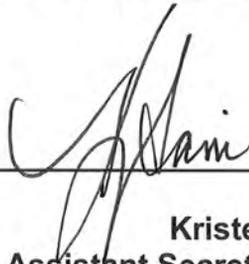


## Department of the Interior

# 2015 Strategic Sustainability Performance Plan

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

**Kristen J. Sarri**  
Principal Deputy Assistant Secretary - Policy, Management and Budget  
and  
The Department's Chief Sustainability Officer

Date July 9, 2015

Agency Point of Contact:  
Willie Taylor, PhD  
Director, Office of Environmental Policy and Compliance  
(202) 208-3891  
Willie\_Taylor@ios.doi.gov

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Agency Policy Statement

The Department of the Interior's (Department's) mission is to protect and manage the Nation's natural resources and cultural heritage, provide scientific information about those resources, and honor the Nation's trust responsibilities and special commitment to American Indians, Alaskan Natives, and affiliated island communities. The Administration's efforts to strengthen Federal leadership in energy efficiency, renewable energy development, and environmental performance have multiple benefits for Americans. They help protect our planet and natural resources for future generations, save taxpayer dollars through avoided energy costs, and make Federal facilities more resilient. Implementing sustainability in Department operations complements Interior'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 the Department's commitment to conservation, protection, and the responsible use of natural and cultural resources, and responsible energy development.

The Department's commitment is to meet and/or exceed compliance with environmental and energy statutes, regulations, executive orders (EOs), and other applicable requirements. The department-level environmental management system (EMS) to manage and track compliance with and progress on achieving the environmental and energy performance goals and the Department's Sustainability Council (Council) are evidence of this commitment. The Council, which I chair, provides leadership and guidance for department-wide SSPP goal accomplishment. Bureau and office Senior Sustainability Officers, an implementation committee, and technical workgroups that include representatives from all bureaus and appropriate offices support the Council. The Council is the implementing and oversight body for the department-level EMS and SSPP.

The Department is committed to addressing climate change and is implementing its Climate Change Adaptation Policy and the Climate Change Adaptation Plan. The Climate Change Adaptation Plan includes guiding principles for the Department and its components to anticipate and adapt to challenges posed by climate change. Addressing climate change is also an Agency Priority Performance Goal. The Department's bureaus are incorporating climate resilience considerations into a number of external programs and policies, such as the U.S. Bureau of Reclamation's (USBR's) Drought Response Program, the U.S. Fish and Wildlife Service's (FWS's) State Wildlife Grant Program and Boating Infrastructure Grant Program, the Office of Wildland Fire's Resilient Landscape Initiative, and the Bureau of Indian Affairs' Climate Adaptation Grant Program, among others. The National Park Service recently completed a study of the exposure of assets at 40 coastal parks to the threat of sea level rise, and is currently developing a Coastal Adaptation Strategies Handbook to guide parks' responses to the impacts of storms and sea level rise.

The Department is addressing the Administration's efficiency and environmental performance goals through policy, guidance, and budgetary planning guidelines, as evidenced by the following examples:

- The Department is currently drafting a policy memorandum to require bureaus and offices to implement pollinator-friendly landscaping and maintenance practices at appropriate sites. In fact, the FWS recently installed two pollinator gardens at its Northeast Regional Office building and another pollinator garden at its Headquarters Office in Virginia.
- The Department continues to increase its use of alternative fuels and acquire alternative fuel vehicles (AFV). The Department currently has over 9,000 AFVs in the fleet inventory. To

supplement the lack of refueling infrastructure for alternative fuels, bureaus will install over 20 new refueling pumps at departmental locations with the capability to utilize alternative fuel options in the future.

- The Department's total commitment towards the President's Performance Contracting Challenge is \$20 million in project awards by December 2016. The Department's bureaus and offices have made great strides in meeting and exceeding this commitment by awarding five energy savings performance contracts (ESPC) with a total project value of \$71,338,784.
- The Department's bureaus utilize the Implementing Instructions: Federal Agency Implementation of Water Efficiency and Management Provisions of EO 13514 to further efforts towards water conservation and water reuse. The USBR Provo Area Office implemented a comprehensive outdoor water reduction project, which significantly reduced the amount of commercial potable water used for irrigation. Landscape improvements, including xeriscaping and rainwater harvesting from the building's roof drainage system, demonstrate innovative approaches to water management.

