

Department of the Interior

2013 Strategic Sustainability Performance Plan

A handwritten signature in black ink, appearing to read "Rhea Suh", is written over a horizontal line.

Rhea Suh

Assistant Secretary - Policy, Management and Budget
and
The Department's Senior Sustainability Officer

Date June 28, 2013

Agency Point of Contact:
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Agency Policy Statement

The Honorable Nancy Sutley
Chair, Council on Environmental Quality
730 Jackson Place, N.W.
Washington, D.C. 20503

Dear Ms. Sutley,

The Department of the Interior (Department) is fully dedicated, through its mission, to conserve and protect the nation's natural and cultural resources now and for future generations. Implementing sustainability in Department operations is consistent with and complementary to the Department's overarching mission. The Strategic Sustainability Performance Plan (SSPP) supports the Department's mission by integrating sustainability within Department operations and reducing our greenhouse gas (GHG) emissions which, in turn, further demonstrates Interior's commitment to conservation, protection, and the responsible use of natural and cultural resources, including historic buildings.

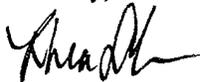
The Department is committed to meeting and or exceeding compliance with environmental and energy statutes, regulations, executive orders (EOs), and other applicable requirements. This commitment is evidenced by the implementation of a department-level environmental management system (EMS) to manage and track compliance with and progress on achieving the environmental and energy performance goals in EO 13514 and EO 13423.

The Department's Sustainability Council (Council) provides leadership and guidance for SSPP goal accomplishment. I chair the Council, which is supported by bureau and office Senior Sustainability Officers, an implementation committee, and technical workgroups that include representatives from all bureaus and appropriate offices. The Council is the implementing and oversight body for the EMS and SSPP. The Department is also committed to addressing climate change and has adopted a new Climate Change Adaptation Policy, currently being implemented. The Department also has developed a Climate Change Adaptation Plan that focuses on both agency-wide and bureau-level actions in FY 2013 and beyond.

The Climate Change Adaptation Plan and Policy include guiding principles for the Department and its components to adhere to in order to anticipate and adapt to challenges posed by climate change. Our framework will help us prioritize the collection and integration of key data as indicators of how climate change is affecting resources.

The Department is serious and excited about the commitments we have made, the priorities we have set, and the progress we have made on our sustainability efforts. These efforts are integral to the Department's mission and we look forward to enhancing our ability to conserve, protect, and ensure the responsible use of our nation's natural and cultural resources. The dedicated employees of the Department are passionate about our stewardship responsibility for the resources and properties that we manage for the American People. To harness their creativity and energy, the Council will continue to foster opportunities for employees to submit their own ideas for improving sustainable practices at the Department. The creative input of all employees will continue to be invaluable as we work toward our ambitious sustainability goals.

Sincerely,



Rhea Suh
Assistant Secretary
Policy, Management and Budget

U.S. Department of the Interior

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Vision

The Department integrates sustainability into its mission through leadership commitment and a fully implemented, ISO 14001 conformant, department-level environmental management system (EMS) governed by the Sustainability Council (Council). The Department emphasizes the importance of sustainability by holding leadership accountable for sustainability goal accomplishment through annual evaluations. The Department is also committed to sustainability goal achievement through knowledge and technology transfer programs. These programs ensure that successful program implementation strategies and ideas are shared throughout the Department at all levels.

The Sustainability and Environmental Policy Statement, signed by the Secretary on May 25, 2011, "...affirms our commitment to integrating sustainability into everything we do as a Department to protect America's great outdoors and power our future." The Statement was distributed to all Department employees and supports the sustainability ethic that its employees already embody in carrying out its mission to protect America's natural resources and heritage, including historic buildings, honor our cultures and tribal communities, and supply the energy to power our future.

Sustainability goals are integrated throughout the Department using the department-level EMS as a management tool and the Council as the governing body. The Council is chaired by the Agency Senior Sustainability Officer (SSO). Each bureau and applicable office is represented by an SSO and staff membership on an implementation committee and multiple sustainability goal-specific technical workgroups. The Council is a multidisciplinary, collaborative, decision-making forum for sustainability and environmental compliance and works on strategies to implement the sustainability goals. Compliance and progress on meeting the sustainability goals are reported and discussed at the annual EMS Management Review. Additionally, each bureau and applicable office is rated on how well it meets sustainability goals on the annual departmental Organizational Assessment.

The Department shares sustainability goal implementation best practices by highlighting the Department's Environmental Achievement Awards and the Department of Energy's (DOE) Federal Energy and Water Management Awards on the Department's internal and external communication sites. In 2012, the Department was pleased to receive three DOE Federal Energy and Water Management Awards and one DOE Better Buildings Federal Award. The DOE Federal Energy Management and Water Award recipients can be accessed at: http://www.doi.gov/pam/programs/energy_management/upload/awards_FY12-3.pdf, and the DOE Better Buildings Federal Award at: http://www.doi.gov/pam/programs/energy_management/upload/FY2012-Better-Buildings-Federal-Award.pdf.

The Department's Environmental Achievement Awards can be accessed at: <http://www.doi.gov/greening/awards/2012/index.cfm>.

The Department is very proud of the achievements it has made in integrating the sustainability goals into its mission and is committed to continue its positive progress towards meeting the goals through continual improvement.

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Leadership

Goal 1: Greenhouse Gas Reduction

Goal 2: Sustainable Buildings

Goal 3: Fleet Management

Goal 4: Water Use Efficiency & Management

Goal 5: Pollution Prevention & Waste Reduction

Goal 6: Sustainable Acquisition

Goal 7: Electronic Stewardship & Data Centers

Goal 8: Renewable Energy

Goal 9: Climate Change Resilience

Exhibit 1: This table lists the Department's personnel and Offices that are responsible for implementation of the SSPP goals.

Agency Lead	SSPP Goal
Assistant Secretary - Policy, Management and Budget	1-9
Chief Information Officer	1, 2, 7
Deputy Assistant Secretary - Budget, Finance, Performance and Acquisition	1-8
Deputy Assistant Secretary - Policy and International Affairs	1, 2, 5, 7, 9
Deputy Assistant Secretary - Human Capital and Diversity	1, 9
Deputy Assistant Secretary - Technology, Information and Business Services	1, 2, 7
Deputy Assistant Secretary - Water and Science	4
Director, Office of Acquisition and Property Management	1-8
Director, Office of Environmental Policy and Compliance	1, 2, 5, 7
Director, Office of Financial Management	1
Director, Office of Human Resources	1
Director, Office of Occupational Safety and Health	9
Director, Office of Policy Analysis	9

Performance Review

Goal 1: Greenhouse Gas Reduction

The Department established a FY 2020 scope 1 and 2 Greenhouse Gas (GHG) emissions reduction goal of 20 percent relative to FY 2008. In FY 2012, the Department reduced scope 1 and 2 GHG emissions by 11.6 percent relative to FY 2008, which exceeded the FY 2012 goal of a 4 percent reduction.

The Department's scope 3 GHG emission reduction target is 9.0 percent by FY 2020 relative to the FY 2008 baseline. The Department's largest sources of these emissions are employee commuting, business travel by air and ground, and contracted municipal solid waste disposal. In FY 2012, the Department reduced scope 3 GHG emissions by 7.5 percent relative to FY 2008, which exceeded the FY 2012 goal of a 1.8 percent reduction.

Integration

Reducing GHG emissions is integrated with numerous Federal mandates, initiatives, and the Department's strategic planning and budgeting processes. Statutory and Executive Order (EO) requirements to reduce building energy intensity, increase the use of renewable energy, implement on-site renewable energy generation projects, and reduce the use of fossil fuels in both buildings and fleet move the Department towards meeting its FY 2020 GHG goal. Administration initiatives such as the Fleet Management Plans, Energy Savings Performance Contracting, Freeze the Footprint, and Campaign to Cut Waste – Promoting Efficient Spending, challenge the Department to identify opportunities for additional efficiencies and improvements.

For scope 3 GHG emissions, increasing telework is one method of reducing employee commuting emissions and goals for telework were created as part of the GHG reduction effort. These efforts are supported by the Telework Enhancement Act of 2010 and efforts across the Federal Government to promote telework as a cost saving (and space saving) approach. Also, due to budgetary constraints, there is a coordinated effort by the Department and all of the bureaus to limit business travel, including conference-related activities, to those trips that are mission critical. Scope 3 GHG emissions from municipal solid waste disposal should also decrease as the Department works towards the EO 13514 goal to reduce solid waste, as described in Goal 5 – Pollution Prevention & Waste Reduction.

Evaluation Measures

The Department utilizes the DOE Federal Energy Management Program's (FEMP) GHG and Sustainability Data Report to document progress in meeting the reduction goal, identify and target high emission categories, and implement specific reduction actions. Data from the report are presented graphically to provide the Department's senior management a visual of the overall make-up of our GHG emissions as well as our progress.

In addition, the Department also employs the General Services Administration's (GSA) Commuter Survey to estimate employee commuter emissions, the time and attendance system to assess the percent of eligible employees who telework, data from GSA's Travel Management System and the Department's accounting systems to estimate travel expenditures and emissions, and results of an annual data call on solid waste and chemicals management to report the quantity of municipal solid waste disposed of each year. Goal one components are also evaluated on the Office of Management and Budget (OMB) Sustainability/Energy Scorecard, and reducing energy intensity and increasing alternative fuel use are performance measures in the Department's Strategic Plan and Annual Performance Plan and Review (APP&R). This goal is also an element included in the Department's annual Organizational Assessment sustainability rating.

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Successes

The Department's bureaus strive to meet the plethora of sustainability goals, including the reduction of scope 1 and 2 GHG emissions. Energy, water, and renewable energy retrofits are implemented at existing buildings, when funding is available. Also, high performance net-zero energy buildings are being constructed. The U.S. Fish and Wildlife Service (FWS) opened a new net-zero energy Visitor Center at San Luis National Wildlife Refuge (NWR) in California. Additionally, the National Park Service (NPS) recently completed two net zero energy buildings at the Santa Monica Mountain National Recreation Area in California.

The Bureau of Land Management (BLM), U.S. Geological Survey (USGS), and the NPS have overcome many challenges and provide excellent examples for multi-site alternative financing success. The BLM successfully completed its multi-phased, regional energy savings performance contract (ESPC) covering 12 states. The ESPC spanned over 6 fiscal years (FY 2006 – FY 2011) with a total project investment of \$23.5 million. The USGS is undertaking a nationwide ESPC incorporating 7 sites and the NPS National Capital Region is pursuing a regional ESPC which includes 16 park units. It is anticipated that both the USGS and the NPS ESPCs will be awarded in early FY 2014.

The Department has also exceeded its goal for scope 3 GHG emission reductions. Telework participation doubled from FY 2011 to FY 2012, and the Department has already met its goal for FY 2013. Business travel restrictions helped the Department to reduce its FY 2012 business air and ground travel emissions by 30 percent when compared with the FY 2008 baseline. Additionally, the Department has provided strict guidance to minimize conference-related spending; this will contribute to further travel reductions in FY 2013.

Challenges

Many energy efficiency and renewable energy projects, and sustainable building construction projects, were initiated with funding from the American Recovery and Reinvestment Act of 2009. These projects and new buildings have been completed and have greatly contributed to the Department exceeding both the FY 2012 GHG reduction goal and energy intensity reduction goal. While this much needed funding was a boost to various programs, the appropriated funding forecast to continue progress is a challenge.

The Department's bureaus have made efforts to utilize alternative financing (i.e. ESPCs) for energy and water savings projects; however, it has been difficult to attract the interest of energy service companies due to the Department's small facility size, remote locations, special requirements for historic buildings and unique bureau missions, and inability to meet energy improvement investment thresholds, which are generally around \$1.5 million. Project bundling to implement alternative financing may not be feasible for every bureau. Many of the "low-hanging fruit" type of projects have been implemented, leaving longer return on investment projects, such as renewable energy components and building renovations needed to ensure high performance buildings. Some appropriated funding is required for these types of projects as well as the completion of Energy Independence and Security Act (EISA) covered facilities evaluations. Additionally, bureau personnel resources have remained stagnant, or have declined, while the reporting burden has increased. Many of the same personnel are involved in multiple sustainability, GHG, and energy reporting requirements. These reports have become very detailed and in depth, often with monthly or quarterly reporting frequencies. Within the Department, many sustainability and energy management responsibilities are designated as collateral duty functions of staff already stretched to meet critical mission needs. At the field level, reporting requirements often constrain the time needed to implement energy and water conservation projects, which are integral to meeting the GHG goals.

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Training and education are consistent challenges in reducing scope 3 GHG emissions. There is a need to educate managers about the benefits of telework and how to manage a mobile workforce. Department staff were informed that ground and air travel must be kept to a minimum and that all travel will be scrutinized to ensure it is necessary. Changing behavior and lack of commuting options are the greatest challenges in reducing the largest source of scope 3 GHG emissions, which is employee commuting. There is also a need for increased and visible executive leadership support for telework at the Department level. Another significant challenge to maintaining improvement of scope 3 GHG emissions concerns solid waste disposal. The amount of municipal solid waste disposed of each year fluctuates greatly due to periodic mission critical land management activities, such as storm debris removal or habitat restoration. Large quantities of waste from unexpected events can increase the Department's scope 3 GHG emissions.

Lessons Learned

Employee training and awareness further promotes the Department's efforts to reduce GHG emissions. Education and training focused on managers are key to the success of the telework program. Executive leadership, as well as visual and vocal support, is also needed. Telework guidance must be useful and current, and senior leadership and program managers are an important element of the telework program.

For business travel, initial reductions in FY 2011 travel budgets resulted in employees taking more flights with connections and stopovers with lower fares, instead of more expensive direct flights, resulting in an increase in business air travel emissions because most air travel emissions result from the take-offs and landings. However, additional budget reductions in FY 2012 reduced the number of business trips, resulting in emission reductions.

Planned Actions

The Department's bureaus continue to make progress on completing EISA-covered facility energy and water evaluations and will strive to meet the June 30, 2013, deadline for the completion of Cycle 2, Year 1 evaluations. Identified energy conservation measures (ECM) will be implemented pending availability of funds. Metering appropriate buildings for electricity, natural gas, and steam has aided bureau knowledge regarding energy consumption within individual buildings. Metering appropriate buildings for natural gas and steam is on target for completion by October 2016. The Department is also encouraging vehicle idle-reduction efforts for advancing GHG reductions.

A telework marketing plan is in place and being executed to provide success stories to mission (line) managers. The telework program reports the participation rate quarterly and for every pay period, and provides data for briefings for the bureau human capital officer. The Department has already reached its goal to have 11.9 percent of eligible employees telework in FY 2013. The Department also has a goal to decrease air and ground travel by an additional 30 percent in FY 2013. We anticipate that cost saving measures will lead to a successful outcome.

