

Ohio Department of Rehabilitation and Correction Three-Year Strategic Sustainability Plan



John R. Kasich
Governor

Gary C. Mohr
Director

www.drc.ohio.gov



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1. Letter from Director



Ohio Department of Rehabilitation and Correction

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John R. Kasich, Governor

www.drc.ohio.gov

Gary C. Mohr, Director

June 11, 2012

Dear Colleagues,

I am pleased to announce the release of DRC's Three-Year Strategic Sustainability Plan. The Deputy Director of Administration and the Energy Conservation & Sustainability Administrator prepared this plan with support from the agency's statewide Conservation Committee.

There are many concerns nationwide regarding air quality, water shortages, gasoline usage, climate change, and waste management; as an agency of 49,853 offenders and 11,983 staff, this plan will not only save taxpayers' dollars, but also ensure we are doing our part to protect the environment in our surrounding communities and around the world.

The goals established in the Strategic Sustainability Plan frequently make economic sense by cutting our fuel and electricity costs, lowering our waste disposal fees, and reducing our water usage and sewer bills. The plan also provides guidance on training offenders in environmental issues and provides them with green job skills that will prepare them to compete for employment upon their release and practice sustainability in their homes.

With your support, we will successfully reduce our expenses and our environmental footprint; some institutions have already seen cost savings equivalent to 1.5 staff positions.

I am committed to these efforts and hope you will join me in doing our part.

Sincerely,

A handwritten signature in black ink, appearing to read "G. Mohr", is written over the typed name and title.

Gary Mohr
Director

2. Executive Summary

2.1. History

The Ohio Department of Rehabilitation and Correction (DRC) employs 11,983 staff and houses approximately 49,853 offenders. There are 29 institutions throughout the state of Ohio, including one Correctional Medical Center and six Adult Parole Authority Regions. The institutions range in building dates from 1916 to 2000. Between the former governor's "State Energy Utilization" Executive Order in 2007, Governor Kasich's more recent initiatives, and DRC Director mandates, the agency has been focused on reducing utilities consumption for at least five years—during which time a number of energy efficiency projects have been contracted and completed thanks to coordination between the Bureau of Construction and Building Maintenance and the Ohio Department of Administrative Services State Architects Office. Most recently, Director Gary Mohr and a handful of individuals and institutions have brought a renewed interest in conservation measures for the department.

2.2. Sustainability Mission Statement

The Ohio Department of Rehabilitation and Correction is committed to enhancing the ecological and economic sustainability of our agency by integrating environmentally sustainable practices into our policies, procedures, and operations.

2.3. Goals

The Three-Year Strategic Sustainability Plan sets forth the following goals:

- ▶ Reduce water usage by 15%;
- ▶ Reduce electric and natural gas consumption by a combined 15%;
- ▶ Reduce fuel consumption by 15%;
- ▶ Reduce waste sent to landfills by 75%;
- ▶ Publish a Sustainability Resource Guide to supplement the 3-Year Strategic Plan by 2013; and,
- ▶ Complete a comprehensive Sustainability Report.

All measures will be based on 2012 baseline levels and will be achieved by July 1, 2016.

3. Introduction

3.1. History

On January 17, 2007, Governor Ted Strickland signed Executive Order 2007-02S, "Coordinating Ohio Energy Policy and State Energy Utilization," as part of an effort to reduce and improve energy consumption by the State. A few years later, Governor John Kasich implemented additional initiatives focused on Shale Development, Energy Conservation, and Clean Waterways. In line with these initiatives, ODRC was then tasked with decreasing energy consumption by 5% by 2008, and by 15% by 2011. In consultation with the Department of Administrative Services, ODRC implemented a number of large-

scale energy efficiency savings projects, conducted extensive energy audits, and tracked consumption through the online Energy Star Portfolio Manager.

More recently, ODRC created a Conservation Committee of members from across the state to analyze the Department's environmental (and related financial) performance. This Committee updated the Energy Conservation and Waste Reduction Policy (22-BUS-17), which, among other things, designates an Energy Conservation and Sustainability Administrator to manage the waste and energy reduction program. This policy went into effect on February 8, 2012, and the new position was created and filled on March 19, 2012.