The Department is dedicated to driving impact for the American people and supporting our mission through the commitments we made, the priorities we set, and the resources we identified to move us forward in 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.



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Kristen J. Sarri  
Principal Deputy Assistant Secretary  
Policy, Management and Budget  
and Chief Sustainability Officer

# U.S. Department of the Interior

## 2015 Strategic Sustainability Performance Plan

### Executive Summary

#### Vision

The Department integrates sustainability into all facets of our mission to protect America's natural resources and heritage, honor cultures and tribal communities, and supply the energy to power America's future. The Department and its bureaus are designing, operating, and maintaining our assets to use less energy, water, and other natural resources and to reduce greenhouse gas emissions. We are increasing renewable energy generation both on and off shore. We purchase products that are made from recycled and bio-based materials, have less environmental impact, and reduce our waste generation. We are also taking action to prepare for anticipated climate change impacts and to strengthen the resilience of the resources we manage.

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 supports the sustainability ethic that our employees embody in carrying out our mission.

The Department utilizes a fully implemented, International Organization for Standardization (ISO) 14001 conformant, department-level environmental management system (EMS) governed by the Sustainability Council (Council) to integrate sustainability into the Department's mission activities to achieve federal sustainability goals. The Council is chaired by the Agency Chief Sustainability Officer with a vision that it will "...serve as a forum for integrating sustainability practices into the operations of the Department in support of our mission, and will facilitate the exchange of ideas and information among Council members." The Council is a multidisciplinary, collaborative decision-making forum for sustainability and environmental compliance and works on strategies to implement and reach our sustainability goals. Each bureau and applicable office is represented by a Senior Sustainability Officer and staff membership on an implementation committee and multiple technical workgroups that focus on specific sustainability goals. Compliance and progress on meeting our 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 our annual departmental Organizational Assessment.

Beyond the information sharing that occurs through the proceedings of the Council and its associated committees and technical workgroups, the Department shares sustainability goal implementation best practices by highlighting recipients of the Department's Environmental Achievement Awards and the Department of Energy's (DOE's) Federal Energy and Water Management Awards on the Department's internal and external communication sites. Information on the Department's 2014 Environmental Achievement Awards recipients and their achievements can be accessed at: <http://www.doi.gov/greening/awards/2014/index.cfm>. In 2014, the DOE awarded the Department three Federal Energy and Water Management Awards. Information on these recipients and their achievements is at: [http://www.doi.gov/pam/programs/energy\\_management/upload/FY2014-Energy-Award-Summary.pdf](http://www.doi.gov/pam/programs/energy_management/upload/FY2014-Energy-Award-Summary.pdf). The Department is extremely proud of the success we are achieving with integrating sustainability goals into our mission and will continue our positive progress towards meeting the goals through continual improvement.

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## Leadership

*Exhibit 1: This table lists the goals included in Executive Order (EO) 13514 and EO 13693*

<b>EO 13514</b>	<b>EO 13693</b>
Goal 1: Greenhouse Gas Reduction	Goal 1: Greenhouse Gas Reduction
Goal 2: Sustainable Buildings	Goal 2: Sustainable Buildings
Goal 3: Fleet Management	Goal 3: Clean & Renewable Energy
Goal 4: Water Use Efficiency & Management	Goal 4: Water Use Efficiency & Management
Goal 5: Pollution Prevention & Waste Reduction	Goal 5: Fleet Management
Goal 6: Sustainable Acquisition	Goal 6: Sustainable Acquisition
Goal 7: Electronic Stewardship & Data Centers	Goal 7: Pollution Prevention & Waste Reduction
Goal 8: Renewable Energy	Goal 8: Energy Performance Contracts
Goal 9: Climate Change Resilience	Goal 9: Electronic Stewardship
Goal 10: Energy Performance Contracts	Goal 10: Climate Change Resilience

*Exhibit 2: This table lists the Department's personnel and Offices that are responsible for implementation of the goals.*