Goal 2: Sustainable Buildings

The Department's building inventory (greater than 5,000 gross square feet (gsf)) designated as sustainable for FY 2012 is 1.85 percent.

Integration

The Department's Sustainable Building Implementation Plan (SBIP) specifies that compliance with the Guiding Principles for High Performance and Sustainable Buildings (GP) is mandatory for all new construction (greater than 5,000 gsf) and major renovations.

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Additionally, the Department's APP&R includes interim goals to reach the 2015 goal, and the Department's Budget Guidance states that all building projects, regardless of type, must follow all applicable mandatory energy and sustainable buildings requirements in the scope of the project.

Evaluation Measures

Evaluation measures for this goal include the OMB Sustainability/Energy Scorecard, the Federal Real Property Profile (FRPP) report, and the APP&R. The percent of the Department's sustainable building inventory is determined by data in the FRPP. The sustainable buildings goal is also an element included in the Department's annual Organizational Assessment sustainability rating.

Successes

The Department is currently red on the OMB Sustainability/Energy Scorecard sustainable buildings rating, however, there have been a number of successes in FY 2012 and FY 2013 to help move towards meeting the FY 2015 goal. Some of these successes include the NPS Mesa Verde Visitor and Research Center, and the net-zero energy Visitor Center at the FWS San Luis NWR. Additionally, a new approach for assessing existing buildings that considers the unique attributes and mission requirements of our inventory was recently developed. This approach will streamline the process of identifying sustainable buildings in the inventory. Also, the bureaus continue to ensure that sustainable building requirements are incorporated in new buildings. The Department is committed to promoting the preservation of historic properties as part of its sustainability strategy. Towards that end, the Department developed the online publication of *The Secretary of the Interior's Standards for Rehabilitation & Illustrated Guidelines on Sustainability for Rehabilitating Historic Buildings* at:

<http://www.nps.gov/tps/standards/rehabilitation/guidelines/index.htm>.

Challenges

The 15 percent requirement is a challenge for the Department's building inventory greater than 5,000 gsf for the following reasons:

- The amount of new construction is low relative to the size of our inventory. The Department does not build many new large buildings.
- The uniqueness of the Department's building inventory restricts opportunities to comply with the GPs. For example, the Department's building inventory includes:
 - A significant number of historic buildings comprising greater than 21 percent of the total square footage, which are required to comply with federal historic preservation statutes.
 - Many unique, large buildings which cannot possibly meet 100 percent of the GPs.

Lessons Learned

The Department faces major challenges due to the unique and historic buildings in its inventory. Since many of our buildings cannot meet the GPs as defined, due to their mission-related use and/or construction, we are now addressing building assessments in a manner that acknowledges our unique inventory and still represents the intent and spirit of the goal.

Planned Actions

The Department will:

- Continue to require compliance with the GPs in all new construction and major renovations.
- Have the Council's Sustainable Buildings Technical Workgroup address developing a metric to measure compliance with the Sustainable Locations for Federal Facilities.
- Continue to conduct semi-annual procurement data calls to determine if 95 percent of departmental procurement actions contain green attributes.

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- Request funding for the development and deployment of sustainable buildings awareness and assessment training.
- Implement the sustainable buildings strategy that addresses our unique inventory by requiring that buildings meet 100 percent of the applicable GPs to be counted as sustainable.
- Increase the number of sustainable buildings reported in the 2013 FRPP.

Goal 3: Fleet Management

The Energy Policy Act of 2005 (EPA Act) established an annual 2 percent petroleum reduction that equates to a FY 2012 fleet petroleum use reduction goal of 14 percent compared to 2005 and a 20 percent reduction goal by 2015.

The Department exceeded the FY 2012 reduction goal by achieving a 16.6 percent reduction in petroleum use and is on track to meet the 20 percent reduction by 2015. These reductions contribute to the scope 1 and 2 GHG emissions reductions.

Integration

Reducing GHG emissions through the Department's fleet management program is integrated with numerous federal mandates, initiatives, and the Department's strategic planning process. The EPA Act establishes annual goals to reduce petroleum use by 2 percent, and increase alternative fuel (AF) use by 10 percent. These goals are tracked on the Department's OMB Sustainability/Energy Scorecard, the Annual Motor Vehicle Report in the Federal Automotive Statistical Tool (FAST) system, the Department's APP&R and in reports to OMB, GSA, and DOE. The Department also continues to meet or exceed requirements established in the EPA Act, EISA, EO 13423 and EO 13514, and the GHG reduction efforts.

Evaluation Measures

The main source the Department uses to determine progress is the Annual Motor Vehicle fleet report as reported in the FAST system. The Department is currently deploying the Financial and Business Management System (FBMS) which will serve as the Department's fleet management information system (FMIS). Reduction in fleet petroleum use is evaluated on the OMB Sustainability/Energy Scorecard, and the increase in alternative fuel use is evaluated on the Department's APP&R. This goal is also an element included in the Department's annual Organizational Assessment sustainability rating.

Successes

The Department has seen significant reductions in the number and size vehicles in the fleet when compared to the FY 2005 baseline. The Department has reduced the fleet by nearly 9 percent, and has reduced petroleum consumption by over 14 percent, while increasing the use of AFs by over 100 percent in the same time period.

The Department has increased its number of alternative fuel vehicle (AFV) and hybrid vehicles to over 9,500 vehicles. This represents an increase of over 8,000 vehicles when compared to FY 2005. The Department has nearly 1,500 hybrid vehicles in the fleet, which reduce petroleum consumption, reduce carbon footprint, increase fuel-efficiency, and reduce dependence on foreign oil. The NPS, in partnership with DOE-Clean Cities, has provided 13 park units with technical assistance and guidance to replace conventional vehicles, increase AF use, and improve fuel economy and idle-reduction efforts.

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Challenges

Some of the main obstacles to achieving the outlined goals include the lack of resources, both personnel and budget related. The current, constrained budget environment makes significant increases in fleet management efficiency difficult. Another obstacle to “greening” federal fleets is the limited availability of AFs. The fueling infrastructure for AFs is lacking. Many of the Department’s remote locations preclude the consumption of large quantities of AFs because the fueling infrastructure is not present. Many departmental mission requirements, that is, drivability through rugged terrain, extreme weather conditions and unpaved roads, make certain types of vehicles incompatible. Until the ‘market share” and demand for AFs increase from the public at-large, the demand for the commercial market to provide AFs will remain low.

Lessons Learned

Annual reporting is not enough. With the deployment of FBMS, the Department will increase the internal scrutiny of its fleet management program. More data will be available through FBMS which will assist with making management decisions to make the fleet more efficient. This increased oversight into the program will give senior management and fleet managers more visibility into the program. Decisions will not be relegated to annual reports or through ad hoc data calls to bureaus. FBMS gives the Department the ability to change from inefficient practices to ones better suited to benefit the Department at more frequent intervals than annual reports. To address challenges due to budgetary constraints, the Department is encouraging lower cost actions that can be pursued on a volunteer basis, such as reducing vehicle miles travelled, motorpooling, or idle-reduction efforts.

Planned Actions

- The Department plans to fully use all the capabilities of FBMS as a FMIS and decision making tool.
 - Utilize the DOE/National Renewable Energy Laboratory’s Fleet Sustainability Dashboard, *FleetDASH*, to monitor progress on fuel efficiency.
- Partner with GSA and DOE to plan, acquire, and place vehicles in locations where AFs are readily available.
- Partner with GSA to acquire more hybrid vehicles.
- Plan and acquire more AFVs and hybrids, per the May 24, 2011, Presidential Memorandum.

Goal 4: Water Use Efficiency & Management

EO 13514 established the FY 2012 water intensity reduction goal of 10 percent relative to the FY 2007 baseline. In FY 2012, the Department reported potable water intensity at 55.6 gallons per gsf, which represents an 11.3 percent reduction relative to the FY 2007 baseline.

The Department preliminarily assessed non-potable water use. This assessment revealed that non-potable water is used for non-consumptive, mission-related functions with little opportunity for reductions. Water used for landscape watering and irrigation, building processes and cooling, as well as that used for human consumption, is included in the Department’s potable water use intensity and are opportunities for use reductions.

Integration

Water use efficiency and management is integral to the Department’s overall mission and strategic plan, as well as EOs and Presidential Memorandums. In 2010, the Department issued a Secretarial Order

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establishing a new water sustainability strategy for the United States called WaterSMART – Sustain and Manage America’s Resources for Tomorrow.

Evaluation Measures

Progress on the potable water intensity goal is tracked through FEMP’s GHG and Sustainability Data Report where water consumption is reported annually. Evaluation measures for this goal include the OMB Sustainability/Energy Scorecard. This goal is also an element included in the Department’s annual Organizational Assessment sustainability rating.

Successes

The Department’s bureaus conduct water audits to ensure efficient use of water and identify opportunities for water use reductions. The NPS is pursuing a regional ESPC in the National Capital Region, and the USGS is conducting a nationwide ESPC, and both will include water use assessments which will identify usage, needed repairs, and recommended water conservation measures.

In addition, bureaus design and install landscapes to reduce water use. The NPS completed the first of three phases to restore turf and improve drainage on the National Mall. The first phase included gutters and two large underground cisterns that collect stormwater. A below-grade pump station and a new irrigation system distribute the collected water. When all three phases are completed, the amount of potable water required for irrigating the Mall lawn will be reduced by approximately 7.56 million gallons per year (a savings of 67.5 percent). The collection of stormwater will also improve regional water quality by reducing the amount of flow from the Mall into the Washington area combined sewer system.

Challenges

Some mission-related water uses are dependent upon weather and can’t be quantified, such as care and feeding of animals and wildlife including endangered species; establishment and propagation of wildlife habitats; power generation and the distribution of water as a result of water rights, contracts, or Tribal agreements; and wildland firefighting. In addition, at many of the Department’s locations, water is supplied by on-site, unmetered wells.

Lessons Learned

The Department’s bureaus utilize DOE FEMP Water Conservation Best Management Practices in new construction and building renovations where applicable, to meet potable water conservation goals. Specifically, bureaus design and install low-flow or ultra-low-flow plumbing fixtures in all new facilities. Landscaping design emphasizes the use of native plant species, minimization or elimination of artificial irrigation, and maximizing efficiency of necessary irrigation through the use of drip systems, precipitation detection systems, and optimal timing.

Employee training and awareness further promote the Department’s efforts to achieve and sustain water conservation progress.

Planned Actions

The Department remains committed to the efficient use of water resources and will continue to make improvements in the delivery and use of water wherever feasible and practical. The Department’s bureaus continue to make progress on completing EISA-covered facility energy and water evaluations and will strive to meet the June 30, 2013, deadline for the completion of Cycle 2, Year 1 evaluations. Identified water conservation measures will be implemented pending availability of funding.

Goal 5: Pollution Prevention & Waste Reduction

In accordance with EO 13514, the Department has set goals to:

- Divert at least 50 percent of nonhazardous solid waste by FY 2015, excluding construction and demolition (C and D) debris
- Divert at least 50 percent C and D materials and debris by FY 2015

In FY 2012, the Department attained 63 percent waste diversion for nonhazardous solid waste, excluding C and D debris, and 75 percent waste diversion of C and D materials and debris.

Integration

Funding is requested annually to support the online database used to collect solid waste data. The Council's Strategic Work Plan also contains a proposed project to fund the online database.

Evaluation Measures

Solid waste data are collected annually through an online database. Almost 1,300 of the Department's facilities are asked to enter solid waste data each year. The facilities' data are rolled-up and approved at the regional, bureau, and Department levels. The system collects detailed information on the commodities recycled and whether waste is disposed of through waste-to-energy facilities. Waste diversion rates for non-hazardous, C and D waste and non-hazardous, non-C and D waste are calculated annually. In addition, amounts of waste that go to composting and waste-to-energy are collected.

Successes

Diversion of C and D waste has far exceeded the 50 percent goal for several years, due to successful recycling of road and parking lot asphalt. The Department achieved a 75 percent waste diversion rate for C and D waste for FY 2012. The amount of composted waste has also increased over 700 percent from 11,790 tons in FY 2010 to 99,180 tons in FY 2012.

Challenges

Due to the natural resource management mission of the Department, it will be very difficult to consistently meet the goal of 50 percent diversion of non-C and D, non-hazardous solid waste. There are various resource management activities including habitat restoration projects involving brush and debris removal and cleanups of illegal dumping, visitor waste, and debris from natural disasters, which produce large amounts of non-hazardous solid waste (tens of thousands of tons) that cannot be economically recycled. A goal of 50 percent waste diversion for municipal solid waste would be more achievable for the Department since it would include conventional office trash and not these other sources.

The availability of recycling and commercial composting facilities is also a challenge. Facilities would compost more material if there were more commercial composting facilities with the capacity to take their waste, and more compost/organic waste haulers to pick-up compostables. Many Department facilities are in extremely remote locations, where the nearest recycling center might be hundreds of miles away, making it inefficient to haul materials the long distance to be recycled, especially with rising fuel costs.

Improved training, education and outreach are needed to increase employee participation in recycling efforts, but there is a lack of financial and personnel resources to implement these programs.

Lessons Learned

Outreach and education are key. Achieving the 50 percent waste diversion goal relies on decisions and programs that are run at the facility level. Also, quantities of waste reported can vary widely from year to year depending on the activities taking place at Department sites. For example, in FY 2012, over 66,000

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tons of water hyacinth were composted at a Bureau of Reclamation (Reclamation) site because the state government was not able to execute a contract for herbicide application.

Planned Actions

Through FY 2013, the Department will continue to work towards improving its nonhazardous, non-C and D waste diversion rate through the Lifecycle Management Technical Workgroup. The Department also aims to continue to achieve waste diversion rates in excess of 50 percent for C and D waste. The *Greening the Department of the Interior* website will continue to be updated to provide best practices for waste management. This website is available at: <http://www.doi.gov/greening/index.cfm>.

Goal 6: Sustainable Acquisition

EO 13514 established a sustainable acquisition goal to ensure that 95 percent of new contract actions comply with green procurement requirements. In FY 2012, the Department achieved a 98 percent compliance rate in the third quarter and a 100 percent compliance rate in the fourth quarter.

Integration

The Department's sustainable acquisition program dovetails with EO 13514, the 2002 Farm Bill, and the Resource Conservation and Recovery Act of 1976. The Department established a sustainable acquisition goal to ensure that 95 percent of new contract actions, including task and delivery orders, are energy efficient, water efficient, bio-based, environmentally preferable, and use non-ozone depleting substances, and contain recycled content or are non-toxic or less toxic alternatives. Procurement personnel are offered quarterly training on the requirements.

Evaluation Measures

The Department conducts semi-annual data calls to review and measure contract actions to ensure that 95 percent comply with green purchasing requirements. Data is provided to OMB twice a year via the OMB Sustainability/Energy Scorecard, and meeting this goal is an element in the Department's annual Organizational Assessment sustainability rating.

