives, Measures, Milestones

#### 1. Fleets and Transportation

- Long Range Goal: Reduce the 2006 baseline petroleum use in fleets and transportation by 30% by 2026.

Interim/Short Range Goals	Measures	Practices to Adopt/Change
<ul style="list-style-type: none"> <li>• Reduce petroleum use by 10% by 2007.</li> <li>• <i>Reduce petroleum use by 20% by Sept. 1, 2009.</i></li> <li>• Reduce petroleum use by 25% by 2016.</li> <li>• <i>Replace standard diesel with B20 by Sept. 1, 2009.</i></li> </ul>	<ul style="list-style-type: none"> <li>• Gallons of fuel purchased</li> <li>• Business miles driven</li> <li>• Average fuel efficiency of fleet</li> <li>• Percent hybrid vehicles in agency fleet</li> <li>• Gallons of fuel purchased relative to number of staff DSHS employs</li> </ul>	<ul style="list-style-type: none"> <li>• <i>Control purchases of SUVs.</i></li> <li>• <i>Purchase fuel efficient/low emission vehicles.</i></li> <li>• <i>Obtain funding to replace/eliminate pre-1996 vehicles from agency fleet.</i></li> <li>• <i>Maintain fleet management plan.</i></li> <li>• <i>Establish clear direction on rental vehicle use.</i></li> <li>• <i>Use B5 diesel as soon as feasible.</i></li> <li>• Educate staff on use of B5 and B20 fuel.</li> <li>• Determine how to calculate POV fuel efficiency.</li> </ul>

CTR - Goals will be reconsidered when guidelines are issued July 1, 2007. Continue to educate staff on alternative commuting options, methods, and benefits.

#### 2. Purchase of Goods and Services

- Long Range Goal: Reduce 2003 baseline paper consumption by 50% by 2026.

Interim/Short Range Goals	Measures	Practices to Adopt/Change
<ul style="list-style-type: none"> <li>• (DSHS at 28% reduction in 2006.)</li> <li>• <i>Reduce paper consumption by 30% Sept. 1, 2009.</i></li> <li>• Reduce paper consumption by 40% by 2015.</li> </ul>	<ul style="list-style-type: none"> <li>• Amount of paper purchased</li> <li>• Percent reduced from 2003 baseline</li> <li>• % copiers with double-sided printing capacity</li> <li>• Amount of paper purchased relative to number of staff DSHS employs</li> </ul>	<ul style="list-style-type: none"> <li>• Expand use of imaging.</li> <li>• Increase double-sided printing and copying.</li> <li>• Obtain funding to replace printers &amp; copiers that cannot print double-sided.</li> <li>• Educate staff on impacts of consumption &amp; how to file documents electronically.</li> </ul>

Long Range Goal: Use only 100% recycled paper by 2026.

Interim/Short Range Goals	Measures	Practices to Adopt/Change
<ul style="list-style-type: none"> <li>Eliminate use of virgin paper and purchase minimum 30% recycled content paper by 2009. (<i>E.O. 05-01 requires by 2005</i>)</li> <li><i>Increase the percentage of environmentally preferable paper (EPP) purchased to at least 50% by Sept.1, 2009. (EPP is defined as 100% recycled content paper with a minimum of 50% post consumer waste.)</i></li> <li><i>Increase use of post consumer recycled janitorial paper products by Sept. 1, 2009.</i></li> </ul>	<ul style="list-style-type: none"> <li>Amount of virgin, recycled, and EPP purchased (office paper)</li> <li>Amount of post consumer recycled janitorial paper products</li> </ul>	<ul style="list-style-type: none"> <li>Conduct an awareness campaign of paper types and options.</li> <li>Emphasize reporting of justification to use virgin paper.</li> <li>Work with GA to modify lease and janitorial contract requirements, and to eliminate non-EPP paper from Central Stores/ office supply contracts.</li> </ul>

### 3. Facility Construction, Operations, and Maintenance

Long Range Goal: Use sustainable design practices in all new construction and remodels by 2026.

Interim/Short Range Goals	Measures	Practices to Adopt/Change
<ul style="list-style-type: none"> <li><i>All new construction projects and remodels over 5,000 square feet built and certified to LEED (Leadership in Energy and Environmental Design) Silver Standard (or equivalent).</i></li> </ul>	<ul style="list-style-type: none"> <li>Number of Applicable Buildings Built or Remodeled</li> <li>Number of buildings that are LEED Silver Standard Certified (or in the process of being certified)</li> <li>Number of staff with certification as LEED Accredited Professionals</li> </ul>	<ul style="list-style-type: none"> <li><i>Develop processes to ensure green building practices are integrated into design &amp; construction.</i></li> <li>Allow time in design and construction schedules for full implementation of LEED credits and ratings.</li> <li>Increase capital project budget requests to address sustainable design.</li> <li>Educate decision makers on importance of LEED standards and economic advantages related to operating cost pay-backs.</li> <li>Certify all capital &amp; leased facility project managers as LEED Accredited Professionals by June 07.</li> </ul>

Long Range Goal: Reduce energy consumption by 30% in DSHS owned and leased facilities by 2026.