<b>Agency Lead</b>	<b>EO 13514 Goals</b>	<b>EO 13693 Goals</b>
Assistant Secretary - Policy, Management and Budget	1-10	1-10
Chief Information Officer	1, 2, 7	1, 2, 9
Deputy Assistant Secretary - Budget, Finance, Performance and Acquisition	1-8,10	1-9
Deputy Assistant Secretary - Policy and International Affairs	1, 2, 5, 7, 9	1,2,7, 9, 10
Deputy Assistant Secretary - Human Capital and Diversity	1, 2, 9	1, 2, 10
Deputy Assistant Secretary - Technology, Information and Business Services	1, 2, 7	1, 2, 9
Deputy Assistant Secretary - Water and Science	4	4
Director, Office of Acquisition and Property Management	1-8, 10	1-9
Director, Office of Environmental Policy and Compliance	1, 2, 5, 7	1, 2, 7, 9
Director, Office of Financial Management	1, 2	1, 2
Director, Office of Human Resources	1, 2	1, 2
Director, Office of Occupational Safety and Health	9	10
Director, Office of Policy Analysis	9	10

## Performance Review

### Goal 1: Greenhouse Gas Reduction

The Department established a Fiscal Year (FY) 2020 scope 1 and 2 Greenhouse Gas (GHG) emissions<sup>1</sup> reduction goal of 20 percent relative to FY 2008. In FY 2014, the Department reduced scope 1 and 2 GHG emissions by 18.8 percent relative to FY 2008, which exceeded the FY 2014 goal of a 9 percent reduction.

The Department's scope 3 GHG emission<sup>2</sup> reduction target is 9 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 2014, the Department reduced scope 3 GHG emissions by 22.7 percent relative to FY 2008, which exceeded the FY 2014 goal of a 3.6 percent reduction.

#### Integration

The Department integrates the reduction of GHG emissions with other federal mandates and initiatives, and the Department's strategic planning and budgeting processes. Statutory and 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, and Reduce the Footprint, 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 and offices to limit business travel 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 goal to reduce solid waste and increase waste diversion.

#### Evaluation Measures

The Department utilizes the DOE Federal Energy Management Program's (FEMP's) GHG Emissions 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 is presented graphically to provide the Department's senior management with a visual of the overall make-up of the Department's GHG emissions, as well as its progress in reducing GHG emissions. In FY 2014, the Department's scope 1 and 2 GHG emissions increased slightly from FY 2013 for some sources. This was primarily due to a change in guidance, which increased the global warming potential (GWP) factor for methane. The change in the GWP factor resulted in a 10 percent increase in industrial process emissions reported for the Bureau of Land Management's (BLM's) Cliffside Helium Plant in Texas, even though the quantity of methane decreased by nearly 6 percent.

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<sup>1</sup> Scope 1 and 2 GHG emissions include emissions from sources owned or controlled by the Department and from purchased electricity, heat and steam.

<sup>2</sup> Scope 3 GHG emissions include those from sources not owned or directly controlled by a federal agency, but are related to agency activities.

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In addition, the Department also employs the General Services Administration's (GSA's) Commuter Survey to estimate employee commuter emissions, the time and attendance system to assess the percentage of telework-eligible employees who telework, and data from GSA's Travel Management System and the Department's accounting systems to estimate travel expenditures and emissions. Results of an annual data call on solid waste and chemicals management are used to report the quantity of municipal solid waste disposed of and diverted each year. In FY 2014, the Department's scope 3 GHG emissions increased from FY 2013. Several factors contributed to this increase, including increases in business travel, an increased number of employees contributing to commuter emissions, and the change in the GWP factor for methane, which resulted in higher emissions from contracted solid waste disposal, despite a 9,796 ton reduction in the amount of solid waste disposed.

### **Successes**

The Department is geographically dispersed in 2,400 locations in the U.S. and 28 locations internationally. This geographic dispersion along with the diversity of the buildings that the Department operates is a challenge to the use of ESPCs; however, BLM, the U.S. Geological Survey (USGS), and the National Park Service (NPS) provide excellent examples for multi-site alternative financing successes. BLM successfully completed its multi-phased, regional energy savings performance contract (ESPC) covering 12 states in FY 2011. USGS awarded a multi-site ESPC in July 2014 for the National Center in Virginia, the Columbia Environmental Research Center in Missouri, and the Western Fisheries Research Center in Washington. NPS awarded the first phase of the National Capital Region (NCR) ESPC in September 2014, which includes 13 park units in Maryland, Virginia, and Washington, D.C. In addition, the Office of Facilities and Administrative Services (OFAS) awarded the first phase of an ESPC at the Stewart Lee Udall Main Interior Building (MIB) in March 2015. Phase 2 of the OFAS and NPS ESPCs are anticipated to be awarded in the third and fourth quarters of FY 2015, respectively.