Successes

The Department reached the goal of including green purchasing requirements in 95 percent of new contract actions in FY 2012 as set out in EO 13514. The Department attributes this success in part to the commitment of the workforce, its unique mission, and its training program. The Department's quarterly training and training on-demand is available not only to procurement personnel, but is also provided to program offices and charge card holders. The Department also has a Life Cycle Management Technical Work Group which provides a forum for discussion among procurement and solid waste subject matter experts from all bureaus/offices. End users/program managers are also encouraged to take part. Understanding how these program areas are interrelated drives a holistic look at the lifecycle of products and services being procured and the benefits of acquiring green products and services. The Department will continue to promote sustainable acquisition (with a special emphasis on biobased products) through setting and monitoring EMS goals and objectives, and providing comprehensive training available to all of the Department's personnel.

Challenges

A more robust version of the Federal Procurement Data System – Next Generation, (FPDS-NG) which addresses reporting of all green product attributes and mirrors reporting requirements, would assist all agencies and would also benefit OMB. Changes to the FPDS-NG would be initiated by the OMB.

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Lessons Learned

In order to give the Department's bureaus several weeks to conduct their own review of contracts to determine if 95 percent of contracts contain green purchasing requirements, the Department now sends out the green procurement data calls prior to receiving the latest guidance and request for information from OMB/CEQ . The Department has also learned that training is a constant ongoing requirement necessary for the long-term success of sustainable acquisition.

Planned Actions

The Department will continue to improve its strategies and actions through the Department's EMS to meet the sustainable acquisition goals as required by EO 13514. The Department will also continue its training, education, and acquisition management reviews. The Department plans to continue quarterly training programs with a special emphasis on biobased products and services that promote biobased products. The Department will continue to pursue increasing biobased product usage and will highlight success stories to encourage both its acceptance and usage.

Goal 7: Electronic Stewardship & Data Centers

EO 13514 established goals to promote electronic stewardship including ensuring procurement of Electronic Product Environmental Assessment Tool (EPEAT)-registered, Energy Star, and FEMP designated electronic products; implement policies to enable power management, duplex printing, and other environmentally preferable features on eligible electronic products; use environmentally sound practices for disposition of excess or surplus electronic products; and implement best management practices for energy-efficient management of servers and data centers.

The Department has implemented mandatory department-wide use of enterprise procurement solutions to ensure that laptops, desktops, and monitors are EPEAT-registered and energy efficient; is developing power management and duplex printing policies; uses only Responsible Recycling (R2) and e-Steward recyclers for excess or surplus electronic products; and will successfully close 48 data centers ahead of schedule by the end of FY 2013.

Integration

On August 31, 2012, the Department issued policy adopting the National Air and Space Administration's (NASA) Solutions for Enterprise Wide Procurement, Army Computer Hardware Enterprise Software and Solutions, and Army Desktop and Mobile Computing contracts mandatory procurement sources for the Department. These contracts provide EPEAT-registered and ENERGY STAR-qualified products. In October 2012, the Department implemented the Interior Asset Disposal System (IADS) to report excess personal property. On Earth Day 2013, the Department implemented the United States Federal Recycling Program (from the National Strategy on Electronic Stewardship document, July 2011). The program provides a free, safe and environmentally-friendly method for the disposal of sanitized, non-usable federal electronic assets.

Evaluation Measures

All personal property recycled, donated, sold, or exchanged is reported on the annual non-federal recipient report or the sale/exchange reports to GSA. The electronics stewardship program is also evaluated via the OMB Sustainability/Energy Scorecard and the Data Center Closure reports to OMB.

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Successes

Major achievements in FY 2012 and FY 2013 include: 1) the Department issued policy adopting the NASA Solutions for Enterprise Wide Procurement, Army Computer Hardware Enterprise Software and Solutions, and Army Desktop and Mobile Computing contracts; 2) adopted GSA Bulletin B-34, Disposal of Federal Electronic Assets guidance on reporting recyclable surplus equipment to R2 and e-Steward certified recycler; 3) implemented the IADS to report excess personal property; 4) successfully closed 42 data centers at the end of FY 2012 and another 6 data centers will close by the end of FY 2013; 5) became the first Federal Executive agency to sign a Memorandum of Understanding with the United States Postal Service to start using the Federal Recycling Program on Earth Day 2013; and 6) the Office of the Chief Information Officer (OCIO) completed the hosting study, to evaluate the impact of consolidating data center operations (which identified six core data centers), and identified the remaining agency “core” and “non-core” data centers and transmitted the study to OMB on May 14, 2013.

Challenges

The main focus for data centers has been on consolidation and not enhancing power metering facilities in data centers that could be shutting down. Non-core data centers have been identified; however, the schedule for closing 40 percent of the non-core data centers has yet to be developed. As part of the hosting study, the OCIO is evaluating which data centers will stay open and what resources are available to implement metering. The ability to deploy an Enterprise-wide System Center Configuration Manager (SCCM) system which can provide for global power management configuration management and reporting is diminished by the lack of sufficient resources. It is also a challenge to develop a measurement to ensure that 100 percent of all surplus electronic equipment is sent to R2 and/or e-Steward certified recyclers.

Lessons Learned

Communicating and educating employees is the key to achieving the objectives remaining on Goal 7, Electronic Stewardship and Data Centers (core/non-core). Also, coordinating, collaborating, and forming partnerships with departmental groups and subject matter experts such as property management, Electronics Stewardship Technical Workgroup representatives, and Council members helps to communicate electronics stewardship requirements.

Planned Actions

In FY 2013, issue the updated Electronic Stewardship Implementation Plan (ESIP) for FY 2013 - 2015. In FY 2013, issue the Department print management directive. In FY 2014, initiate training on the ESIP to help employees to develop their roadmap for success to achieve the ESIP goals and objectives; for example, safe environmental disposal using R2 and/or e-Steward certified recyclers for 100 percent non-functional electronics; closing data centers and increasing the use of metering at the remaining data centers as resources become available, and coaching on how efficiencies and environmentally preferable options and features can be achieved by applying power/print management initiatives.

Goal 8: Renewable Energy

The Department is dedicated to fulfilling the renewable electricity goals of EPO and EO 13423 by purchasing and generating electricity from renewable sources. In FY 2012, the Department used 53,948 megawatt-hours (MWh) of renewable electricity from self-generation and through renewable electricity purchases and credits. This represents 8.6 percent of the Department’s total facility electricity use and exceeds the EPO 2005 goal of 5 percent of facility electricity use. Of the 8.6 percent, 4.7 percent represents on-site renewable energy generation; 1.5 percent represents renewable electricity purchased through the utility company; and 2.4 percent represents the purchase of renewable energy credits (REC).

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The use of on-site renewable energy sources is encouraged if the development of the resource is economically, environmentally, and technically feasible.

Integration

Implementing renewable energy projects or purchasing renewable energy is integral to meeting the GHG emissions reduction and energy intensity reduction goals. The Department participates in the Defense Logistics Agency's (DLA) solicitation for RECs.

Evaluation Measures

Progress on the renewable energy goal is tracked through FEMP's GHG and Sustainability Data Report where renewable energy generation and consumption is reported annually. Evaluation measures for this goal include the OMB Sustainability/Energy Scorecard. This goal is also an element included in the Department's annual Organizational Assessment sustainability rating.

Successes

The bureaus have implemented many remarkable on-site renewable energy projects. Reclamation recently completed the construction of its Date Street Complex in Boulder City, Nevada, which utilizes a 135 kilowatt (kW) photovoltaic (PV) system to generate enough electricity to provide 62 percent of the building's annual energy demand. The NPS Alcatraz Island Golden Gate National Recreation Area in California, completed a multi-phased installation of a 307 kW PV system to replace diesel-generated power on the island. The USGS completed an energy retrofit of the National Wildlife Health Center in Madison, Wisconsin, through an ESPC. In addition to annual energy savings of 5,825 million British thermal units, a 72.2 kW PV system was installed that provides 3.9 percent of the electricity needs of the site. Many bureaus provide interpretive displays to educate the visiting public about renewable energy projects implemented on site. In FY 2012, the Department exceeded its renewable electricity goal of 5 percent by achieving 8.6 percent.

Challenges

Budget constraints are a challenge. Projects are screened for potential on-site renewable energy components throughout the planning and design process. Additionally, implementing renewable energy components through performance contracting often requires supplemental funding to buy down the financed amount.

Lessons Learned

Purchasing RECs and renewable energy from utility providers are viable options to help meet the renewable energy goal when on-site implementation is limited.

Planned Actions

In FY 2013, the renewable energy goal increases to 7.5 percent of facility electricity consumption. The Department will meet this goal through the continued use of on-site renewable projects and purchases of renewable energy and RECs. These purchases further stimulate the industry to increase production.

Goal 9: Climate Change Resilience

The Department is committed to addressing climate change and has adopted a new Climate Change Adaptation Policy, which is currently being implemented. The Department has also developed a Climate Change Adaptation Plan that focuses on both agency-wide and bureau-level actions in FY 2013 and beyond.

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Integration

Climate change resilience is a new Goal in the 2013 SSPP. This report describes the Department's efforts over the past several years including the release of the Department's Climate Change Adaptation Plan for FY 2013.

The Department's climate change adaptation efforts have been integrated with numerous initiatives, including but not limited to the Interagency Climate Change Adaptation Task Force, the U.S. Global Change Research Program, the National Ocean Policy, the Landscape Conservation Cooperatives (LCCs), the Climate Science Centers (CSCs), and the National Fish, Wildlife, and Plants Climate Adaptation Strategy. The Department's FY 2013 Climate Change Adaptation Plan and the Department's Climate Change Adaptation Policy emphasize the importance of integrating and collaborating with related efforts by other groups.

Climate change adaptation is addressed in the Department's strategic planning and budgeting processes, and is an Agency Priority Goal in the Department's Strategic Plan for FY 2011-2016.

Evaluation Measures

Mainstreaming climate change into decision making for agency-wide programs is the Department's overarching strategy under the Climate Change Resilience Goal and aligns with the Department's Climate Change Adaptation Policy (Departmental Manual (DM), Part 523, Chapter 1, <http://elips.doi.gov/elips/0/doc/3741/Page1.aspx%20>). All other strategies that the Department is pursuing under Goal 9 are incorporated into this overarching strategy. Evaluation measures for the Department's strategies are listed in Table 9: Goal 9 Strategies – Climate Change Resilience.

Successes

The Department has a number of successful initiatives, including:

- Completion and roll-out of the Department's Climate Change Adaptation Policy, which describes the Department's approach and outlines responsibilities of bureaus and offices.
- Implementation of the nationwide network of LCCs, which address climate change and other conservation challenges facing land and resource managers.
- Creation of eight CSCs, managed by the USGS on behalf of the Department, which are collaborative entities that provide scientific information, tools, and techniques for resource managers and others.
- Successful achievement of interim milestones to complete vulnerability assessments and initiation of adaptation actions for the climate change adaptation Agency Priority Goal, which is included in the Department's Strategic Plan, available at: http://www.doi.gov/pmb/ppp/upload/DOI_StrategicPlan_fy2011_2016.pdf. The Department is on track to accomplish all targets for the FY 2012/2013 goal cycle.
- Completion of the National Fish, Wildlife and Plants Climate Adaptation Strategy in partnership with other federal and state wildlife agencies providing a common basis for action on climate change adaptation.

Challenges & Lessons Learned

The Department has made significant progress, yet challenges remain, including:

- Climate change adaptation involves ongoing assimilation of scientific and other information, integrating new knowledge into complex decision processes, and making decisions under substantial uncertainty.
- Evaluating climate change adaptation actions is hindered by the challenge of accurately quantifying reduced risk from events that may occur years or decades in the future.

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- Climate change adaptation is relatively new to many individuals and entities which necessitates ongoing communication, training, and capacity building.
- The Department is continuing to integrate climate change adaptation into programs, policies, and operations at a time of fiscal constraint. Budgetary conditions may limit the climate change science and adaptation actions that the Department can conduct.
- Bureaus have different missions and capacity for addressing climate change. A one-size-fits-all approach will not work.

Planned Actions

The Department has identified five Climate Change Resilience strategies that it is pursuing under Goal 9:

- *Mainstream and integrate climate change adaptation.* This strategy aligns with the Department's Climate Change Adaptation Policy and encompasses the remaining four strategies under Goal 9.
- *Ensure agency principals demonstrate commitment to adaptation.* Commitment will be demonstrated through oversight of the Department's Climate Change Adaptation Policy, including regular reporting by bureau and office directors.
- *Ensure workforce protocols and policies reflect projected health and safety impacts of climate change.* The Office of Occupational Safety and Health (OSH) will update its Occupational Medicine Handbook and other relevant policies and guidance to address climate change impacts to employee, volunteer and visitor safety and health.
- *Update agency external programs and policies to incentivize planning for, and addressing impacts of, climate change.* The Department's bureaus will incentivize integration of climate change considerations into external programs and track non-federal dollars leveraged.
- *Ensure that investments in facilities and infrastructure account for the projected impacts of climate change.* The Department and bureaus will incorporate climate change considerations into such investments, and will focus initial tracking and reporting on larger investments.

Progress on Administration Priorities

Climate Change Adaptation Plans

The Department's approach to climate change adaptation is underscored by the Climate Change Adaptation Policy (523 DM 1) and Secretarial Order 3289, issued September 2009 (amended February, 2010). The Department and its bureaus are also actively engaged in national-level interagency efforts such as the Climate Change Adaptation Task Force, the U.S. Global Change Research Program, and the National Ocean Council to name a few. Many related regional and local programs and projects are underway with the Department's bureaus working with federal, state, tribal, and other partners. Two regional examples of note are CSCs and LCCs.

The Department and its bureaus have established and engaged in programs to understand and address climate change impacts, and have begun to integrate adaptation into operations, programs, planning, and policies. With respect to the FY 2013 Climate Change Adaptation Plan, the Department has made significant progress towards completing all actions that were identified:

- Completed a climate change adaptation policy in the DM. Implementation is underway.
- Making progress in meeting the Department's climate change adaptation Agency Priority Goal for FY 2012/2013 and considering possible next steps.

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- Considering how priorities and actions called-for in cross-cutting planning efforts align with bureau missions and activities. Cross-cutting planning efforts include the National Fish, Wildlife and Plants Climate Adaptation Strategy, the “National Action Plan: Priorities for Managing Freshwater Resources in a Changing Climate,” and the National Ocean Policy Implementation Plan.
- Implementing all but one of the CSC strategic science plans. The Pacific Islands CSC has not completed its strategic science plan due to the sequestration, and does not have a permanent Director.
- Preparing a chapter evaluating how economics plays a role in the Department’s climate change adaptation activities for the annual report that addresses economic issues relevant to the Department.

