Section 25:

Sustainability

OVERVIEW

This training is designed to be an introduction to the concept of sustainability. It provides an overview of the principles and concepts of sustainability and a framework for additional learning and decision-making. The course will close with suggestions for additional reading and advice for learning more about sustainability, sharing knowledge on sustainability, and implementing sustainability in a wide range of organizational settings.

The training materials can be used by agencies to provide an introduction to the concept. This module was designed to be flexible for agencies to be able to tailor it to meet their needs. It can be used in several ways to share sustainability information with employees:

- ✓ **One-to-one:** The employee views the information with their manager and discusses the topics while going over the materials. This is a great tool for the employee and manager to talk about how it can be applied in the work place.
- ✓ **Group or classroom:** Use the materials as teaching tools for group instruction. This is a great way to have a group discussion where participants can ask questions.
- ✓ **Self-study:** The employee reads through the training materials on their own. Then they can meet with their manager to ask any questions.

INTRODUCTION

Overview

The purpose of this training is to introduce you to the concept of sustainability. The principle of sustainability is at the heart of what makes - and keeps - Oregon such a special place to live. It is also an integral part of the Governor's efforts to revitalize Oregon's economy and improve state government.

These materials are broken into three parts:

Part 1: What is sustainability?

Part 2: Why is sustainability important?

Part 3: How do you apply sustainability?

Learning Objectives

At the end of this course, you will be able to:

- Gain a basic understanding of the concept of sustainability.
- Gain a basic understanding of state government's sustainability initiative.
- Gain insights about how to incorporate sustainability goals into your work.
- Identify 2-3 concrete actions that you can take.

WHAT IS SUSTAINABILITY?

Quality of Life

Numerous definitions of sustainability exist. Oregon Revised Statute 184.421 defines sustainability as "using, developing and protecting resources in a manner that enables people to meet current needs and provides that future generations can also meet future needs, from the joint perspective of environmental, economic and community objectives."

Within the definition of sustainability there is an understood order. We live on an earth that is governed by certain natural laws, and we cannot survive without the "goods and services" provided by the earth's natural and physical systems. Living on the earth we have many social systems, and each has an economic system of some type. Without a well-functioning social system, an economic system cannot be productive. In short, the sustainability order runs this way: the natural and physical systems of the earth provide the basic necessities for social systems, each of which has an economic system that serves it.

The area where the three circles overlap is the area of sustainability, the area of livability—the area where all the threads of quality of life come together. These three circles are not separate, unrelated entities. Environmental, economic and community goals can be compatible, and are interrelated in such a way that one goal cannot be effectively pursued if at the expense of another. In other words, the availability of natural resources and a clean and healthy environment are essential to our production capability, and conversely, our ability to address environmental and community issues often depends on a strong and vibrant economy. These are the common desires and aspirations of all Oregonians and we must therefore strive to ensure that our efforts result in simultaneously meeting environmental, economic and community needs throughout our state.

Environment

In the U.S., 500 million acres, an area almost 3x the size of Texas, is used to grow wood for paper.

A sustainable environment is one in which the Earth's resources are able to sustain life, health and acceptable progress, and to renew themselves. The long-term health and stability of natural systems are critical to human society. Not only do natural systems provide natural resources or ecosystem goods but also a range of other ecosystem services that support human life and endeavors. Environmentally sustainable choices would include those which contribute to conserving natural resources, protecting biodiversity, stabilizing atmospheric composition and global climate, and otherwise protecting the stability and productivity of Earth systems.

Economy

In 2004, Oregon's unemployment rate was 7.5% compared to the national average of 5.5%.

Another equally important principle of sustainability is economic development, which can take diverse forms. As a country becomes more economically developed, illiteracy and poverty decline. Only when people's basic needs are met they are able to attend to the needs of the environment around them. It should be noted that, in spite of the common historic pattern, increased economic growth does not invariably involve ever-increasing exploitation of natural resources. Rather, through dematerialization and other applications of the principles of industrial ecology it is possible for an economy to grow while using fewer resources, using them more efficiently, and producing less waste. Economic growth need not be in conflict with social needs or environmental protection. Social equity and a healthy environment are supported by economic development and support it in turn.

A sustainable economy is one characterized by development decisions, policies and practices that do not exhaust the Earth's resources and respect the cultural experiences of societies.