Director Gary Mohr has taken additional steps to promote the agency's commitment to ecological and economic sustainability by not only setting a renewed goal of reducing energy consumption by 5%, but also tying this goal to Warden's Annual Performance Reviews and salaries.

Prior to the creation and release of this Strategic Sustainability Plan, a number of institutions have already taken the initiative to establish large-scale recycling programs, community gardens, environmental literacy programs for offenders, and other environmentally-friendly and cost-effective programs.

3.2. Sustainability Mission Statement

The Ohio Department of Rehabilitation and Correction is committed to enhancing the ecological and economic sustainability of our agency by integrating environmentally sustainable practices into our policies, procedures, and operations.

3.3. ACA Policy

The American Correctional Association has a new Sustainability Standard, which states:

The facility/agency shall demonstrate they have examined within the audit cycle and where appropriate and feasible, implemented strategies that promote recycling, energy and water conservation, pollution reduction and utilization of renewable energy alternatives.

Correctional facilities and programs have the responsibility to implement strategies that allow correctional facilities to be managed in ways that are most cost-effective and deliver superior performance, while improving environmental responsibility and sustainability. This includes recycling (including paper, metal and plastic products), energy conservation (including building insulation, heating and ventilation, temperature controls, vehicle fuel efficiency, water economies, physical plant engineering, and energy measures), pollution reduction (including composting sewer treatment, litter abatement, and carbon emissions), and

utilization of renewable energy alternatives (bio-fuels, solar collection, turbine energy production and methane collection).

In order to comply with this policy, DRC's Bureau of Internal Audits and Standards Compliance will develop a Sustainability Standard checklist to be added to regularly scheduled internal audits.

3.4. GreenPrisons.org

Although somewhat evident through the development of new ACA standards, Ohio is not the first Corrections department to start looking at sustainability. To support this growing trend across the country, GreenPrisons.org was created as a hub for ideas and resources. GreenPrisons.org recommends focusing on seven main areas:

- ▶ Lighting and Energy
- ▶ Heating, Ventilation, and Air Conditioning (HVAC)
- ▶ Materials Management (Purchasing and Procurement)
- ▶ Plug-in Appliances
- ▶ Integrating Technology and People
- ▶ Water Management
- ▶ Motors and Pumps

These areas have been integrated into the DRC Strategic Sustainability Plan.

3.5. ODRC Policy Statement

DRC Policy 22-BUS-17, Energy Conservation & Waste Reduction, went into effect in February 2012, stating, "It is the policy of the Ohio Department of Rehabilitation and Correction that each institution and office shall engage in a comprehensive solid waste and energy reduction effort." Among other requirements, the Conservation Policy ensures that each institution will conduct an annual waste/recycling audit and an annual energy audit; employ a certified building operator; engage in staff and offender awareness and training; and submit monthly reports on the status of their conservation efforts.

3.6. Goals and Timeline

In order to carry out our Sustainability Mission Statement and abide by ACA and ODRC policies, we are committed to achieving the following goals by July 1, 2016.

- ▶ Reduce water usage by 15%;
- ▶ Reduce electric and natural gas consumption by a combined 15%;
- ▶ Reduce fuel consumption by 15%;
- ▶ Reduce waste sent to landfills by 75%;
- ▶ Publish a Sustainability Resource Guide to supplement the 3-Year Strategic Plan by 2013; and,
- ▶ Complete a comprehensive Sustainability Report.

All measures will be based on 2012 baseline levels.

4. Areas of Impact

4.1. Water

The Department of Rehabilitation and Correction is committed to reducing water usage at all DRC facilities by 15% by 2015, based on 2012 baseline levels, through more efficient water use.

- ▶ Improve employee and offender behavioral practices through effective communication, education, and healthy competition;
- ▶ Replace inefficient fixtures where feasible;
- ▶ Repair all leaks;
- ▶ Reduce water used in landscaping by utilizing rainwater catchment systems;
- ▶ Investigate grey water reuse opportunities and implement where feasible; and,
- ▶ Carefully monitor water consumption and analyze means to improve efficiency based on the most cost effective options.