The following list of bullets summarizes bureaus’ actions and status regarding climate change adaptation. Each bureau has different responsibilities and must approach adaptation to climate change in their own way.

- The Bureau of Indian Affairs (BIA) has established a climate change adaptation program, including one full-time staff in Washington, DC, a network of regional liaisons, and a grant program to support tribal climate change adaptation planning.
- The BLM is addressing climate change as one of several important stressors affecting their ability to fulfill their multiple-use mandate. With regional partners, both federal and non-federal, they are undertaking a series of landscape-scale Rapid Ecoregional Assessments (REAs) which aim to assess how climate change and other change agents may impact regionally-important habitats for fish, wildlife, and species of concern, and this will inform resource management. The BLM released REAs for the Colorado Plateau and Sonoran Desert in February and March, 2013, respectively.
- The Bureau of Ocean Energy Management (BOEM) has long-term research projects that provide information about the impacts of climate change. BOEM integrates climate change science in the National Studies Development Plan for its Environmental Studies Program. The BOEM Environmental Assessment Program integrates climate change into decision support documents.
- Reclamation is comprehensively evaluating the possible impacts of climate change on its ability to deliver water and hydropower. In April, 2011, Reclamation issued a report assessing potential climate change impacts to western water supplies. Reclamation also worked with agency partners to prepare the "National Action Plan - Priorities for Managing Freshwater Resources in a Changing Climate." Furthermore, it has partnered with the U.S. Army Corps of Engineers to understand how to address climate change impacts, including a report in 2011, "Addressing Climate Change in Long-Term Water Resources Planning and Management."
- The NPS is taking a comprehensive approach to addressing climate change. They have issued a strategy (2010) and an action plan (2012 - 2014), developed training for staff, disseminated talking points for rangers when speaking with visitors, and incorporated climate change adaptation considerations into planning.
- The FWS issued a strategic plan (2010), worked with a variety of federal and non-federal partners to develop the National Fish, Wildlife and Plants Climate Adaptation Strategy (2013), helped initiate a nationwide network of LCCs that address climate change and other stressors impacting land and resource management at the landscape scale, and developed a suite of climate change adaptation training courses and modules.
- The USGS performs extensive research, science coordination, and scientific tool building in support of climate change adaptation. The National Climate Change and Wildlife Science Center undertakes research in this arena. The CSCs, which the USGS manages on behalf of the Department, are located around the country and provide scientific information, tools, and support. On May 8, 2013, the Department stood up the Advisory Committee on Climate Change and

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Natural Resources Science to advise the Secretary about the National Climate Change and Wildlife Science Center and the CSCs.

Public Comments on FY 2013 Climate Change Adaptation Plan

The two-month public comment period for the Department's FY 2013 Climate Change Adaptation Plan closed on April 12, 2013. The Department received 12 comments on its plan: five from nonprofit groups, one from a state agency, one from a local agency, one from a group affiliated with an educational institution, three from the Department's employees, and one from a private citizen.

In general, comments were supportive of the Department's effort to develop an overarching approach to address climate change impacts. Notable comments include:

- Urging coordination across the federal family as well as with non-federal government and non-government partners.
- Supporting the ecosystem-based management approach described in the Plan. Commenters encouraged the Department to consider natural infrastructure and ecosystem services. Also, commenters pointed out that ecosystem-based management is a complement, not an alternative, to sector- and species-specific management.
- Supporting the Plan's emphasis on addressing multiple stressors, of which climate change is one.
- Complimenting the Plan's consideration of indigenous communities. Several commenters noted a need to specifically mention Native Hawaiians and Pacific Islanders.
- Urging the Department to consider climate change mitigation and adaptation in concert.
- Stressing a need to incorporate climate change considerations into National Environmental Policy Act environmental review processes.
- Suggesting that the Department add more specifics about implementation of the concepts and goals in the Plan.
- Recommending that the Department address activities and interests outside U.S. boundaries.

The Department appreciates these comments and will take them into consideration when developing guidance and updating its plan.

Fleet Management Plans

The Department uses its motor vehicle fleet to accomplish its diverse mission, often in remote locations throughout the country. The Department currently manages approximately 70,000 employees and 280,000 volunteers and owns and operates approximately 43,000 buildings, 75,000 structures, and 33,000 vehicles at 2,400 locations in over ½ billion acres across the United States, Puerto Rico, and U.S. Territories.

The Department implemented the fleet management improvement strategy in conjunction with the vehicle allocation methodology (VAM) submission in March 2013. This fleet management plan outlines strategies to move the Department towards the goal of improved fleet management efficiency and effectiveness. The Department's fleet management program provides support to manage over 33,000 fleet motor vehicles nationwide, including nearly 8,000 AFVs and over 1,300 hybrid vehicles. As the plan is implemented, it will serve as a key tool to achieve fleet optimization and streamline the Department's fleet.

Energy Savings Performance Contracts

The Presidential Memorandum of December 2, 2011, established a government-wide goal of \$2 billion in ESPC project awards by December 2013. Each federal agency was required to commit to a funding level award amount to be contributed to the \$2 billion goal. The Department committed to \$5 million in ESPC awards by the end of December 2013. Three ESPC projects are being pursued: the NPS Isle Royale,

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Phase 1 and 2 and the USGS Multi-Site ESPC for an estimated project value of \$22 million. One project has been awarded – the NPS Isle Royale Phase 1 with the other projects in various stages of development. All projects have anticipated award dates by December 31, 2013. The Department’s Energy Program Manager updates the official reporting system for ESPC data, OMB MaxCollect, monthly as each project progresses.

Biobased Purchasing Strategies

The Department actively embraces and promotes the biobased programs by undertaking a number of activities to increase its purchase of biobased products. The Department offers live webinar-based training quarterly to contract personnel, charge card holders, and program managers. The Department specifically emphasizes the importance of accurately reporting biobased purchases through FPDS-NG. The Department is including biobased clauses in construction and janitorial contracts. The Department is also adopting the promotion of biobased firearm cleaners, department-wide. Through these efforts, the Department is poised to increase its biobased consumption by 50 percent each year over the prior year.

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Agency Climate Change Resilience

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Size & Scope of Agency Operations

Table 1: Agency Size & Scope

Agency Size & Scope	FY 2011	FY 2012
Total Number of Employees as Reported in the President's Budget	70,487	70,003
Total Acres of Land Managed	500,000,000	500,000,000
Total Number of Buildings Owned	41,817	42,902
Total Number of Buildings Leased (GSA and Non-GSA Lease)	1,347	1,237
Total Buildings Square Feet	118,700,000	121,900,000
Operates in Number of Locations Throughout U.S.	2,372	2,372
Operates in Number of Locations Outside of U.S.	28	28
Total Number of Fleet Vehicles Owned	23,844	24,037
Total Number of Fleet Vehicles Leased	9,645	9,938
Total Number of Exempted-Fleet Vehicles (Tactical, Law Enforcement, Emergency, Etc.)	4,334	4,334
Total Amount Contracts Awarded as Reported in FPDS (\$Millions)	2,549	2,586

Goal 1: Greenhouse Gas (GHG) Reduction

Agency Progress toward Scope 1 & 2 GHG Goals

E.O. 13514 requires each agency establish a Scope 1 & 2 GHG emission reduction target to be achieved by FY 2020. The red bar represents the agency's FY 2008 baseline. The green bar represents the FY 2020 target reduction. The blue bars represent annual agency progress towards achieving this target. The percentage at the top of each

bar represents the reduction or increase from the FY 2008 baseline. A negative percentage value indicates that the emissions have decreased compared to the 2008 baseline.

DOI Progress toward Scope 1 & 2 Greenhouse Gas Goals

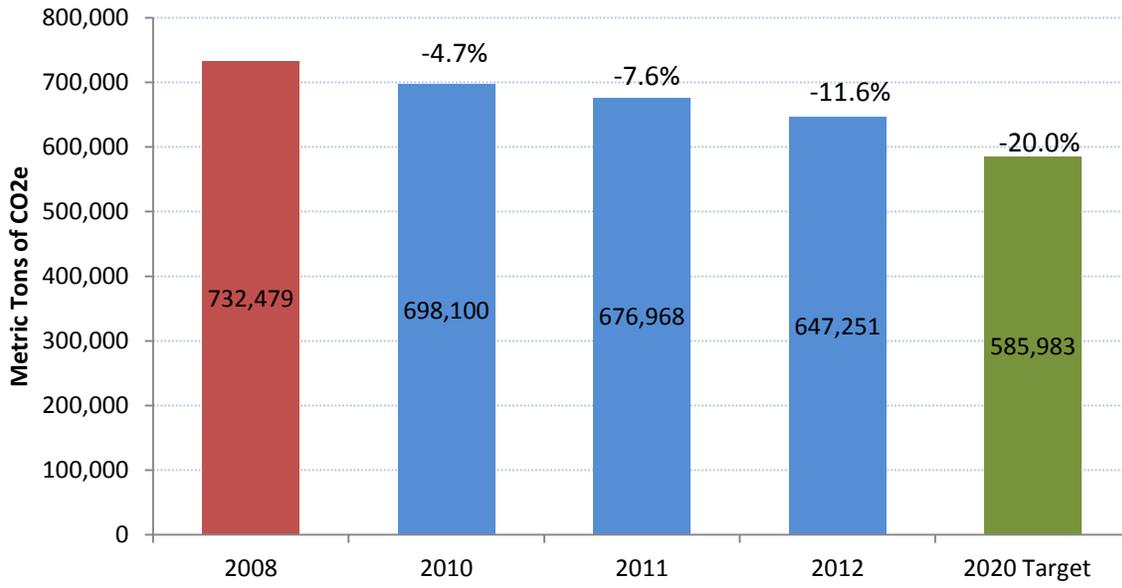


Table 1-1: Goal 1 Strategies - Scope 1 & 2 GHG Reductions

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy Narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in next 12 months
Use the FEMP GHG emission report to identify/target high emission categories and implement specific actions to resolve high emission areas identified.	Yes	The FEMP GHG and Sustainability Data Report is used to document the Department's progress in meeting the GHG reduction goal. Data from the report are presented graphically to provide the Department's senior management a visual of the Department's progress and the overall make-up of its GHG emissions.	Reduce Scope 1 and 2 GHG emissions by 20 percent by FY 2020 relative to FY 2008, with annual reduction targets of 2 percent per year.
Ensure that all major renovations and new building designs are 30% more efficient than applicable code.	No	The Department's bureaus design in accordance with 10 CFR 433 - 435 as appropriate. These building designs are reported in the FEMP GHG Data Report.	
Implement in EISA 432 covered facilities all life-cycle cost effective ECMs identified.	No	Due to budget constraints, all identified ECMs are not implemented. Identified ECMs are prioritized and entered into bureaus' maintenance management systems and implemented when funding is available.	
Reduce on-site fossil-fuel consumption by installing more efficient boilers, generators, furnaces, etc. and/or use renewable fuels.	Yes	The Department's bureaus strive to reduce on-site fossil fuel consumption through the implementation of energy efficient and renewable energy technologies. The NPS Alcatraz Island Golden Gate National Recreation Area, California, completed a multi-phased installation of a 307 kW PV system to replace diesel generated power on the island.	In FY 2012, the Department reduced fossil fuel consumption (w/o electricity) by 6 percent since FY 2011. This reduction is also reflected in the energy intensity metric - FY 2013 energy intensity goal is a 25 percent reduction relative to FY 2003.
Reduce grid-supplied electricity consumption by improving/upgrading motors, boilers, HVAC,	Yes	The Department's bureaus strive to reduce grid-supplied electricity consumption through the implementation of energy efficient and renewable energy	In FY 2012, the Department reduced grid-supplied electricity consumption by 5.7 percent from FY 2011. This reduc-

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy Narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in next 12 months
chillers, compressors, lighting, etc.		technologies. The FWS opened a new net-zero energy, Visitor Center at San Luis NWR in California. A roof-mounted 55 kW PV system is designed to generate all the electricity needs for the building.	tion is also reflected in the energy intensity metric - FY 2013 energy intensity goal is a 25 percent reduction relative to FY 2003.
Employ operations and management best practices for energy consuming and emission generating equipment.	Yes	The Department's bureaus employ best management practices to reduce energy consumption and GHG emissions. Reclamation's regions are evaluating and replacing older refrigerant-based equipment with new EPA-approved models.	Utilizing energy management best management practices has a positive impact on agency energy intensity metric as well as GHG emissions reductions. This practice is also reflected in the GHG metric - Reduce Scope 1 and 2 GHG emissions by 20 percent by FY 2020 relative to FY 2008, with annual reduction targets of 2 percent per year.
Install building utility meters and benchmark performance to track energy and continuously optimize performance.	Yes	The Department's bureaus install building utility meters - electricity, natural gas, and steam - in all appropriate buildings in accordance with the EAct of 2005 and EISA. Bureaus strive to benchmark metered buildings in accordance with Section 432 of EISA.	Meter all appropriate buildings for electricity by October 1, 2012; and meter all appropriate buildings for natural gas and steam by October 1, 2016.

Agency Progress towards Scope 3 GHG Goal

E.O. 13514 requires each agency establish a Scope 3 GHG emission reduction target to be achieved by FY 2020. The red bar represents the agency's FY 2008 baseline. The green bar represents the FY 2020 reduction target. The blue bars represent annual agency progress on achieving this target. The percentage at the top of each bar represents the reduction or increase from the FY 2008 baseline. A negative percentage value indicates that the emissions have been decreased compared to the FY 2008 baseline.