Interim/Short Range Goals	Measures	Practices to Adopt/Change
<ul style="list-style-type: none"> <li><i>Reduce energy purchases by 10% from FY 2003 by 2009.</i></li> </ul>	<ul style="list-style-type: none"> <li>Energy Usage BTU per square foot</li> <li>Number &amp; percentage of</li> </ul>	<ul style="list-style-type: none"> <li>Establish baselines and set goals at local and agency levels.</li> <li>Hire a Resource Conservation</li> </ul>

	owned & leased facilities that have undergone Energy Services Company (ESCO)-type audits & cost-effective energy conservation projects	<p>Manager to help with behavioral changes &amp; evaluate trends.</p> <ul style="list-style-type: none"> <li>• Establish policy on snoozing/turning off computers.</li> <li>• <i>Use energy efficiency programs and on-site renewable resources.</i></li> <li>• Establish on-site programs promoting energy conservation (i.e., prohibit personal appliances).</li> <li>• Work with GA on lease terms.</li> </ul>
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Long Range Goal: Replace all persistent toxic products with non-toxic products by 2026.

Interim/Short Range Goals	Measures	Practices to Adopt/Change
<ul style="list-style-type: none"> <li>• Establish persistent, bioaccumulative toxins (PBT) reduction plans at all DSHS owned facilities by 2008.</li> <li>• Reduce the use of mercury in equipment, supplies or other products (other than fluorescent bulbs) at DSHS owned facilities by 50% by 2015.</li> <li>• Reduce use of other toxic chemicals as they are identified by Dept. of Ecology (both in end-products and in product manufacturing).</li> </ul>	<ul style="list-style-type: none"> <li>• Number of DSHS owned facilities with PBT reduction plans</li> <li>• Number of facilities that use mercury in equipment, supplies or other products (other than fluorescent bulbs)</li> <li>• Percent of environmentally friendly products (EFP) purchases to total purchases</li> </ul>	<ul style="list-style-type: none"> <li>• <i>Adopt measures to reduce use of equipment, supplies and other products that contain persistent, toxic chemicals.</i></li> <li>• Stay abreast of Dept. of Ecology's development of chemical action plans (reduction plans).</li> <li>• Identify and replace toxic janitorial products used at DSHS owned facilities; change janitorial contract specifications.</li> <li>• Find sources for biodegradable or non-toxic products that are effective in treating aggressive or invasive plants and pests.</li> <li>• Encourage GA to include manufacturing processes in its rating criteria for EFPs.</li> </ul>

Long Range Goal: Reduce 2006 baseline water consumption by 30% in DSHS owned facilities by 2026.

Interim/Short Range Goals	Measures	Practices to Adopt/Change
<ul style="list-style-type: none"> <li>• Reduce water consumption by 10% by 2010.</li> <li>• Reduce water consumption by 20% by 2018.</li> <li>• Establish water re-use programs at all DSHS owned facilities by 2020.</li> </ul>	<ul style="list-style-type: none"> <li>• Annual water usage at DSHS owned facilities (from any source, in gallons)</li> <li>• Number of DSHS owned facilities with water re-use programs</li> </ul>	<ul style="list-style-type: none"> <li>• Establish baselines and set goals at local and agency levels.</li> <li>• Replace existing equipment &amp; add metering to isolate different water usage &amp; supply systems (e.g. domestic vs. irrigation use, and well vs. municipal sources).</li> <li>• Educate staff &amp; project managers in water conservation practices.</li> <li>• Allocate resources to monitor and develop tracking systems.</li> <li>• Work with GA on lease requirements.</li> </ul>

- Long Range Goal: Maximize efficient use of space in DSHS owned and leased buildings by 2026.

Interim/Short Range Goals	Measures	Practices to Adopt/Change
<ul style="list-style-type: none"> <li>• Improve efficiency of space use.</li> </ul>	<ul style="list-style-type: none"> <li>• DSHS leased facilities that meet the established square foot space standards</li> <li>• Vacant DSHS owned buildings that are closed and mothballed according to adopted policies and guidelines</li> <li>• Completion of excess property identification for DSHS owned buildings and land</li> </ul>	<ul style="list-style-type: none"> <li>• Complete leased facilities strategic planning for all six regions.</li> <li>• For DSHS owned buildings and land, complete policies, guidelines and criteria for space use, asset condition assessment, asset closure and vacant building mothballing, and excess property identification and management.</li> </ul>

#### 4. Waste Management and Organics Recycling

Long Range Goal: Establish recycling & composting programs at all facilities by 2026.