4.2. Transportation

DRC recognizes the importance of minimizing fuel consumption in reducing the agency's overall environmental footprint and will reduce standard fuel consumption by 15% by 2015, based on 2012 baseline data, through a focus on reduced miles traveled and an examination of alternative fuels.

- ▶ Pursue Green Fleet certification through Clean Fuels Ohio;
- ▶ Examine alternative fuel sources (i.e. biofuel) and pursue where feasible;
- ▶ Reduce miles traveled in state vehicles by conserving trips, carpooling, and maximizing roundtrip carrier deliveries;
- ▶ Initiate a "No Idling" campaign;
- ▶ Develop a Clean Fuels Sub-Committee of the Conservation Committee to promote clean fuels and reduced consumption;
- ▶ Institute a tracking process to monitor current usage and reduction initiatives; and,
- ▶ Implement desktop video conferencing capabilities.

4.3. Energy

DRC is committed to reducing electric and natural gas consumption by a combined 15% by 2015, based on 2012 baseline levels, through energy efficiency improvement projects, evaluation of alternative energy sources, and conscientious use of utilities.

- ▶ Explore and, where possible, pursue alternative energy sources such as solar, wind, and geothermal;
- ▶ Where possible, enter into Performance Contracts to reduce overall institutional energy consumption;

- ▶ Work with utility companies to take advantage of programs offered to assist with energy efficiency improvements;
- ▶ Ensure each institution has at least one maintenance staff member who has obtained Building Operator Certification;
- ▶ Have maintenance and other relevant staff at each institution conduct an informal but detailed annual energy audit and make recommendations for improvements that can be made at low cost utilizing institutional staff, such as: increased insulation; double-paned, insulated windows; programmable thermostats; efficient appliances; de-lamping and occupancy sensors; plug-in appliances; etc.;
- ▶ Work with Information Technology to ensure that all computers and other electronic equipment are shut down or put into “sleep” mode while not in use;
- ▶ Develop an online tracking system through the DRC Enterprise Information Management (EIM) dashboard to track and monitor all energy data; and,
- ▶ Continue to utilize Energy Star Portfolio Manager (as managed by DAS) on a monthly basis in order to comply with state reporting requirements.

4.4. Waste

4.4.1. Solid Waste

DRC is committed to reducing waste sent to landfills by 75% by 2015, based on 2012 baseline levels, through both reducing waste generated and recycling and diverting remaining waste.¹

- ▶ Ensure all institutions are recycling by June 2013;
- ▶ Ensure all institutions address organic waste disposal by December 2013;
- ▶ Develop partnerships and regional hubs among institutions to improve waste diversion efforts and support efficient use of shared resources;
- ▶ Develop an online tracking system through the DRC Enterprise Information Management (EIM) dashboard to track and monitor all waste data;
- ▶ Hold quarterly Oversight Committee meetings, bi-annual Regional Recycling Coordinator meetings, and an annual Statewide Recycling Coordinators meeting in order to review waste data, improve waste management and diversion efforts, solicit ideas, and provide feedback and support;
- ▶ Continue to train and educate staff and offenders about the importance of and strategies for reducing and diverting waste;
- ▶ Evaluate and secure necessary equipment to support waste reduction programs at individual institutions, partner institutions, and regional hubs;
- ▶ Initiate a paperless campaign and utilize the Internet, Intranet, and other electronic media for distribution of documents and materials;

¹ Applicable only to institutions where the inmate to pounds of waste ratio is greater than 2.5.

- ▶ Conduct annual waste audits at each institution to analyze materials that can be diverted from the waste stream or eliminated from purchase and use completely (i.e. styrofoam, paper towels, trash bags, etc.); and,
- ▶ Incorporate recycling language into RFPs to document construction project weights of materials recycled to ensure proper handling and disposal of materials.

4.4.2. Hazardous Materials

In addition to reducing solid waste sent to landfills, DRC will work to reduce the amount of hazardous waste that is generated for disposal by identifying environmentally-preferable alternatives and recycling materials as much as possible.