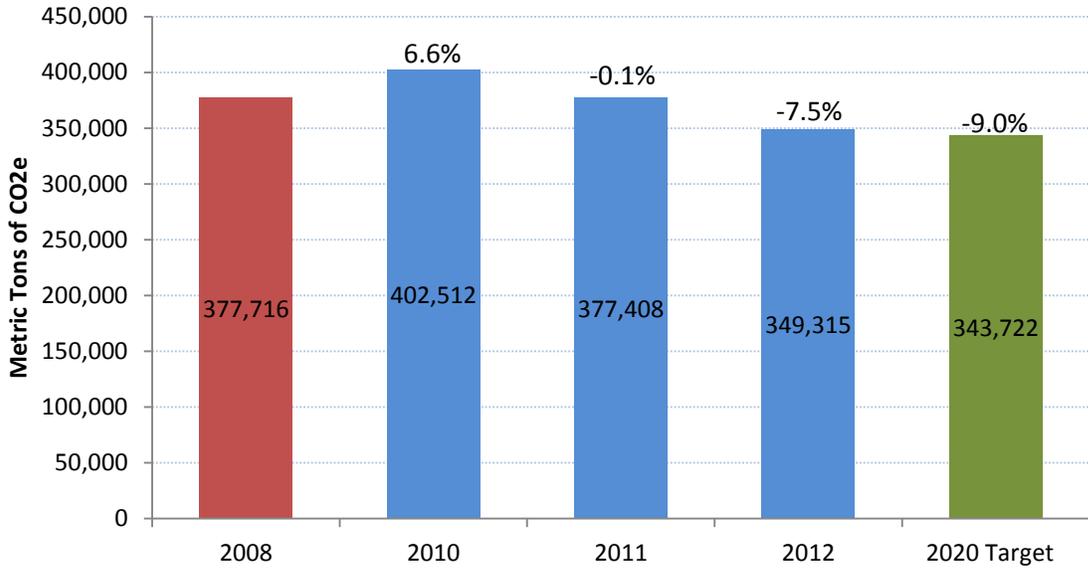


Table 1-2: Goal 1 Strategies - Scope 3 GHG Reductions

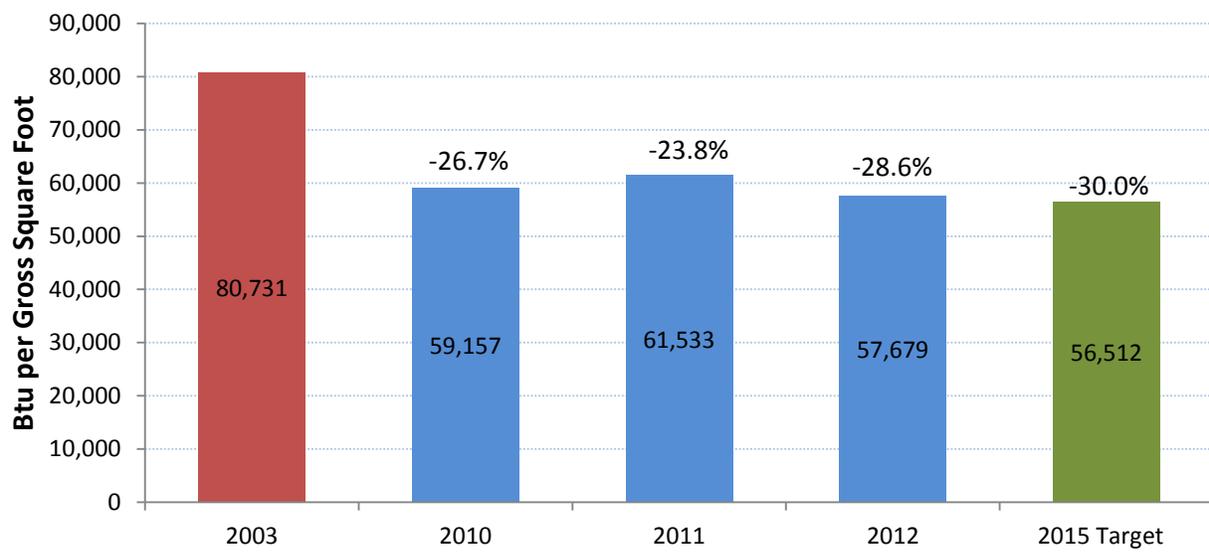
(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy Narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in next 12 months
Reduce employee business ground travel.	Yes	Approval of travel must be done at the Assistant Secretary level for the respective bureaus. Encouraging the use of telephonic and video technology. Employees must justify why the technologies cannot be used.	For FY 2013 the Department has set a target to reduce business air and ground travel expenditures by 30 percent of the FY 2012 level.
Reduce employee business air travel.	Yes	Approval of travel must be done at the Assistant Secretary level for the respective bureaus. Encouraging the use of telephonic and video technology. Employees must justify why the technologies cannot be used.	For FY 2013 the Department has set a target to reduce business air and ground travel expenditures by 30 percent of the FY 2012 level.
Develop and deploy employee commuter reduction plan.	No	The Department has not developed an Employee Commuter Reduction Plan.	
Use employee commuting survey to identify opportunities and strategies for reducing commuter emissions.	Yes	The Department has not established formal strategies for reducing commuter emissions at the department-level, but data are provided to bureaus that may use the data to address employee commuting emissions.	Employee commuting is a component of the scope 3 GHG emissions total, which has a target reduction rate of 0.9 percent per year.
Increase number of employees eligible for telework and/or the total number of days teleworked.	Yes	Maintain Department guidance, continue reporting participation to organization leaders every pay period and quarterly, discuss at meetings of human capital officials, make info available through a web page.	Metric is percent of eligible employees who telework: Goal for FY 2013-11.9 percent; FY 2014-12.8 percent; FY 2015-13.7 percent; FY 2016-14.6 percent, FY 2017-15.6 percent; FY 2018-16.7 percent; FY 2019-17.9 percent, FY 2020-19.1 percent.
Develop and implement bicycle commuter program	Yes	The Department is drafting a DM chapter, which will establish policy allowing employees to receive a bicycle commuting subsidy. The policy will be accompanied by a bicycle commuting handbook. The Department has	The Department is aiming to have the DM chapter on the bicycle commuting subsidy completed in FY 2014.

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy Narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in next 12 months
		established a partnership with Capital Bike-share, and, since 2011, has made 500 corporate-level gold memberships available to full-time employees in the Washington, DC, area and provided bicycle safety training. The Agency SSO issued an All Employee email message encouraging employees to participate in the 2013 Federal Bike to Work Challenge.	
Provide bicycle commuting infrastructure	No	Facilities throughout the Department provide bicycle commuting infrastructure, though the number and status of these facilities is not tracked at the Department level. For example, commuter showers and secure bicycle parking are available in the Main Interior Building (MIB). Due to funding cuts, it is unlikely that additional bicycle commuting infrastructure will be added in FY 2013.	

Goal 2: Sustainable Buildings

Agency Progress toward Facility Energy Intensity Reduction Goal

E.O. 13514 Section 2 requires that agencies consider building energy intensity reductions. Further, the Energy Independence and Security Act of 2007 (EISA) requires each agency to reduce energy intensity 30 percent by FY 2015 as compared to the FY 2003 baseline. Agencies are expected to reduce energy intensity by 3 percent annually to meet the goal. The red bar represents the agency's FY 2003 baseline. The green bar represents the FY 2015 target reduction. The blue bars show annual agency progress on achieving this target. The percentage at the top of each bar represents the reduction or increase from the FY 2003 baseline. A negative percentage value indicates that the energy intensity has been decreased compared to the FY 2003 baseline.



Agency Progress toward Total Buildings Meeting the Guiding Principles

E.O. 13514 requires that by FY 2015, 15 percent of agencies' new, existing, and leased buildings greater than 5,000 square feet meet the Guiding Principles. In order to meet the FY 2015 goal, agencies should have increased the percentage of conforming buildings by approximately 2 percent annually from their FY 2007 baseline. The green bar represents the FY 2015 target. The blue bars represent annual agency progress on achieving this target.

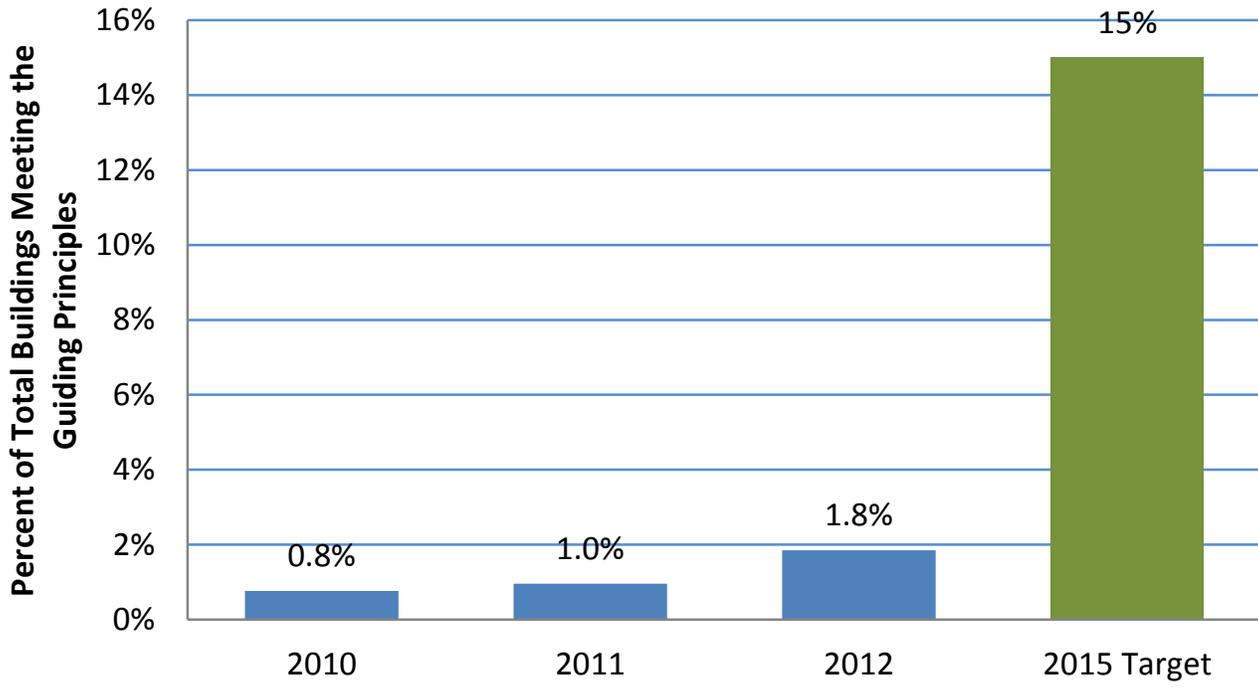


Table 2: Goal 2 Strategies – Sustainable Buildings

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy Narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in next 12 months
<p>Incorporate green building specifications into all new construction and major renovation projects.</p>	<p>Yes</p>	<p>The Department issued policy that all new construction and major renovation projects above the capital asset threshold (greater than 5,000 gsf) will comply with the GPs. The policy is outlined in the Department’s SBIP. The Department also developed a Sustainable Buildings Assessment and Compliance Tool (Tool) with checklists based on GP requirements, including a checklist with “Guidance for Renovations of Historic Buildings.” The Tool was issued as part of the SBIP and was included in the Department’s Guidance for American Recovery and Reinvestment Act Requirements.</p>	<p>OMB Sustainability/Energy Scorecard: Percent of building inventory greater than 5,000 gsf that is sustainable.</p>
<p>Redesign or lease interior space to reduce energy use by daylighting, space optimization, sensors/control system installation, etc.</p>	<p>Yes</p>	<p>The Department has limited authority and resources to redesign GSA provided leased space. For direct leased space, the Department's SBIP outlines lease requirements for energy and other conservation measures. The BLM, the largest leaser of buildings in the Department, includes energy and other conservation requirements in accordance with Department policy in their lease agreements.</p>	<p>The degree to which leases are able to be redesigned or include energy efficient and other conservation requirements.</p>
<p>Deploy CEQ's Implementing Instructions - Sustainable Locations for Federal Facilities.</p>	<p>No</p>	<p>The Department supports and incorporates Sustainable Locations principles into Agency procedures for owned facilities, project selection, and execution. These principles support the Department’s mission of protecting America's natural resources, heritage, and historic buildings. For example, many historic buildings were placed in sustainable locations. The largest centers of employee population are in large metropolitan areas; which are already planned, zoned, developed, and utilized in great accord with the</p>	

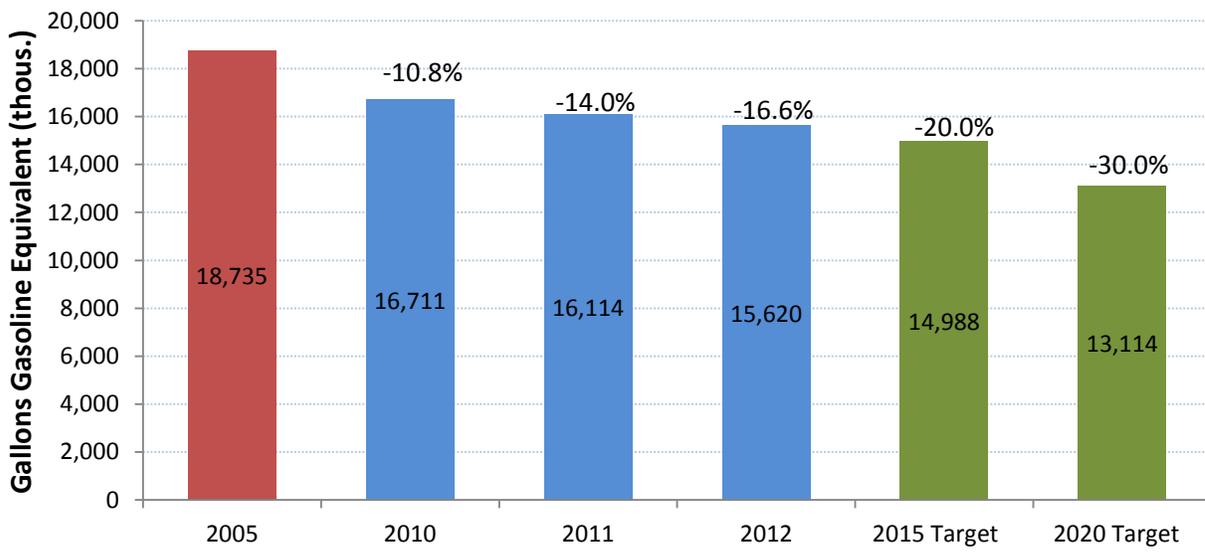
(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy Narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in next 12 months
		GPs. The Department doesn't own buildings in these locations; but occupies space under agreements with GSA. Policy changes affecting these agreements are managed through GSA and the Federal Management Regulations.	
Include in every construction contract all applicable sustainable acquisition requirements be met for recycled, biobased, energy efficient, and environmentally preferable products.	Yes	The Department requires strict adherence to the Federal Acquisition Regulations (FAR) as they pertain to construction contracts.	The Department conducts semi - annual green procurement data calls to measure whether 95 percent of Department procurement actions comply with sustainable acquisition requirements.
Develop and deploy energy and sustainability training for all facility and energy managers.	Yes	The Department developed and deployed EMS Awareness Training targeted for the Council which includes many energy and facility managers. In addition, the Department publishes an energy management newsletter biannually which informs bureau energy managers of goals, policy issues, accomplishments, and training opportunities. An example includes the Illustrated Guidelines on Sustainability for Rehabilitating Historic Buildings at www.nps.gov/tps/standards/rehabilitation/guidelines/index.htm . Bureau energy and facility personnel take advantage of DOE FEMP training whenever possible, along with other types of free training opportunities. Unfortunately, formal training has been severely constrained due to the budget situation.	FY 2014 funding will be requested for the development and deployment of sustainable buildings awareness and assessment training.
Address our sustainable buildings goal challenges in a manner that	Yes	Since many of our buildings cannot meet the GPs as defined, due to their mission-related use and/or construction, we are now addressing	Increase in the percentage of the Department's building inventory

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy Narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in next 12 months
acknowledges our unique inventory and still represents the intent and spirit of the goal.		building assessments in a manner that acknowledges our unique inventory and still represents the intent and spirit of the goal. The strategy requires buildings to meet 100 percent of the applicable GPs to be counted as sustainable.	(greater than 5,000 gsf) that is designated as sustainable.