Economic sustainability will lead to a:

- healthy business climate;
- long term competitiveness in markets;
- competitive work force;
- strong income for workers and businesses; and
- continued long term employment.

Community

In 2003, Oregon had 33.4% of families and individuals living below the federal poverty level.

Another principle of sustainability is community. A sustainable community is one that lives in harmony with nature and within itself. The well-being of individuals and the stability of society are crucial to creating a sustainable world. An underlying purpose of development and environmental protection is to benefit people and the quality of their lives. A sustainable community includes eliminating poverty so that everyone has their basic needs met. Although "basic needs" can be defined in various ways,

here they are construed to include such needs as clean water, adequate food, sanitation, shelter, the opportunity to earn a living, and access to health care.

The social and economic aspects of sustainability have a common basis in the concept of social justice. Social justice represents a belief that there are some things which people should have, that there are basic needs that should be fulfilled, that burdens and rewards should not be spread too divergently across the community, and that policy should be directed with impartiality, fairness and justice towards these ends.

The Five Objectives of Sustainability

In essence we are being asked to achieve these five basic objectives:

- Develop a vibrant economy and strong communities.
- Ensure that resources used can be reused indefinitely by nature and humans.
- Enhance local and regional self-reliance and human well-being.
- Maintain and restore (where needed) the viability, integrity, and diversity of natural systems.
- Preserve Oregon's legacies for future generations.

These five simple statements are intuitive and simple. Many agencies are already taking actions that conform to them. An enormous task lies ahead of us to change how we do things to fully accomplish these objectives. But we have to start somewhere, and that is what Governor Kulongoski's Executive order asks us to do.

WHY IS SUSTAINABILITY IMPORTANT?