- ▶ Purchase flat screen monitors to reduce bulk and toxicity of CRT disposal;
- ▶ Recycle fluorescent bulbs;
- ▶ Utilize latex and low-VOC paint instead of oil-based paint;
- ▶ Properly dispose of and recycle (where possible) electronics and hazardous waste such as oil, mercury, and thinners;
- ▶ Purchase no toxic release inventory chemicals;
- ▶ Reduce and/or, where possible, eliminate use of disposable aerosol cans;
- ▶ Remove and replace all mercury switches where applicable;
- ▶ Clean equipment in areas that do not drain into waterways;
- ▶ Recycle batteries;
- ▶ Update formal hazardous waste management policies and practices to support environmental protection; and,
- ▶ Attend periodic trainings to learn about new regulatory requirements.

4.5. New Building and Renovations

While construction of new prisons is not expected to be a significant consideration, renovations will carefully consider utilizing renewable materials and LEED standards in the design.

- ▶ Consider LEED Certification on all new construction and renovation processes, and pursue wherever feasible—ensure analysis covers both upfront and long-term, lifecycle operating costs when making decisions;
- ▶ Have CAM review all designs and specs to ensure low life-cycle costs;
- ▶ Specify reuse and/or deconstruction to extend the life of the building or high value material;
- ▶ Require construction contractors to develop waste management plans;
- ▶ Publicize sustainable design and energy efficiency features to staff, inmates, and the community;
- ▶ Ensure key staff remain up-to-date and informed on current green building standards and technologies through training opportunities;
- ▶ Have key staff obtain, at minimum, LEED Green Associate credential;

- ▶ Where feasible, request offender education be required when bidding out any sustainability-related projects; and,
- ▶ Establish a quarterly meeting between CAM and the Sustainability Administrator to review conservation initiative projects and compliance.

4.6. Environmentally Responsible and Strategic Purchasing

One of the first steps in reducing our waste and environmental impact is to reduce the number of products and services purchased that contribute to these in the first place. As part of the effort to minimize the negative environmental impacts, we will ensure the procurement of products and services that, where cost effective, will balance short- and long-term goals; reduce toxicity; conserve natural resources, materials, and energy; and maximize recyclability and recycled content. A collateral purpose is to support markets for recycled goods and other environmentally preferable products and services.

- ▶ Develop and institute an Environmentally Preferred Purchasing (EPP) policy by June 2013;
- ▶ Procure environmentally preferable products and services where criteria have been established by governmental or other widely recognized authorities (e.g. Energy Star, EPA Eco Purchasing Guidelines);
- ▶ Integrate environmental factors into the Departments's buying decisions where external authorities have not established criteria. Examples:
 - replacing disposables with reusables or recyclables;
 - supporting eco-labelling practices by buying products bearing such labels in preference to others, where they are available and provide value for money;
 - taking into account life cycle costs and benefits;
 - evaluating, as appropriate, the environmental performance of vendors in providing products and services;
- ▶ Raise staff awareness on the environmental issues affecting procurement by providing relevant information and training;
- ▶ Provide training for Business Administrators on how to identify and purchase EPP products;
- ▶ Utilize statewide contracts to encourage suppliers and contractors to offer environmentally preferable products and services at competitive prices;
- ▶ Encourage providers of services to consider environmental impacts of service delivery; and,
- ▶ Comply with all environmental legislative and regulatory requirements in the procurement of products and services.

4.7. Ohio Prison Industries

Correctional Industries serve to provide real world work experience to offenders, teaching them transferable job skills and work ethic to help them prepare for post-release reentry and employment. In order to continue mirroring real world experience, Ohio Prison Industries

efforts need to account for changes in the economy—which is increasingly becoming more green. To do so, OPI will focus on the following strategies:

- ▶ Analyze how to make production processes more energy efficient;
- ▶ Pursue, where possible, inputs that are environmentally preferred (e.g. 100% recycled fiber content fabrics; non-toxic, powder coated paint finishes; recycled paper, etc.);
- ▶ Expand product line that achieves EPA Design for Environment (DFE) Certification or other green certification programs;
- ▶ Continue to promote services focused on refurbishing older products (e.g. trucks, dumpsters, etc.) to reduce the amount sent to salvage and the need for new purchases;
- ▶ Expand recycling programs and, where feasible, support recycling efforts of the institutions; and,
- ▶ Seek out mutually-beneficial relationships with green companies to support their efforts and offer additional training opportunities for offenders.