Goal 3: Fleet Management

Agency Progress toward Fleet Petroleum Use Reduction Goal

E.O. 13514 and the Energy Independence and Security Act of 2007 (EISA) require that by FY 2015 agencies reduce fleet petroleum use by 20 percent compared to a FY 2005 baseline. Agencies are expected to achieve at least a 2 percent annual reduction and a 30 percent reduction is required by FY 2020. The red bar represents the agency's FY 2005 baseline. The green bars represent the FY 2015 and FY 2020 target reductions. The blue bars represent annual agency progress on achieving these targets. The percentage at the top of each bar represents the reduction or increase from the FY 2005 baseline. A negative percentage indicates a decrease in fleet petroleum use.



Agency Progress toward Fleet Alternative Fuel Consumption Goal

E.O. 13423 requires that agencies increase total alternative fuel consumption by 10 percent annually from the prior year starting in FY 2005. By FY 2015, agencies must increase alternative fuel use by 159.4 percent, relative to FY 2005. The red bar represents the agency's FY 2005 baseline. The green bar represents the FY 2015 target. The blue bars represent annual agency progress on achieving this target. The percentage at the top of each bar represents the reduction or increase from the FY 2005 baseline. A negative percentage indicates a decrease in fleet alternative fuel use.

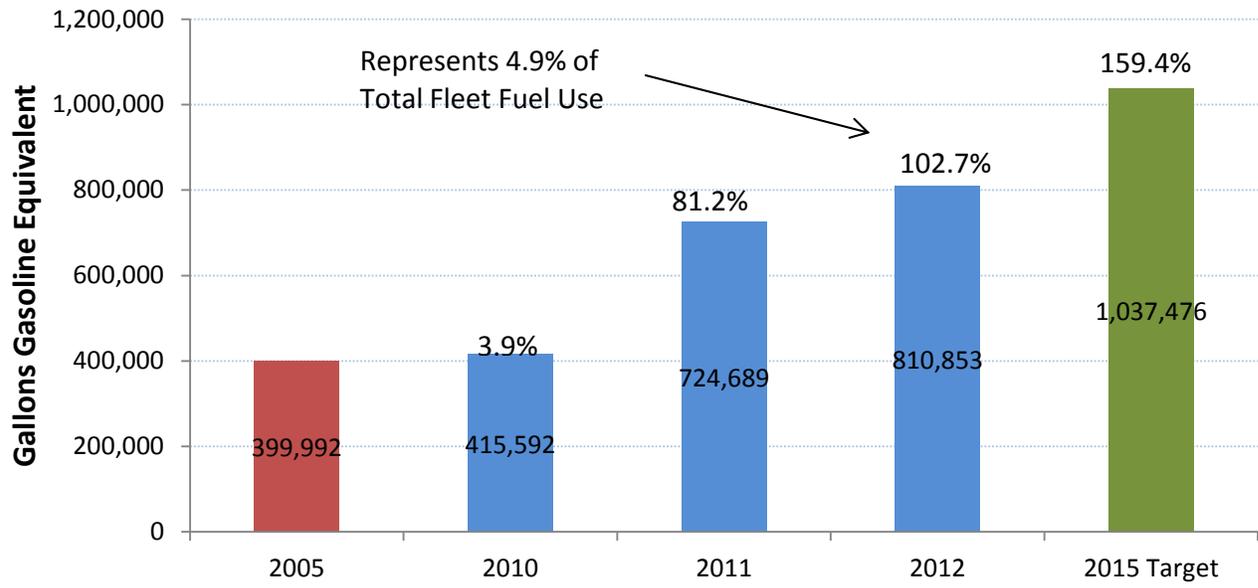


Table 3: Goal 3 Strategies – Fleet Management

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy Narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in next 12 months
Optimize/Rightsize the composition of the fleet (e.g., reduce vehicle size, eliminate underutilized vehicles, acquire and locate vehicles to match local fuel infrastructure).	Yes	The Department’s fleet optimization/right-sizing requirements are contained in the Department’s Fleet Management Policy (412 DM) and the Department’s Fleet Management Handbook.	Bureau fleet inventory target goals will be set as per the VAM for optimum fleet size by September 30, 2013.
Reduce miles traveled (e.g., share vehicles, improve routing with telematics, eliminate trips, improve scheduling, use shuttles, etc.).	No	There is not a specific departmental goal to reduce the number of vehicle miles traveled. But, when fleet inventory reduction goals are realized, the Department anticipates a similar reduction in the number of miles traveled.	
For light-duty vehicles, acquire only highly fuel-efficient, low greenhouse gas-emitting vehicles and alternative fuel vehicles (AFVs).	Yes	The Department is striving to comply with the May 2011 Presidential Memorandum which indicates that after December 31, 2015, all light-duty acquisitions must be AFVs. The Department has held workshops with bureau personnel to discuss and develop strategies to achieve the goal. The goal is also identified in the Department’s Fleet Management Plan which was created in accordance with the FY 2012 VAM analysis.	As per the May 2011 Presidential Memorandum, by January 2016, all light-duty vehicle acquisitions will be fuel efficient, low GHG-emitting, or AFVs.
Increase utilization of alternative fuel in dual-fuel vehicles.	Yes	The Department is coordinating with DOE and GSA to place vehicles in locations where the AF is available.	Train the Department’s personnel on the DOE AF locator system to assist with strategically placing AFVs and increasing use of AFs. The Department will conduct this training, in conjunction with the implementation of the

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy Narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in next 12 months
			DOE/FEMP Fleet Dashboard, by September 30, 2013.
Use a Fleet Management Information System to track fuel consumption throughout the year for agency-owned, GSA-leased, and commercially-leased vehicles.	Yes	The FBMS is the Department's FMIS.	All bureaus will be fully deployed on FBMS by December 31, 2013.
Increase GSA leased vehicles and decrease agency-owned fleet vehicles, when cost effective.	Yes	The Department is exploring the opportunities to increase the number of GSA leased vehicles. The Department is entering into an agreement with GSA to replace owned sedans with GSA-leased hybrid ones.	The Department has agreed to replace up to 300 owned sedans with GSA-leased hybrids by September 30, 2014.

Goal 4: Water Use Efficiency & Management

Agency Progress toward Potable Water Intensity Reduction Goal

E.O. 13514 requires agencies to reduce potable water intensity by 2 percent annually through FY 2020 compared to an FY 2007 baseline. A 16 percent reduction is required by FY 2015 and a 26 percent reduction is required by FY 2020. The red bar represents the agency's FY 2007 baseline. The green bars represent the FY 2015 and FY 2020 target reductions. The blue bars represent annual agency progress on achieving these targets. The percentage at the top of each bar represents the reduction or increase from the FY 2007 baseline. A negative percentage value indicates that potable water use intensity has decreased compared to the FY 2007 baseline.

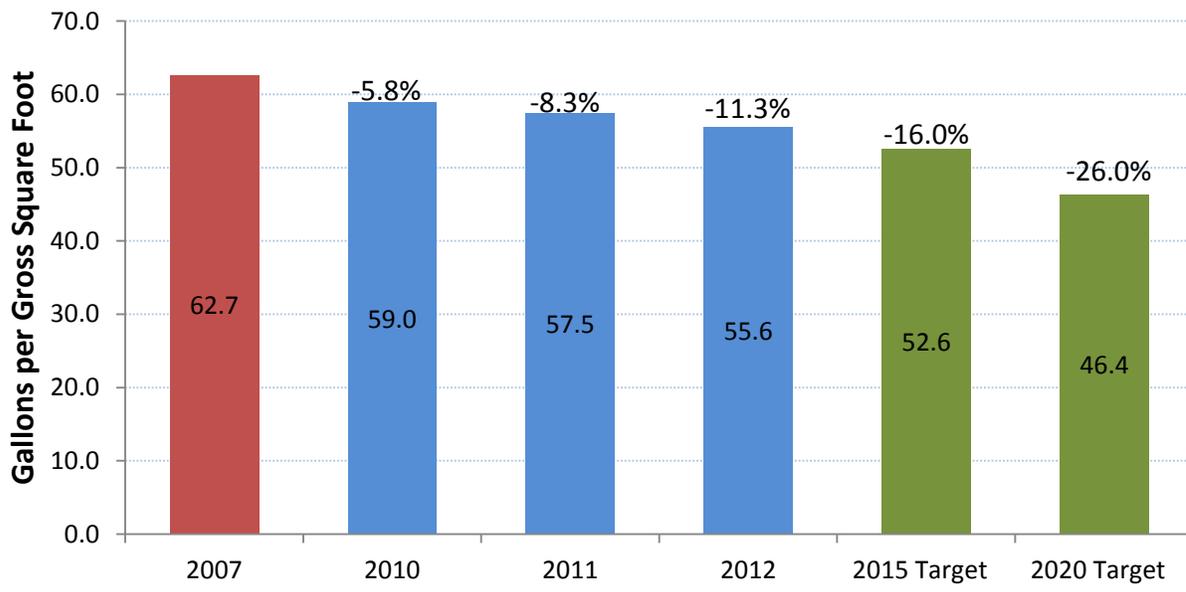


Table 4: Goal 4 Strategies – Water Use Efficiency & Management

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy Narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in next 12 months
Purchase and install water efficient technologies (e.g., Water-wise, low-flow water fixtures and aeration devices).	Yes	The Department’s bureaus install water efficient technologies to reduce water use. Water reduction upgrades to MIB in Washington, DC, continue, and include the replacement of shower heads with low flow shower heads, the addition of aerators to faucets in all kitchenettes and restrooms, and the installation of 1.4 gallons per flush (gpf) flush toilets and 0.6 gpf urinals in selected locations.	Complete water reduction upgrades in MIB in FY 2013.
Develop and deploy operational controls for leak detection including a distribution system audit, leak detection, and repair programs.	Yes	The Department’s bureaus conduct water audits to ensure efficient use of water and identify opportunities for water use reductions. The NPS is pursuing a regional ESPC in the National Capital Region (NCR), and the USGS is conducting a nationwide ESPC, and both will include water use assessment which will identify usage, needed repairs, and recommended water conservation measures.	Water audits are conducted for each EISA covered facility once every four years. The NPS NCR ESPC, which will include water conservation measures, will be awarded in FY 2014.
Design, install, and maintain landscape to reduce water use.	Yes	The Department’s bureaus and offices design and install landscapes to reduce water use, for instance, water-conserving, drought-tolerant landscaping replaced traditional landscaping around MIB. The NPS completed the first of three phases to restore turf and improve drainage on the National Mall. The first phase included gutters, two large underground cisterns that collect stormwater, and a new irrigation system which will distribute collected water. When all three phases are completed, the amount of potable water required for irrigating the Mall lawn will be reduced by approximately 7.56 million gallons per year (a savings of 67.5 percent).	Complete the design for Phase 2 and 3 National Mall Turf and Soil Restoration in FY 2014.
Design and deploy water closed-loop,	Yes	DOI Bureaus are encouraged to identify, promote, and implement water reuse strategies and use of	Complete restoration of the water cisterns at

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy Narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in next 12 months
capture, recharge, and/or reclamation systems.		alternative water sources use, where applicable, to reduce water consumption. NPS continued the restoration of the original water cisterns at Castillo de San Cristobal and Castillo San Felipe del Morro at San Juan National Historic Site, Puerto Rico. Harvested rain water will be directed out of the cisterns to a treatment system that will improve water quality to be used for toilets, showers, hose bibs and water closets. When completed, the cisterns will have a storage capacity of more than 1.2 million gallons.	San Juan National Historic Site in FY 2013.
Install meters to measure and monitor industrial, landscaping, and agricultural water use.	Yes	Where appropriate, the Department's bureaus install water meters to measure and monitor water use. Reclamation's Snake River Area Office in Boise, Idaho, reduced water usage by replacing all water head sprinklers with drip irrigation and increasing mulching to retain moisture. Additionally, on-site composting of grass clippings and leaves will be used in flower beds and around trees and bushes for added water retention. An outside water meter was installed to measure and record irrigation water use separately from potable building water. This device will document water use and encourage reductions on potable water used for landscaping.	Measure water use reduction at the Snake River Area Office. Ongoing effort.

Goal 5: Pollution Prevention & Waste Reduction

Agency Progress toward Pollution Prevention & Waste Reduction

E.O. 13514 requires that Federal agencies promote pollution prevention and eliminate waste. The E.O. requires agencies to minimize the use of toxic and hazardous chemicals and pursue acceptable alternatives. It also requires agencies minimize waste generation through source reduction, increase diversion of compostable materials, and by the end of FY 2015 divert at least 50% of non-hazardous and 50% of construction and demolition debris.