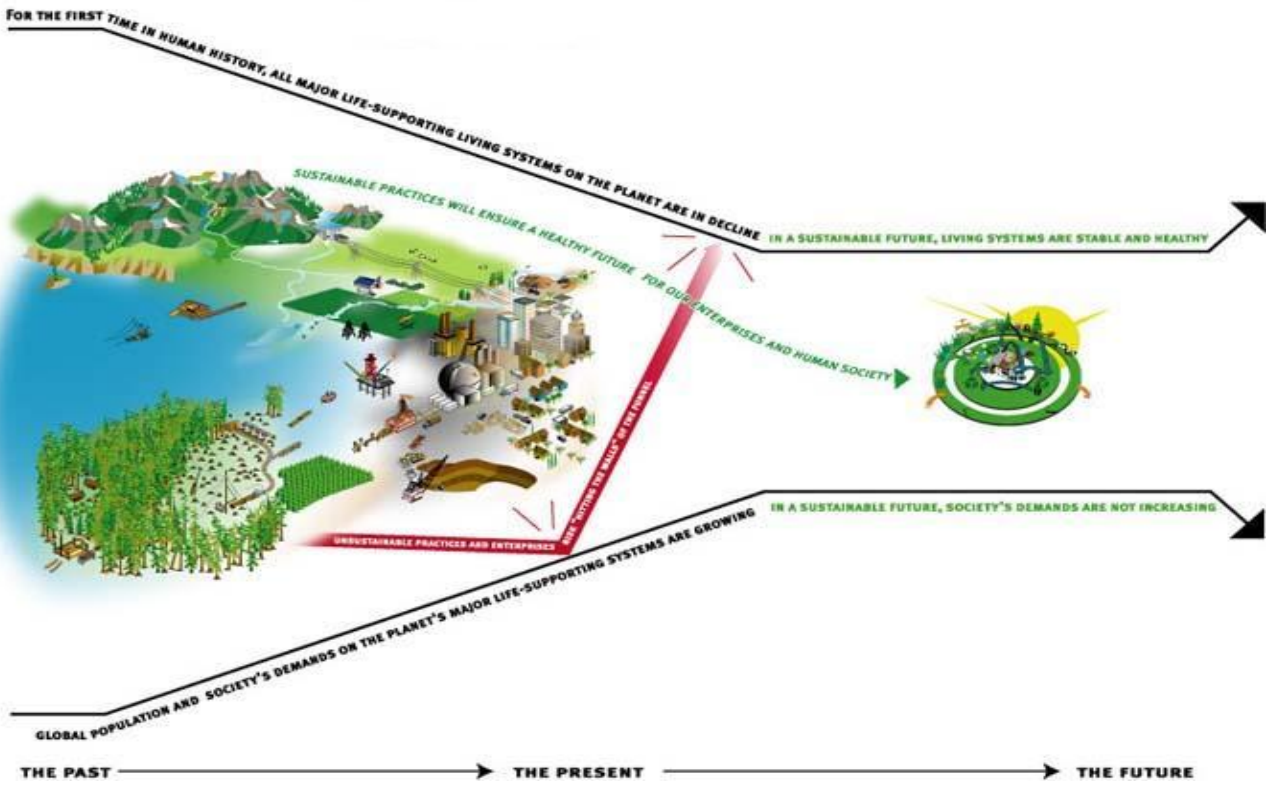
Introduction

There are environmental and economic reasons for sustainability. Despite our best efforts, data shows that pollution and waste are growing at or above the rate of population and economic growth in most states and nations globally. Governments contribute to these concerns as they are major purchasers of goods and services, are major developers, greatly influence the way communities and the economy grow, and generate significant waste and pollution. In addition, ample data shows that sustainability practices lead to cost savings and increased productivity within agencies, organizations and business. A sustainability initiative can lead to enhanced economic efficiency within government, communities and the private sector while simultaneously reducing environmental impacts to levels needed to maintain healthy ecosystems and resources.

Resource Funnel

To better grasp why sustainability is important The Natural Step, a non-profit organization whose mission is to accelerate global sustainability, developed the “funnel”. The Natural Step uses the "funnel" as a visual metaphor to describe our current situation and the goal of sustainability. Metaphorically, the current situation for people on the Earth can be viewed as a funnel where the walls are nearing intersection and there is diminishing room to maneuver. Our situation is caused by the fact that mechanisms that provide essential life-supporting resources for society's continued existence on the planet, such as clean air, clean water and productive topsoil, are in decline. At the same time, society's demand for these resources is increasing. Everyone is in this funnel, from the smallest family to the largest multi-national corporation, and it has a direct bearing not only upon us as a society, but also upon the economy.

The downward sloping line describes the decline in the life support systems of the world. This would include the loss of species, the decline of many natural systems such as forests, coral reefs, soil, etc. as well as the build up of toxins that increasingly make resources unavailable to us like the pollution of fresh water.