Interim/Short Range Goals	Measures	Practices to Adopt/Change
<ul style="list-style-type: none"> <li>• <i>Recycle 100% of used office paper by Sept. 1, 2009.</i></li> <li>• Establish recycling programs at all DSHS sites to include paper, aluminum, plastic, cardboard, glass, laptop batteries, &amp; fluorescent bulbs by 2010.</li> <li>• Establish organic recycling programs at all DSHS owned facilities by 2010.</li> <li>• Establish organic recycling programs at all DSHS facilities by 2020.</li> </ul>	<ul style="list-style-type: none"> <li>• Number of sites with recycling programs for these materials</li> <li>• Number of sites with organic recycling programs</li> </ul>	<ul style="list-style-type: none"> <li>• Establish baselines and set goals at local and agency levels.</li> <li>• Work with local waste management vendors to establish recycling programs.</li> <li>• Work cooperatively with collocated tenants.</li> <li>• Investigate cost-benefit options of waste management programs.</li> </ul>

#### 5. Communication and Education

Long Range Goal: Continue to educate all staff on sustainable practices.

Interim/Short Range Goals	Measures	Practices to Adopt/Change
<ul style="list-style-type: none"> <li>• Educate all DSHS staff annually regarding Executive Orders 02-03, 04-01, 05-01, the DSHS Sustainability Plan, and other sustainable practices.</li> </ul>	<ul style="list-style-type: none"> <li>• Number of administrations educating staff</li> </ul>	<ul style="list-style-type: none"> <li>• Distribute executive memos directing staff to review sustainability information on DSHS websites.</li> <li>• Update DSHS websites annually</li> </ul>

		<p>and as needed.</p> <ul style="list-style-type: none"> <li>• Address how to educate/ inform staff who don't have computer access.</li> <li>• Look for ways to change the culture of how things have always been done.</li> <li>• Look for ways to make ever-changing technical information available and easy to understand.</li> <li>• Share examples of impact of sustainable vs. non-sustainable daily work choices.</li> </ul>
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**6. (opt) Roles and Responsibilities**

See Section I. for DSHS Sustainability Team, Steering Committee, and Executive Sponsor.

Administrative Policy 14.19 outlines who in DSHS is responsible for developing action plans and reporting.

**V. Long Range Goals**

By 2026 (20 years from this plan):

- Reduce the 2004 baseline petroleum use in fleets and transportation by 30%.
- Reduce 2003 baseline paper consumption by 50%.
- Use only 100% recycled paper.
- Use sustainable design practices in all new construction and remodels.
- Reduce energy consumption by 30% in DSHS owned and leased facilities.
- Replace all persistent toxic products with non-toxic products.
- Reduce 2006 baseline water consumption by 30% in DSHS owned facilities.
- Maximize efficient use of space in DSHS owned and leased buildings.
- Establish recycling & composting programs at all facilities.
- Continue to educate all staff on sustainable practices.



STATE OF WASHINGTON  
DEPARTMENT OF SOCIAL AND HEALTH SERVICES  
Olympia, WA 98504-5000

October 27, 2006

Ms. Kathleen Drew  
Office of Financial Management  
Governor's Executive Policy Office  
P.O. Box 43113  
Olympia, WA 98504-3113

Dear Ms. Drew:

We are pleased to submit the Department of Social and Health Services' (DSHS) 2006 Sustainability Plan Update and 2006 Annual Progress Report in response to Executive Order 02-03, Sustainable Practices by State Agencies.

Our 2006 Sustainability Plan Update includes revised objectives that are easier to understand and measure. It details long range goals, interim/short range goals, measures, and practices to change the way we do business to meet the long term goals.

In our Annual Progress Report, we present an assessment of the progress DSHS is making in implementing the DSHS Sustainability Plan. Since 2003, DSHS has engaged in sustainable design, reduced paper consumption by 28%, improved its fleet management database, tripled its purchases of hybrid vehicles, and increased the use of environmentally preferred products.

We are dedicated to improving the quality of life and promoting healthy environments for the communities in which we work and live. We strive to reduce the environmental impact of the Department.

If you have any questions regarding the Department's Sustainability Plan Update or Annual Progress Report, please contact Nancy Deakins at (360) 902-8161.

Sincerely,

A handwritten signature in cursive script that reads "Robin Arnold-Williams".

Robin Arnold-Williams  
Secretary

Enclosure