Table 5: Goal 5 Strategies – Pollution Prevention & Waste Reduction

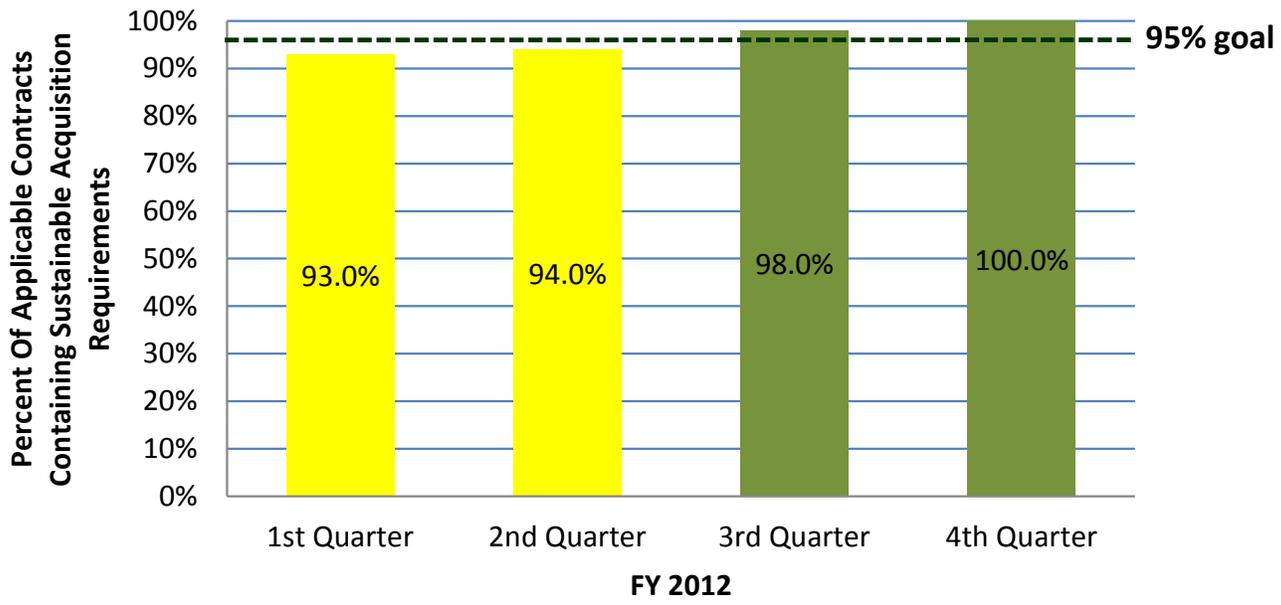
(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy Narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in next 12 months
Eliminate, reduce, or recover refrigerants and other fugitive emissions.	No	Data on fugitive emissions are collected for the GHG and Sustainability Data Report. There is no Department-wide effort to reduce these emissions, but bureaus are managing them.	
Reduce waste generation through elimination, source reduction, and recycling.	Yes	The Department maintains policy regarding the many different waste management programs and recycling initiatives that exist in the Department. It is the Department's policy that each bureau and office shall develop, implement, and conduct a thorough recycling program. Due to the Department's land management mission, amounts of waste produced vary widely depending on what activities take place in any given year. The Department maintains an online solid waste management resource center, which promotes best management practices and provides information on recycling in remote locations.	Continue to make progress in improving the Department's waste diversion rate. The Department set a target of 46 percent waste diversion for non-hazardous, non-C and D, solid waste diversion for FY 2013. * The Department's diversion rate is greater than 50 percent for FY 2012, however, due to a unique, one-time diversion action.
Implement integrated pest management and improved landscape management practices to reduce and eliminate the use of toxic and hazardous chemicals/materials.	Yes	517 DM 1 Integrated Pest Management (IPM) Policy provides departmental policy and requirements for bureaus and offices to incorporate IPM into their pest management activities.	Facilities will continue to implement IPM, as per Department policy.
Establish a tracking and reporting system for construction and demolition debris elimination.	Yes	Solid waste data, including C and D waste data, are collected through an online database. Changes are made to the database annually to reflect changes in the data call. Almost 1,400 departmental facilities are asked to enter solid waste and green purchasing data each year.	Continue to maintain waste diversion rates in excess of 50 percent for C and D waste.

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy Narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in next 12 months
		The facilities' data are rolled-up and approved at the regional, bureau, and departmental levels. The system collects detailed information on the commodities recycled and whether waste is disposed of through waste-to-energy facilities.	
Develop/revise Agency Chemicals Inventory Plans and identify and deploy chemical elimination, substitution, and/or management opportunities.	No	The Department does not maintain an Agency Chemicals Inventory Plan. However, bureaus maintain chemicals inventory plans as required by law. Bureaus have also undertaken steps such as developing toxic and hazardous chemicals reduction action plans and incorporating reviews for less- and non-toxic alternatives when purchasing chemicals. Information on Environmental Protection Agency programs to reduce the use of toxic and hazardous chemicals, such as replacing non-ferrous mercury thermometers, is routinely forwarded to bureaus for consideration.	

Goal 6: Sustainable Acquisition

Agency Progress toward Sustainable Acquisition Goal

E.O. 13514 requires agencies to advance sustainable acquisition and ensure that 95 percent of applicable new contract actions meet federal mandates for acquiring products that are energy efficient, water efficient, biobased, environmentally preferable, non-ozone depleting, recycled content, or are non-toxic or less toxic alternatives, where these products meet performance requirements. To monitor performance, agencies perform quarterly reviews of at least 5 percent of applicable new contract actions to determine if sustainable acquisition requirements are included.



Federal Procurement Data System Standard Reports on Biopreferred Procurement Actions

The Federal Procurement Data System (FPDS) is used by federal agencies to record and manage contract actions. On the pie chart below, the blue area represents the total number of contract actions reported by the agency in FPDS in FY 2012 that are "applicable" to the sustainable procurement requirements. Applicable contract actions are new domestic contracts, task and delivery orders, excluding weapons systems and those actions that are unlikely to use biobased products (e.g., research and social development contracts, education and training, social services, and the lease or rental of equipment). The green area represents the total number of applicable contract actions that the agency reported in FPDS as containing biobased product requirements.

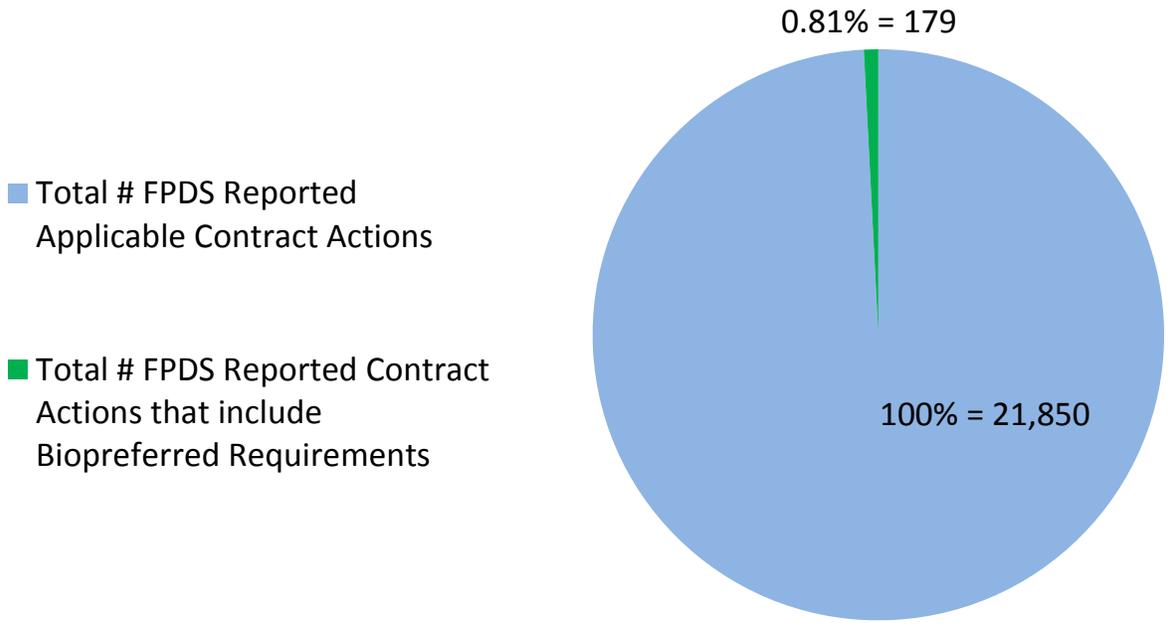


Table 6: Goal 6 Strategies – Sustainable Acquisition

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy Narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in next 12 months
Update and deploy agency procurement policies and programs to ensure that federally-mandated designated sustainable products are included in all relevant procurements and services.	Yes	The Department conducts monthly meetings of the Life Cycle Management Technical Workgroup. Through the workgroup, policies, procedures, and programs are discussed and developed. Quarterly training is provided to all of the Department’s employees and includes lessons learned from the workgroup members.	1) Success is measured through the ability to reach 95 percent compliance with green procurement requirements in contract actions, as required in the OMB Sustainability/Energy Scorecard. 2) Success will also be measured by the ability to reach biobased goals of 13.5 percent biobased procurements for FY 2013 and 21 percent for FY 2014. 3) Department-wide training on green procurement will be offered four times in FY 2013.
Deploy corrective actions to address identified barriers to increasing sustainable procurements with special emphasis on biobased purchasing.	Yes	Barriers are identified on a bureau by bureau basis. Corrective action is taken at the bureau level and is shared with other bureaus that have similar procurement needs. Training is provided quarterly by the Department, and bureaus conduct their own training frequently. Additionally, corrective actions are incorporated into the training.	As mentioned, training is a large part of the Department’s success strategy. The Department will offer quarterly training on biobased procurement requirements during FY 2013 with guest speakers who have successfully deployed biobased products and services.
Include biobased and other FAR sustainability clauses in all applicable construction and other relevant service contracts.	Yes	The Department requires the fulfillment of Chapter 23 of the FAR for all relevant product and service contracts.	The Department monitors procurements on a quarterly basis to measure success in meeting the 95 percent compliance with green procurement requirements in contract actions, as required in the OMB Sustainability/Energy Scorecard.

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy Narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in next 12 months
Review and update agency specifications to include and encourage biobased and other designated green products to enable meeting sustainable acquisition goals.	No	The Department does not retain ownership of any agency-wide specifications.	
Use Federal Strategic Sourcing Initiatives, such as Blanket Purchase Agreements (BPAs) for office products and imaging equipment, which include sustainable acquisition requirements.	Yes	The Department has actively included green product attributes in its Strategic Sourcing Initiatives and those of GSA. The Department mandated the use of agency-wide Federal Strategic Sourcing Initiatives (FSSI).	The Department will continue to require the use of FSSI BPAs and include the information in the green purchasing training.
Report on sustainability compliance in contractor performance reviews.	Yes	Contractors are required to report use of biobased products in accordance with the FAR. Failure to meet the green requirements in the contract statement of work will result in negative contractor performance reviews.	Contracting Officers/Contracting Officer Representatives will ensure that contractors meet their compliance performance as required by the FAR. The Department will continue to target 95 percent compliance with green purchasing requirements.

Goal 7: Electronic Stewardship & Data Centers

Agency Progress toward EPEAT, Power Management & End of Life Goals

E.O. 13514 requires agencies to promote electronics stewardship by: ensuring procurement preference for EPEAT-registered products; implementing policies to enable power management, duplex printing, and other energy-efficient features; employing environmentally sound practices with respect to the disposition of electronic products; procuring Energy Star and FEMP designated electronics; and, implementing best management practices for data center operations.

EPEAT	POWER MANAGEMENT	END-OF-LIFE	COMMENTS
			EPEAT and Power Management compliance unknown.

EPEAT:

	95% or more Monitors and PCs/Laptops purchased in FY2012 was EPEAT Compliant Agency-wide
	85-94% or more Monitors and PCs/Laptops purchased in FY2012 was EPEAT Compliant Agency-wide
	84% or less Monitors and PCs/Laptops purchased in FY2012 was EPEAT Compliant Agency-wide

Power Management:

	100% Power Management Enabled Computers, Laptops and Monitors Agency-wide
	90-99% Power Management Enabled Computers, Laptops and Monitors Agency-wide
	89% or less Power Management Enabled Computers, Laptops and Monitors Agency-wide

End-of-Life:

	100% of Electronics at end-of-life disposed through GSA Xcess, CFL, Unicorn or Certified Recycler (R2, E-Stewards)
	100% of Electronics at end-of-life disposed through GSA Xcess, CFL, Unicorn and/or non-Certified Recycler
	Less than 100% of Electronics at end-of-life disposed through GSA Xcess, CFL, Unicorn or non-Certified Recycler

Table 7: Goal 7 Strategies – Electronic Stewardship & Data Centers

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy Narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in next 12 months
Identify agency "Core" and "Non-Core" Data.	Yes	The Department completed a hosting study to identify "core" data centers. The completed hosting study identified six core data centers that the Department will keep.	OCIO completed the study and transmitted to OMB on May 14, 2013. This allows OCIO to proceed with planning the goal to consolidate 40 percent of the agency non-core data centers.
Consolidate 40% of agency non-core data centers.	No	Non-core data centers have been identified; however, the schedule for closing 40 percent of the non-core data centers has yet to be developed.	
Optimize agency Core Data Centers across total cost of ownership metrics.	Yes	1) May 2013, OCIO completed the hosting study to identify which data centers the Department will keep. 2) Goal by the end of 2013 is to shut down a total of 34 data centers (17 in 2011, 10 in 2012 and 7 in 2013). The goal has been exceeded with a total of 42 data centers being closed by the end of FY 2012, and an additional 6 data centers being closed to date in FY 2013 with more expected closings by the end of 2013.	1) The goal to close 34 data centers by the end of FY 2013 has been exceeded with a total of 42 data centers being closed by the end of FY 2012, and an additional 6 data centers being closed to date in FY 2013 with more expected closings by the end of FY 2013. 2) The Department has instituted a data center consolidation strategy with a target of shutting down 95 data centers by the end of 2015.
Ensure that power management, duplex printing, and other energy efficiency or environmentally preferable options and features are enabled on all eligible electronics and monitor compliance.	Yes	1) Power Management is being implemented. The Department is establishing an enterprise-wide SCCM system which will provide for global power management configuration management and reporting. 2) Print Management. April 2013, distributed the GSA Bulletin B-37, Print Management to bureaus/offices for review and action. 3) Efficiency/en-	1) Successfully close 48 data centers ahead of schedule, by the end of FY 2013. Also, OCIO successfully implemented power management and monitoring on 3 of 6 core data centers. The goal is to close 95 data centers by the end of 2015. Initial power management metrics will be available as the system is stood up and bureau SCCM servers are integrated. Estimated time to completion - FY 2014,

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy Narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in next 12 months
		<p>Environmentally-friendly options/features are enabled on electronics.</p>	<p>fourth quarter. 2) & 3) The Department is following guidance provided in GSA Bulletin B-37. July 2013 is the tentative date to issue a Department policy on print management.</p>
<p>Update and deploy policies to use environmentally sound practices for disposition of all agency excess or surplus electronic products, including use of certified eSteward and/or R2 electronic recyclers, and monitor compliance.</p>	<p>Yes</p>	<p>1) March 2012, distributed the GSA Bulletin B-34, Disposal of Federal Electronic Assets guidance on using R2/e-Steward certified recyclers. Updated the ESIP and EMS electronics stewardship action plan to reflect this requirement. 2) October 2012, IADS/GSAXcess. 3) April 2013, implemented the U.S. Postal Service (USPS) Federal Recycling Program.</p>	<p>Goals for calendar year 2013; 1) 100 percent usage of R2 and e-Steward certified recyclers. 2) Submit a Non-Federal Recipient Report to GSA. 3) Report functional excess personal property for reuse or donation. 4) Submit an annual electronic Sales/Exchange Report to GSA. 5) Expand the use of the USPS Federal Recycling Program. 6) Enter into a MOU with the State Agency for Surplus Property (SASP).</p>
<p>Ensure acquisition of 95% EPEAT registered and 100% of ENERGY STAR qualified and FEMP designated electronic office products.</p>	<p>Yes</p>	<p>August 2012, the Department issued policy adopting the NASA Solutions for Enterprise Wide Procurement, Army Computer Hardware Enterprise Software and Solutions, and Army Desktop and Mobile Computing contracts as mandatory sources to provide EPEAT registered and ENERGY STAR qualified products.</p>	<p>1) In the fourth quarter of FY 2014, add the capability to track EPEAT, ENERGY STAR, and FEMP-designated purchases by using a drop-down list on FBMS. 2) In FY 2014, develop acquisition contracts to add televisions and imaging equipment to provide EPEAT registered and ENERGY STAR qualified products.</p>

Goal 8: Renewable Energy

Agency Renewable Energy Percentage of Total Electricity Usage

E.O. 13514 requires that agencies increase use of renewable energy. Further, EPACT 2005 requires agencies to increase renewable energy use such that 7.5 percent of the agency's total electricity consumption is generated by

renewable energy sources for FY 2013 and beyond. For FY 2012, the required target was 5 percent of an agency's total electricity consumption.