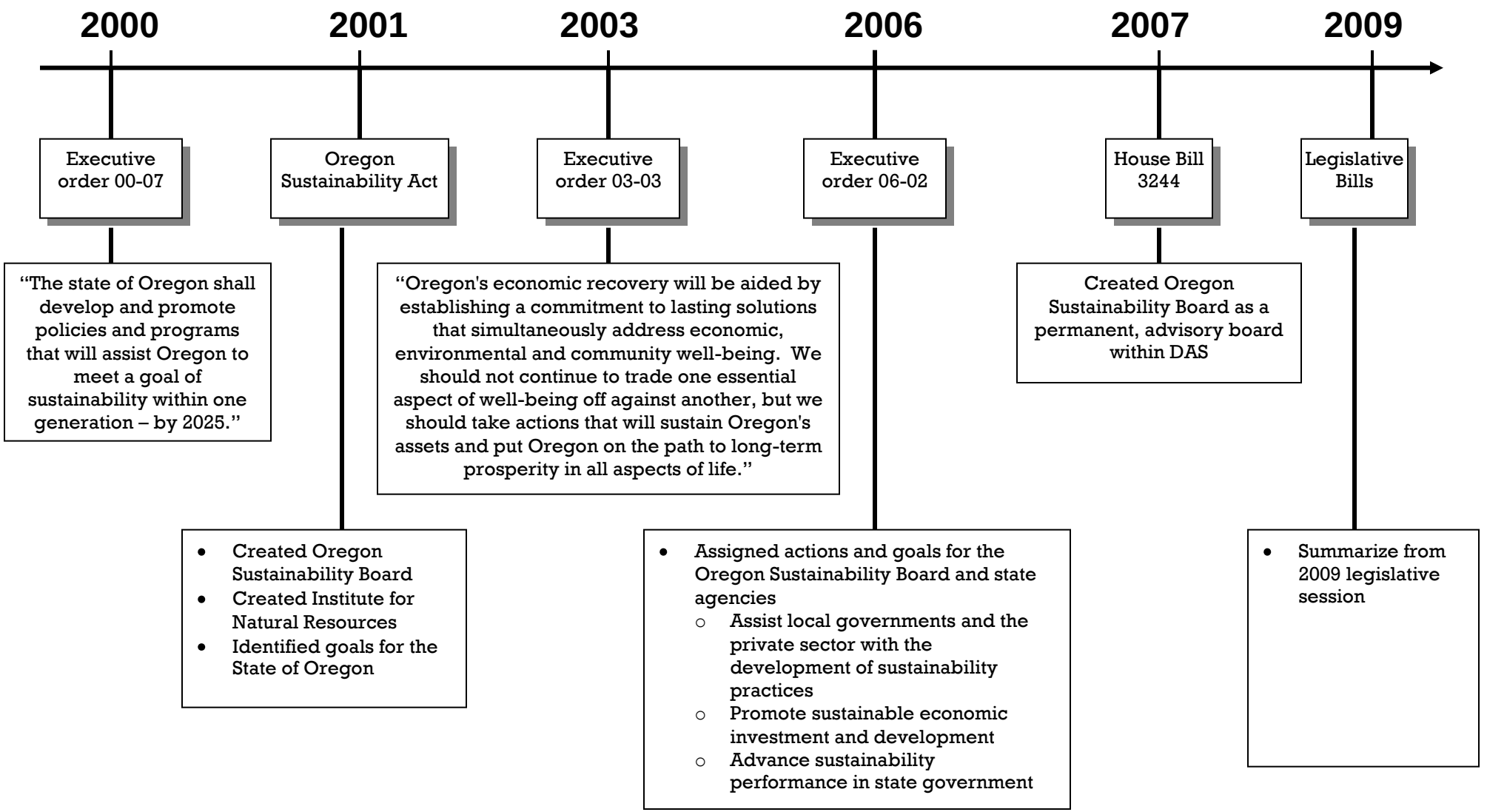


The upward sloping side of the funnel represents the increasing demands of human activity. This is driven by increasing numbers of people consuming greater amounts of resources such as food, forests, land as well as minerals, metals, fossil fuels, etc. Together these two trends show that human demand is outstripping our supply of natural resources.

This situation is caused by the fact that mechanisms that provide essential life-supporting resources for society's continued existence on the planet, such as clean air, clean water, and productive topsoil, are in decline. In order to be sustainable, we must change the shape of this funnel. We need to both decrease our impacts and restore the life support systems.

Much scientific evidence indicates that human activities now affect global cycles and systems basic to the Earth's ability to support living things. While human impacts have expanded, scientific knowledge and public awareness of Earth systems and our dependence on them have expanded as well. The current interest in sustainability reflects this expanding understanding. However, the 1980s and 1990s saw the development of environmental problems of a truly global scale – particularly the issues of climate change, ozone depletion, and loss of biodiversity. Evidence accumulated that humans are capable of affecting Earth's basic life-support systems. These systems exhibit some degree of inherent stability but clearly are not immune to the effects of human activities. Scientists, economists, and others have proposed that it is no longer sufficient to try to resolve complex global issues in a piecemeal, reactive mode. Many policy makers now acknowledge that a more comprehensive, integrated, long-term approach is needed. As you will see in the next section state government is taking many steps to move towards a holistic approach in order to ensure a sustainable future.

The Oregon Story



STRATEGY PROMOTING SUSTAINABILITY

Former Governor Kitzhaber issued Executive order 00-07 on May 17, 2000 to develop and promote policies and programs that will assist Oregon to meet a goal of sustainability within one generation - - by 2025. The executive order was created with an initial focus within state government on centrally coordinated functions such as building construction and procurement, and promoting a range of efforts to enhance sustainable practices and products in Oregon's economy. This step was the first of many to be taken as we advance the state toward a sustainable future.

The executive order also created a Sustainability Work Group comprising members of the Legislative Assembly and State, business and community leaders. The purpose of the Sustainability Work Group is to help improve the efficiency and effectiveness of state efforts, and to recommend options for additional steps the state might take.

The executive order adopted the following goals for state government to promote sustainability:

1. Increase the economic viability of all Oregon communities and citizens;
2. Increase the efficiency with which energy, water, material resources and land are used;
3. Reduce releases to air, water and land of substances harmful to human health and the environment; and
4. Reduce adverse impacts on natural habitats and species.