4.8. Education, Training, and Programming for Offenders

In addition to the role that OPI plays in preparing offenders for reentry, the Ohio Central School System, Unit Management, and other departments are also responsible for offering a variety of learning opportunities. Strategies for increasing sustainability education within these programs include:

- ▶ Expand current and create additional apprenticeships focused on green skills;
- ▶ Host green job fairs and offer opportunities for offenders to learn about career pathways that are changing and/or growing with the green economy;
- ▶ Update current Career Technical and Career Enhancement programs to include any relevant green content (i.e. updates from curriculum providers) and add new programs where feasible;
- ▶ Expand *Roots of Success* to at least ten institutions;
- ▶ Where feasible, develop relationships with contractors who work with facilities on any sustainability-related initiatives and explore possible collaboration opportunities to increase offender education;
- ▶ Promote inmate groups focused on environmental initiatives (e.g. Green Teams, Community Garden groups, etc.);
- ▶ Expand green jobs in the prisons, such as those that facilitate recycling efforts, composting, *Roots of Success*, etc.; and,
- ▶ Where possible, share environmental documentaries on broadband systems and offer relevant literature in libraries.

5. Implementation

5.1. Communication and Education

The following trainings will be offered to staff in order to promote goals and activities established in the Strategic Sustainability Plan. Requests for any additional types of training can be made directly to the Energy Conservation & Sustainability Administrator.

Training Topic	For	Provider
<i>Ongoing Technical Assistance</i>	All Institutions	Energy Conservation & Sustainability Administrator
<i>Conservation Dashboard, Portfolio Manager, and Recycling/Waste Reports</i>	Recycling Coordinators, Business Administrators	Energy Conservation & Sustainability Administrator
<i>Environmentally-Preferred Purchasing</i>	Business Administrators	Energy Conservation & Sustainability Administrator
<i>Building Operator Certification</i>	Maintenance Staff	External
<i>LEED Green Associate</i>	CAM Staff	External
<i>Roots of Success</i>	Teachers, Recycling Coordinators, Case Managers, Offender Facilitators	Energy Conservation & Sustainability Administrator; Ohio Central School System; External

5.2. Roles and Responsibilities

Role	Responsibilities
<i>Operations Support Center</i>	
<i>Deputy Director of Administration</i>	Reports to the Assistant Director. Oversees all projects and reports related to the Sustainability Strategic Plan; distributes institutional recycling funds; manages DRC Energy Conservation & Sustainability Administrator.

Role	Responsibilities
<i>Energy Conservation & Sustainability Administrator</i>	<p>Reports to Deputy Director of Administration. Chairs the DRC Conservation Committee; oversees Conservation Policies and compliance (including ACA standards); collects and reviews reports related to Sustainability Strategic Plan; identifies achievements and areas for improvement; provides technical assistance to institutions; coordinates training for and manages Conservation Dashboard.</p>
<i>Individual Institutions</i>	
<i>Wardens</i>	<p>Ensures institutional compliance with Conservation Policies; implements programs to achieve Sustainability Strategic Plan goals; reviews monthly recycling reports; submits reports to Energy Conservation & Sustainability Administrator; oversees institutional Conservation and Recycling Coordinators.</p>
<i>Business Administrators</i>	<p>Reports to institutional Warden. Submits monthly reports to Conservation Dashboard and Energy Star Portfolio Manager(unless responsibility is delegated elsewhere); attends training on EPP purchasing when available; works with staff to develop and follow EPP purchasing guidelines and opportunities; supports Recycling Coordinator in analyzing and establishing beneficial waste/recycling/composting contracts.</p>
<i>Maintenance (and/or Power Plant) Staff</i>	<p>Reports to institutional Warden. Conducts annual energy audit as outlined in Strategic Sustainability Plan; works with other staff to make conservation improvements wherever feasible; explores energy efficiency programs offered by local utility companies; obtains Building Operator Certification, and performs preventative maintenance for greater energy efficiency.</p>
<i>Unit Management Staff</i>	<p>Reports to institutional Deputy Warden of Operations. Supports the goals of the Strategic Sustainability Plan as they relate to providing offender jobs, <i>Roots of Success</i>, offender groups related to environmental concerns, institutional conservation efforts within units, and other environmental programming for offenders.</p>