- Renewable Energy (MWh)
- Total Non-RE (MWh)

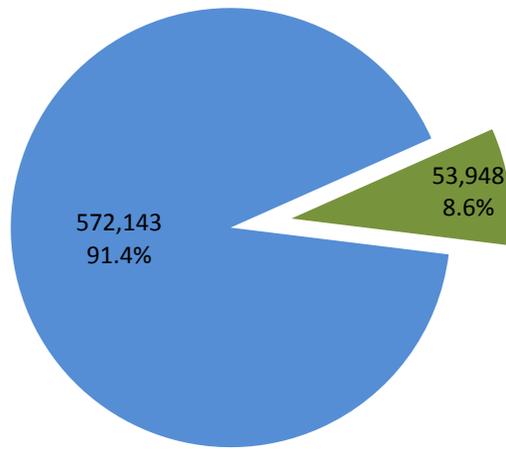


Table 8: Goal 8 Strategies – Renewable Energy

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy Narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in next 12 months
Purchase renewable energy directly or through (Renewable Energy Credits) RECs.	Yes	The Department purchases renewable energy and RECs to help stimulate the renewable energy market and meet its statutory renewable energy goals. In FY 2012, the Department’s bureaus purchased a total of 24,204 MWh of renewable energy from utility providers and through RECs. These purchases supplemented on-site renewable energy technologies and helped the Department exceed the FY 2012 renewable energy goal.	In FY 2013, 7.5 percent of facility electricity from renewable electricity sources and 50 percent of this requirement from new renewable resources. Continue to purchase RECs in FY 2013.
Install onsite renewable energy on federal sites	Yes	The Department’s bureaus have installed approximately 1,600 on-site renewable energy projects including stand-alone and grid-connected PV systems, solar thermal projects, geothermal heat pumps, incremental hydropower, and wind projects. Recent examples include: Reclamation installed a 135 kW PV system at Date Street Complex in Boulder City, Nevada. This system will generate enough electricity to provide 62 percent of the building's annual electricity demand. The FWS completed a net-zero energy Visitor Center at San Luis NWR in California. A roof-mounted 55 kW PV will generate all the electricity needs for this building.	Increase percentage of renewable energy contributed by on-site renewable energy projects. In FY 2012, 8.6 percent of the Department’s total facility electricity use came from on-site renewable energy projects and the purchase of renewable electricity and RECs. Of the 8.6 percent, 4.7 percent represents on-site renewable energy generation.
Lease land for renewable energy infrastructure.	No	The BLM provides access to public lands for renewable energy development. The BLM authorizes wind, solar, biomass, and geothermal projects on BLM-managed lands, along with the electrical transmission facilities needed to deliver this energy to consumers.	

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy Narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in next 12 months
Develop biomass capacity for energy generation.	Yes	The BLM has various projects to increase use of biomass: 1) Anchorage, AK - biomass heating of the Campbell Creek Science Center. 2) Alturas, CA - biomass utilization from 400,000 acres of juniper to restore sagebrush steppe ecosystems. 3) Royal Gorge, CO - mixing wood with coal at Aquila power for renewable energy. 4) Prineville, OR - inter-agency fuels treatment / biomass utilization with Confederated Tribes of Warm Springs. 5) Medford, OR - developing community renewable power to utilize 10,000 tons of biomass annually	In FY 2013, 7.5 percent of facility electricity from renewable electricity sources and 50 percent of this requirement from new renewable resources.
Utilize performance contracting methodologies for implementing ECMs and increasing renewable energy.	Yes	The Department's bureaus that pursue ESPCs receive a renewable energy screening to determine the best renewable energy resources. Renewable energy technologies are implemented where economically, technically, and environmentally feasible. Under the USGS's National Wildlife Health Center ESPC in Wisconsin, a 72.2 kW PV system was incorporated into the overall project which also included lighting, replacement of furnaces, boilers, air handlers, and building control systems.	In FY 2013, 7.5 percent of facility electricity from renewable electricity sources and 50 percent of this requirement from new renewable resources.
Work with other agencies to create volume discount incentives for increased renewable energy purchases.	Yes	The Department participates in the DLA solicitation for RECs along with numerous other Federal agencies. In FY 2012, the Department purchased 15,000 MWh of RECs through this solicitation.	Participate in the multi-agency solicitation when funding is available. In FY 2013, 7.5 percent of facility electricity from renewable electricity sources and 50 percent of this requirement from new renewable resources.

Goal 9: Climate Change Resilience

Agency Climate Change Resilience

E.O. 13514 requires each agency to evaluate agency climate change risks and vulnerabilities to identify and manage the effects of climate change on the agency's operations and mission in both the short and long term.

Table 9: Goal 9 Strategies – Climate Change Resilience

(A) Will the agency implement the following strategies to achieve this goal?	(B) Yes/No/NA	(C) Strategy Narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in next 12 months
<p>Mainstream and integrate climate change adaptation into both agency-wide and regional planning efforts, in coordination with other Federal agencies as well as state and local partners, Tribal governments, and private stakeholders.</p>	<p>Yes</p>	<p>Integration of climate change into decision making is demonstrated through actions to adjust program outcomes, agency infrastructure sustainability, workforce preparedness, and/or other functions in direct response to real or anticipated climate change impacts. This overarching strategy aligns with the Department's Climate Change Adaptation Policy (December, 2012), which prioritizes incorporating climate change adaptation into planning processes and engagement at multiple levels with federal, tribal, and other partners, as well as existing collaborations. This strategy incorporates all other goal sub-strategies. This strategy is consistent with the National Fish, Wildlife, and Plants Climate Adaptation Strategy, (April 2013).</p>	<p>By September 30, 2013, the bureaus, through the Climate Change Working Group, will develop specific measures for this strategy that align with the Department's Climate Change Adaptation Policy. Bureaus will report to the Department on an annual basis on their progress and achievements in implementing this strategy.</p>
<p>Update emergency response procedures and protocols to account for an increase</p>	<p>No</p>	<p>With respect to emergencies, the Department works with other agencies, including the Federal Emergency Manage-</p>	

(A) Will the agency implement the following strategies to achieve this goal?	(B) Yes/No/NA	(C) Strategy Narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in next 12 months
of projected changes including extreme weather events.		ment Agency. Changes in procedures and protocols would be undertaken in coordination with partner agencies.	
Ensure workforce protocols and policies reflect projected human health and safety impacts of climate change.	Yes	Climate change may impact the health and safety of the Department's employees in various ways such as exposure to heat and cold, severe weather events, and disease risks. The Department's OSH develops Department-wide policies and provides management and direction for departmental Safety and Health Programs in order to ensure the health, safety, and well-being of employees, volunteers, contractors, concessionaires and visitors.	On a biennial basis, OSH will update its Occupational Medicine Handbook and, as appropriate, other relevant policies and guidance to address pertinent climate change impacts to employee, volunteer and visitor safety and health.
Update agency external programs and policies (including grants, loans, technical assistance, etc.) to incentivize planning for, and addressing the impacts of, climate change.	Yes	The Department's Climate Change Adaptation Policy states: The Department will integrate climate change adaptation strategies into its policies, planning, programs, and operations.	Non-federal dollars leveraged (or ratio of federal to non-federal dollars expended) in programs that incentivize planning for, and addressing impacts of, climate change.
Ensure agency principals demonstrate commitment to adaptation efforts through internal communications and policies.	Yes	The Department's Climate Change Adaptation Policy identifies the Deputy Secretary as the Co-Chair of the Department's Energy and Climate Change Task Force, as well as	The Deputy Secretary will ensure compliance with the Department's Climate Change Adaptation Policy in part through annual reporting by bureau and office directors on their implementation of Section 1.5(C) of the Policy. See the Policy at: ht-

(A) Will the agency implement the following strategies to achieve this goal?	(B) Yes/No/NA	(C) Strategy Narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in next 12 months
		the responsible official for overseeing the Department's compliance with the policy.	tp://elips.doi.gov/elips/0/doc/3741/Page1.aspx.
Identify vulnerable communities that are served by agency mission and are potentially impacted by climate change and identify measures to address those vulnerabilities where possible.	No	The Department interprets "vulnerable communities" to include human communities as well as ecosystems. The Department's mission encompasses many types of communities that are vulnerable to climate change, including tribes, Alaska Natives, Native Hawaiians and other Pacific Islanders, communities and farmers that rely on water supply, ranchers, ecosystems and the species that comprise them, recreational visitors, and more. The Department sustains communities both economically and in their quality of life.	
Ensure that agency climate adaptation and resilience policies and programs reflect best available current climate change science, updated as necessary	No	The Department's Climate Change Adaptation Policy states: Ensure that climate adaptation plans are grounded in the best available science and understanding of climate change risks, impacts, and vulnerabilities, incorporating traditional knowledge where available.	
Design and construct new or modify/manage existing agency facilities and/or infra-	Yes	The Department's Climate Change Adaptation Policy directs bureaus and offices to "address the vulnerability of	Proportion (percent) of \$2 million or greater construction, retrofits, or upgrades to facilities and other built infrastructure that take into consideration the potential impacts of projec-

(A) Will the agency implement the following strategies to achieve this goal?	(B) Yes/No/NA	(C) Strategy Narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in next 12 months
structure with consideration for the potential impacts of projected climate change.		mission critical and mission dependent infrastructure and facilities."	ted climate change in planning, design, and/or construction.
Incorporate climate preparedness and resilience into planning and implementation guidelines for agency-implemented projects.	No	The Department's Climate Change Adaptation Policy directs bureaus and offices to "review and update existing decision making processes and management plans to allow the integration of the principles and values identified in this policy."	

**Department of the Interior Addendum to the 2013 Strategic Sustainability Performance Plan:
Responding to the President's Memorandum on Promotion of Biobased Markets**

On February 21, 2012, President Obama signed a Memorandum, *Driving Innovation and Creating Jobs in Rural America through Biobased and Sustainable Product Procurement*. The memorandum requires all federal agencies to undertake a number of activities to increase their purchase of biobased products. The Department of the Interior (Department) is moving aggressively to implement the Presidential Memorandum requirements.

Accomplishments to date include:

- Live, biobased training is offered quarterly via webinar to contracting personnel, charge card holders, and program managers in FY 2013 and will be offered again throughout FY 2014. Live training is also offered on demand to bureaus for groups or teleconferences. Training is based on that offered at www.biopreferred.gov, while also emphasizing department-specific opportunities to include biobased as well as a special emphasis on Federal Procurement Data System – Next Generation (FPDS-NG) and proper coding of element 8L.
- Including biobased clauses and requirements in all janitorial and construction contracts department-wide.
- Biobased firearm cleaners are being adopted for use department-wide.

FY 2013/FY 2014 Target/Compliance Goal:

- The goal for FY 2013 was set at 13.5 percent based on a 50 percent increase in biobased purchases. The Department plans to continue this trend by setting the FY 2014 goal at 21 percent based on an approximate 50 percent increase over the FY 2013 goal.

Strategies for Improving Compliance:

The Department's strategy for improving compliance, full incorporation of requirements and clauses for biobased products in relevant and appropriate contracts, and follow on activities to ensure compliance is achieved, includes the following elements:

- The Department will generate and disseminate agency-level reports on biobased compliance using data from newly created biobased reporting elements in the FPDS-NG.
- Biobased training is offered during each quarter of FY 2013. The live webinar biobased training will be offered to contracting personnel, charge card holders and program managers. Training is based on that offered at www.biopreferred.gov, while also emphasizing department-specific opportunities to include biobased as well as a special emphasis on FPDS-NG and proper coding of element 8L.

Required Specification Reviews: The Department is unaware of any agency specifications that the agency sets or has control of.

List of Abbreviations and Acronyms

<u>Abbreviation or Acronym</u>	<u>Full Name</u>
AF	Alternative Fuel
AFV	Alternative Fuel Vehicle
APP&R	Annual Performance Plan and Review
BLM	Bureau of Land Management
BOEM	Bureau of Ocean Energy Management
BPA	Blanket Purchase Agreement
C and D	Construction and Demolition
CEQ	Council on Environmental Quality
Council	Sustainability Council
CSC	Climate Science Center
DLA	Defense Logistics Agency
DM	Departmental Manual
DOE	Department of Energy
ECM	Energy Conservation Measure
EISA	Energy Independence and Security Act
EMS	Environmental Management System
EO	Executive Order
EPAAct	Energy Policy Act of 2005
EPEAT	Electronic Product Environmental Assessment Tool
ESIP	Electronic Stewardship Implementation Plan
ESPC	Energy Savings Performance Contract
FAR	Federal Acquisition Regulations
FAST	Federal Automotive Statistical Tool
FEMP	Federal Energy Management Program
FMIS	Fleet Management Information System
FPDS-NG	Federal Procurement Data System - Next Generation
FRPP	Federal Real Property Profile
FSSI	Federal Strategic Sourcing Initiative
FWS	U.S. Fish and Wildlife Service
GHG	Greenhouse Gas
GP	Guiding Principles for High Performance and Sustainable Building
gpf	Gallons Per Flush
gsf	Gross Square Feet
IADS	Interior Asset Disposal System

Appendix 2

<u>Abbreviation or Acronym</u>	<u>Full Name</u>
IPM	Integrated Pest Management
kW	Kilowatt
LCC	Landscape Conservation Cooperative
MIB	Main Interior Building
MWh	Megawatt-hours
NASA	National Air and Space Administration
NCR	National Capital Region
NPS	National Park Service
NWR	National Wildlife Refuge
OCIO	Office of the Chief Information Officer
OMB	Office of Management and Budget
OSH	Office of Occupational Safety and Health
PV	Photovoltaic
R2	Responsible Recycling
REA	Rapid Ecoregional Assessments
REC	Renewable Energy Credit
SASP	State Agency for Surplus Property
SBIP	Sustainable Building Implementation Plan
SCCM	System Center Configuration Manager
SSO	Senior Sustainability Officer
Tool	Sustainable Buildings Assessment and Compliance Tool
USGS	U.S. Geological Survey
USPS	U.S. Postal Service
VAM	Vehicle Allocation Methodology