Oregon Sustainability Act

The Oregon Sustainability Act created the Sustainability Board. The Board consists of a representative for the Governor and seven additional members appointed by the Governor. The appointed members represent all geographic regions of the state and from all communities. The Sustainability Board works to find solutions that enhance Oregon's practice and spirit of sustainability.

The Act also identified the following goals for the state of Oregon. In conducting internal operations, state agencies must seek to achieve the following objectives:

- State purchases should be made to serve the broad, long term financial interests of Oregonians, including ensuring that environmental, economic and societal improvements are made.
- Investments in facilities, equipment and durable goods should reflect the highest feasible efficiency and lowest life cycle costs.

- Investments and expenditures should help promote improvements in the efficient use of energy, water and resources.
- State operations should be located in diverse locations, including rural and distressed communities.
- State operations and purchases should help maintain vital and active downtown and main street communities.
- State purchases should help support opportunities for economically distressed communities and historically underemployed people.
- State operations should reflect partnerships with communities and businesses.
- State operations should help reduce adverse impacts on native habitats and species and help restore ecological processes.
- State operations should be conducted in ways that significantly increase the efficient use of energy, water and resources.
- State operations and purchases should reflect the efficient use and reuse of resources and reduction of contaminants released into the environment.

In supporting sustainable communities, state agencies must seek to enable and encourage local communities to achieve the following objectives:

- Resilient local economies that provide a diversity of economic opportunities for all citizens.
- Workers supported by lifelong education to ensure a globally competitive workforce.
- An independent and productive citizenry.
- Youth supported by strong families and communities.
- Downtowns and main street communities that are active and vital.
- Development that wisely and efficiently uses infrastructure investments and natural resources.
- Affordable housing available for citizens in community centers.
- Healthy urban and rural watersheds, including habitats for fish and wildlife.
- Clean and sufficient water for all uses.
- Efficient use and reuse of resources and minimization of harmful emissions to the environment.

Intensification of efforts to increase the economic stability of communities designated as economically distressed.

A Sustainable Oregon for the 21st Century

Governor Kulongoski issued executive order 03-03 on June 17, 2003 to support and drive the goals of the Oregon Sustainability Act that was adopted by the Legislature in 2001. This order directs the Oregon Sustainability Board and state employees to move closer to a more sustainable state. Executive order 03-03 directed the Oregon Sustainability Board to manage and carry out the following initiatives:

- The formation of a Sustainability Leadership Team comprised of representatives from various state agencies. The Team provides recommendations to the Board and manages and delivers directives from the Board to state agencies.
- The creation of a guidance document for state agencies to implement sustainability.
- The formation of an Interagency Sustainability Network. The Network is an informal forum of state agency personnel, including the Team and each Sustainability Coordinator, whose purpose is exchanging information and developing new approaches on sustainability among stage agencies.
- Maintenance of the Sustainable Oregon website.
- Performance Standards for all agencies.
- Twenty state agencies were required to designate a Sustainability Coordinator and submit a sustainability plan.

Sustainability for the 21st Century

Governor Kulongoski issued executive order 06-02 on January 19, 2006 to further support and drive the goals from previous executive orders and legislative actions. This order celebrates the progress to date. In addition, this order directs the Oregon Sustainability Board and state employees to continue the move to a more sustainable state. Executive order 06-02 directed the Oregon Sustainability Board to manage and carry out the following initiatives:

- Assist local governments and the private sector with the development of sustainability practices.
- Coordinate development of local government toolboxes and development of the Sustainability Awards Program.
- Promote sustainable economic investment and development.
- Develop bioenergy markets for Oregon innovations and products.
- Coordinate “working landscapes” to incent and promote sustainable practices in Oregon agriculture, farming, and related sectors.
- Advance sustainability performance in state government.
- DAS shall coordinate an interagency team to develop procurement acquisition models that take life cycles into account.
- DAS shall coordinate the Greenhouse Gas Emissions Team to develop a greenhouse gas inventory for state government operations, including annual reports to the Board for state fleets.
- DAS shall harness regional purchasing strategies with Oregon, Washington and California.
- DAS and DEQ shall develop an e-waste strategy for state government.
- DOE shall develop a team to ensure state government buildings increase energy efficiency to 20% over the year 2000 use by 2015.

- OECDD and DOE shall create a renewable energy feasibility revolving fund.
- Department of State Lands and other agencies shall streamline the process for developing renewable projects on state land.