Role	Responsibilities
<i>Recycling Coordinators</i>	Reports to institutional Warden. Manages recycling programs; oversees inmate workers; obtains and distributes collection containers; manages promotion/education/marketing of recycling programs; works with various departments to encourage participation; liaises with recycling partners and waste contractors; collects data and produces waste/recycling reports; completes an Annual Waste Audit; submits monthly recycling information to Conservation Dashboard.
<i>Conservation Coordinators</i>	Reports to the institutional Warden. Manages conservation initiatives; oversees Energy Star Portfolio Manager and DRC Conservation Dashboard; coordinates annual energy audit and submits final copy to DRC Energy Conservation & Sustainability Administrator; manages promotion/education/marketing of conservation initiatives; works with various departments to encourage participation; liaises with conservation partners; collects data and produces reports as needed.
<i>Inmate Workers (“Reclaimers”)</i>	Reports to Recycling Coordinator. Collects trash and recycling from designated stations within institutions; sorts and bales materials; assists with composting operations where applicable.
<i>Additional Departments</i>	
<i>Ohio Central School System</i>	Supports the goals of the Strategic Sustainability Plan as they relate to providing offender Apprenticeships, Career Tech, and Career Enhancements opportunities in related fields and other educational programming designed to prepare inmates for careers in the green economy.
<i>Ohio Prison Industries Managers</i>	Supports the goals of the Strategic Sustainability Plan as they relate to improving the energy efficiency of the Ohio Prison Industries, expanding the number of eco-friendly inputs purchased and outputs produced, and increasing opportunities for partnerships with green companies.
<i>CAM</i>	Supports the goals of the Strategic Sustainability Plan as they relate to upgrades, renovations, and new construction projects.

Role	Responsibilities
<i>Transportation Supervisors</i>	Supports the goals of the Strategic Sustainability Plan as they relate to reducing miles traveled and consumption of fuel.

5.3. Reporting

The following reports—as outlined in various Areas of Impact, above—are required in order to promote goals and activities established in the Strategic Sustainability Plan. These reports will be reviewed quarterly by the Statewide Conservation Committee. The year following initial baseline data, DRC will publish an annual Sustainability Report documenting progress made on all Areas of Impact.

Report	Due Date	Responsibility
<i>Monthly Recycling Report - Conservation Dashboard</i>	15th of each month	Recycling Coordinators
<i>Monthly Energy Report - Conservation Dashboard</i>	Within 30 days of bill receipt	Business Administrators
<i>Monthly Energy Star Portfolio Manager</i>	Within 30 days of bill receipt	Business Administrators
<i>Annual Waste Audit</i>	March 31st	Recycling Coordinators
<i>Annual Energy Audit</i>	September 28th	Maintenance Staff
<i>Ongoing Best Practice Notification</i>	Ongoing	All
<i>ACA Audit</i>	Ongoing	All
<i>Sustainability Report</i>	TBD	Energy Conservation & Sustainability Administrator

5.4. Sustaining the Effort

In the longer-term, the efforts outlined in the Strategic Sustainability Plan will be integrated into DRC operations in the following ways:

- ▶ Integrate environmental responsibilities into job descriptions and performance reviews as appropriate;
- ▶ Incorporate environmental considerations into standard operating procedures;
- ▶ Continually revisit and improve the written agency Sustainability Policy that sets a broad vision for the staff and includes specific operational guidelines for various agency operations;
- ▶ Provide the opportunity for employee feedback to review program efforts; and,
- ▶ Revisit and improve the Strategic Sustainability Plan every three years.

5.5. Contact Information

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6. Appendix

6.1. Forms

- ▶ Waste Material Baseline Audit Form
- ▶ Waste Material Baseline Audit Report
- ▶ Monthly Audit Form