Sustainability Principles

In many cases it is not possible to directly measure how human activities affect the environment. Many human activities have indirect, diffused or unknown effects which make it impossible to directly link an action with a specific environmental outcome. In these cases, sustainability can be defined by the extent to which an agency follows a set of sustainability principles which are based on immutable laws of science. A sustainability program would systematically phase-in policies, programs and practices which are consistent with the principles and phase out those that are not. The five sustainability principles include:

Sustainability Principle 1
Enhance business development, economic competitiveness, job creation, and fairness in the distribution of resources to meet basic human needs, public safety, health care, and education.

Why? We must have healthy economies and communities which benefit all members of society. Everyone must be included in our prosperity to ensure social equity and cooperation which will lead to better support for and involvement in sustainability programs.

Sustainability Principle 2
Vastly increase the efficiency by which natural resources and energy are extracted, processed and used.

Why? Because materials and substances must be used as efficiently as possible to prevent the over harvest of natural resources and to reduce the discharge of waste and pollution into nature faster than nature can assimilate it.

Sustainability Principle 3
Phase-out the use and emission into nature of toxic minerals, metals and fossil fuels and synthetic, persistent bio-accumulating toxic materials and substances while phasing-in the use of renewable energy and naturally occurring, non-toxic materials and substances in production processes, goods and services.

Why? To maintain ecological health, toxic materials must not be discharged into nature faster than nature can break them down and reintegrate them into natural cycles. Today, we are emitting toxic materials and substances faster than nature can assimilate them (which causes pollution).

Sustainability Principle 4
Eliminate waste through reduction at the source and enhanced reuse, remanufacturing and recycling internally within and externally between agencies, institutions and business.

Why? Because materials and substances must be used as efficiently as possible to prevent the over-harvest of natural resources and to reduce the discharge of waste and pollution into nature faster than nature can assimilate them.

Sustainability Principle 5
Conserve, protect, and where needed, restore the productivity and diversity of nature (ecological processes and structure) to levels necessary to maintain ecological health (with special focus on key areas such as riparian areas, floodplains, wetlands, native plant habitats etc).

Why? Because ecosystem science shows that human health and prosperity depends on the ability of nature to produce a continued supply of physical goods (wood, water, fish) and ecological services (e.g. clean air and water), and on nature's ability to break down and reassimilate human waste and turn them into new resources. Today, many resources and ecosystems are below the levels needed to provide these goods and services in perpetuity.

All of these targets and principles are needed - neither alone is sufficient. We need to take steps to sustain the environment where this can be measured directly. Yet, because the activities of society have local, regional and even global implications in ways that cannot be measured directly, sustainability principles are also needed.

Part 3

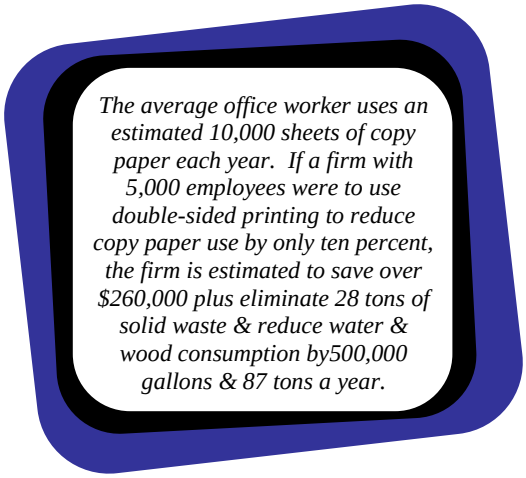
HOW DO YOU APPLY SUSTAINABILITY?

This initiative may seem overwhelming. And you might be thinking "I'm just one person. I don't have the resources or authority to do anything." Any step you make is one step closer to sustainability no matter how small or large. Begin by taking a look at what you do have control over in your work and home life. Start small and as you achieve results you will be empowered to take actions that have a wider impact.

Levels of action

There are many levels of action that can be taken from the individual all the way up the organizational hierarchy. It's easiest to start small with individual and work area actions and then progress up the chain.

Individual Actions:
Recycle, reuse, change personal habits, and buy locally. Here are some examples of individual actions that can be taken:



- Change your printer to print documents double sided. Read documents on the computer rather than printing them out.
- Set your water heater to 120 degrees F and insulate it.
- Install a water-saving showerhead and take shorter showers.
- Hang clothes outside when it's sunny.
- Set your refrigerator to 38-40 degrees F.
- Turn off lights when you don't need them.
- Install lower wattage bulbs.
- Take the bus, ride your bike, or walk rather than drive your car.
- Volunteer.
- Buy coffee that is triple certified as fair trade, organic, and shade grown at your local coffee shop.
- Buy produce at your local farmers market or u-pick.
- Donate to charities.

Work Area Actions:
Reuse, recycle, change in supplies and products used. Here are some examples of work are actions that can be taken:

- Close blinds and turn off all office equipment at the end of the work day.
- Use motion sensors on room lights to save energy when rooms are vacant.
- Use task lighting over desks, rather than additional overhead lighting.
- Allow employees to telework.

- Set-up brown-bags at lunch time to discuss different sustainability topics.
- Set-up a sustainability committee to identify ways to improve.
- Purchase supplies and products from surplus (to see what's available go to the State Surplus web site at http://www.oregon.gov/DAS/PFSS/SURPLS/index.shtml .
- Use the life cycle costing method when making purchases (for more information go to the State Procurement Office web site at http://www.oregon.gov/DAS/PFSS/SPO/sourcing-info.shtml).
- When appropriate use a minority, women, or emerging small business when making small purchases (for more information go to the OMWESB web site at http://egov.oregon.gov/DCBS/OMWESB/firms.shtml).

Oregon Parks and Recreation replaced old five gallon per flush toilets with low-flow 1.6 gallons flush toilets at Starvation Creek State Park. By 1997, water usage averaged between 5,000 and 7,000 gallons per day. Current usage is approximately 2,000 gallons per day.

Work Area Design Changes:
Seek alternative ways to design products or services that are more sustainable, seek changes in supply chain. Below are some examples of what different state agencies are doing.

Oregon Department of Administrative Services:

- Created a full-time Sustainability Coordinator position and completed an updated Sustainability Plan in 2008. http://sustainability.oregon.gov
- Provided new procurement specifications for portable gas powered engine purchases.
- Began electronic distribution of payroll and financial reports.
- Revised statewide purchasing policies addressing total cost of ownership.
- Incorporated sustainability into state budget instructions.
- Maintains around a 20% energy savings in DAS buildings over the year 2000 use.
- Worked with ODOT to create an electric car infrastructure for state government.

Oregon Department of Environmental Quality:

- Established a statewide sustainability team.
- Set a goal to reduce per capita paper consumption through strategies such as double sided printing, reusing paper on draft printers and using post-it route slips in lieu of cover sheets on faxes.
- In collaboration with The Oregon Dental Association, City of Portland, Clean Water Services, and others, DEQ sponsored a dental mercury collection event that collected and properly disposed of over 300 pounds of mercury waste.

Oregon Parks and Recreation Department:

- In coordination with DEQ, OPRD phased-out the use of two-cycle engines.
- OPRD is working towards the goal of eliminating hazardous and toxic substances used in janitorial and landscape maintenance activities.

Oregon Department of Corrections:

- The Coffee Creek composts and recycles almost all kitchen waste products.
- Every institution recycles all scrap lumber and other building materials, old or damaged wooden pallets, sawdust from the carpentry shops, and scrap iron from the metal shops. These scrap materials are used to build various projects.
- Every institution's cardboard, newspaper, magazines, office paper, and grease from the kitchen are recycled. Any additional wood pieces are bagged and donated to the Pendleton Senior Center, for seniors to burn in wood stoves during the winter months.
- Low flow showerheads were installed to reduce water consumption on all of the housing units.

Oregon Housing and Community Development

- OHCS is developing a plan to ensure new affordable housing units for high speed Internet connections during initial construction. OHCS will develop partnerships for bulk computer purchases, making them more affordable for tenants. Having computer access will help low- and moderate-income residents with education, job search, and other important areas.
- To optimize the economic benefit of housing development, OHCS will be strategic in the placement of future housing to take advantage of communities that are ready for development and have workforce housing needs.
- OHCS heads an interagency council on hunger and provides administrative support for the Oregon Hunger Relief Task Force. OHCS works with community-based partners, including the Oregon Food Bank, the regional coordinating agencies, community action agencies, and faith-based organizations to eliminate hunger in Oregon.

Oregon Economic and Community Development Department:

- OECDD is working with Pacificorp, Climate Trust, Energy Trust, DOE, ODA, and GERT to offer a more streamlined approach towards the implementation of sustainable energy programs.
- OECDD is collaborating with ODF, OSU's extension service, and the Governor's Office to support wood products innovation for investor-owned and private land owners.
- OECDD is participating in the creation of the Renewable Energy Action Plan with DOE, ODA, DEQ, ODF and other stakeholders including the multitude of private parties that have offered comments on the first and second drafts of the plan.

Sustainability Plan:

Develop an agency plan for sustainability that assesses opportunities, sets goals and targets, and identifies specific actions. Governor Kulongoski asked 20 agencies to undertake sustainability programs and develop sustainability plans. The 20 agencies are: Administrative Services, Economic and Community Development, Environmental

Quality, Land Conservation and Development, Housing, Forestry, Energy, Transportation, Progress Board, Agriculture, Watershed Enhancement, Parks and Recreation, Fish and Wildlife, State Lands, Water Resources, the Public Utilities Commission, Human Services, Corrections, Higher Education, and Community and Business Services. The Governor encourages agencies not identified in executive order 03-03 to undertake sustainability programs and develop a sustainability plan.

Sustainable Environmental Management System (SEMS):
An SEMS is a system for continually identifying, managing, reducing and eliminating the environmental impacts of an organization. A SEMS starts with the adoption of clear organizational policies on sustainability. A "materials and energy flow analysis" is then completed to determine the degree to which the "inputs" (e.g. energy, raw materials) and "outputs" (e.g. waste, pollution, products) of the organization are consistent with basic principles and targets of sustainability. Once areas or activities inconsistent with sustainability principles and targets are identified, they are prioritized, measurable targets for improvement are set, multiple options are examined to achieve the targets, and a systematic phase-in strategy to achieve the targets is implemented. DAS, State Fleet, implemented an EMS and has maintained ISO 14001:2004 certification into 2009.

Selecting Actions to Take

How do you narrow your actions to just a few? The following criteria and questions can help guide the selection process:

- Quick Wins: Choose the easily accomplished, low-cost actions that will show measurable progress in the near term.
- Cost Savings: Choose actions that demonstrate cost savings to the agency and the state. Some of these cost savings can help fund future sustainability efforts.
- Efficiencies: Choose actions that improve government efficiency, delivering better service or serving more customers with no increase in cost.
- Educational/Visible: Choose actions with educational value for employees or others. Employees and others will be able to see what you are doing and will be told why you are doing it.
- Synergy: The benefits and lessons of the project can be used in many other agencies, multiplying the benefits many times over. Your project might be the catalyst for many other positive actions.
- Comprehensive: This is usually not difficult to achieve, but agencies should review their actions to be sure that they positively impact the three legs of sustainability: economy, society and environment.
- Use Your Leverage: Do we have real leverage to act on this item at all?
- Make a Difference: If we took action on this item, would it make much difference to enhancing our sustainability?
- Adjust Current Activities: Are there opportunities to modify existing agency activities to make a change rather than starting something new?
- Measure Performance: Do we already have data that measures where we are today so that we can more easily measure change in the future?

Examples

There are several examples of what state agencies have done. For examples, go to the Sustainable Oregon website: http://www.sustainableoregon.net/agency/

Closing

In summary, the concept of sustainability implies working toward a balance between the needs of all people, present and future, and the needs of the environment. It implies that social progress and economic development depend in part on conserving natural resources and protecting natural systems.

The potential outcome of sustainability aligns almost perfectly with what voters are saying: they want better schools, a better environment, safer communities, family-wage jobs, more economic security, stronger family support, lower taxes, more effective governments, and more local control. Sustainability is about choices we can make that can start to tip economic and social outcomes in positive directions. It requires a shift from trying to tackle social, economic, or environmental problems on a piecemeal basis, to making choices through which social equity, economic progress, and healthy environmental systems strengthen each other.

In "A Sustainable Oregon for the 21st Century" Governor Kulongoski sums up the importance of sustainability:

> "Sustainable development is not something that is done to us - or for us. It is something all of us must do together. I know that we will not move far without bringing to bear the intelligence, insight, dedication and humanity of state employees and our many partners outside state government. It is time to say that just doing a little better isn't good enough. The buck stops with this generation, with this administration, with us."
>
> *Governor Theodore R. Kulongoski*