The Department exceeded its goal for scope 3 GHG emission reductions, partially as a result of the Department far exceeding its telework participation goal for FY 2014. Business travel restrictions also helped the Department to reduce its FY 2014 business air and ground travel emissions by 34.8 percent when compared with the FY 2008 baseline.

The Department offers a Bicycle Subsidy Benefit Program, which allows employees who commute on a bicycle, to receive a bicycle subsidy transportation benefit, similar to the transit subsidy benefit program. This incentive promotes employee health and wellness, helps to conserve our nation's natural resources, and furthers the Department's commitment to establishing an integrated strategy towards sustainability and the reduction of GHG emissions. In addition, the Department purchased a corporate membership for the Capital Bikeshare Program and employees in the Washington, D.C., area are eligible to receive a free annual membership. Since initiating this program, 334 Department Capital Bikeshare subscribers have logged over 4,500 hours of bicycle riding time.

### **Challenges**

To meet the required out-year GHG reduction goals, the Department must implement energy conservation measures and renewable energy technologies. Limited resources due to budget constraints and competing high priority needs continue to challenge this implementation. The Department's bureaus and offices utilize alternative financing to reduce energy consumption and consequent GHG emissions, and awarded five ESPCs since December 2011 with a total project value of \$71,338,784. In spite of these tremendous strides, it remains a challenge to attract the interest of energy service companies due to the Department's small facility size, remote locations, special requirements for historic properties and unique bureau missions, and inability to meet energy improvement investment thresholds, which are generally around

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\$1.5 million. While the bureaus are making significant success with project bundling to overcome this challenge, project bundling is not feasible for every project.

Because of the Department's longstanding efforts to reduce energy consumption, many of the "low-hanging fruit" projects have been implemented, leaving longer return on investment projects, such as renewable energy components and building renovations needed to ensure high performance buildings. Appropriated funding is necessary for the completion of Energy Independence and Security Act (EISA)-covered facilities. These facilities collectively constitute at least 75 percent of the agency's total facility energy use. Human resource constraints also pose a challenge. Bureau personnel are extremely dedicated to resource conservation and sustainability, however, overall personnel resources working on sustainability issues have remained flat, or have declined. . Many of the same personnel are involved in sustainability, GHG, benchmarking, and energy reporting activities. Reporting requirements often constrain the time needed to implement energy conservation projects, which are integral to meeting the GHG goals.

The Department applauds the Administration's efforts to reduce the federal footprint by reducing GSA occupancy agreements and direct leases; however, these efforts may cause a shift in emission sources from scope 3 GHG emissions to scope 1 and 2 emissions as more employees move into agency-owned space. Additionally, the higher density of employees within agency-owned space may also increase energy and water intensities, measured as consumption (British Thermal Units [Btus] or gallons) per square foot.

Employee commuting and business travel are two of the larger sources of scope 3 GHG emissions at the Department and these two sources appear to fluctuate with agency funding levels. From FY 2008 to FY 2013, as budgets decreased, business travel and staffing levels decreased, resulting in lower travel and commuter emissions, respectively. When budgets increased slightly in FY 2014, the Department had more resources to support its mission, resulting in higher emissions. Since many of our locations are remote, it may be difficult to make further reductions in commuter and business travel emissions while executing the Department's mission.

Training and education will help to overcome 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. In addition, even though Department staff was informed that ground and air travel must be kept to a minimum, and that all travel will be scrutinized to ensure it is necessary, travel increased from FY 2013 to FY 2014. The increasing use of connecting flights in the GSA City Pair program, and the airline industry in general, also creates challenges, as connecting flights result in higher emissions, since most air travel emissions result from the take-offs and landings. For the largest source of scope 3 GHG emissions, employee commuting, changing behavior and the lack of other commuting options available to employees due to job location and/or function are the biggest obstacles. . For the telework program, there is also a need for increased and visible executive leadership support at the Department.

In spite of these challenges, the Department is dedicated to reducing our GHG emissions and meeting out-year reduction goals.

### **Lessons Learned**

Senior management awareness and support is crucial when pursuing high value and/or multi-site ESPC projects. Often these projects are complex in nature or cross jurisdictional boundaries. Senior management support helps to focus efforts toward a common goal.

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Employee training and awareness further promotes the Department's efforts to reduce GHG emissions. Education and training focused on managers, and senior level support are key to the success of the telework program. Telework guidance must be useful and kept current.

For business travel, reductions in FY 2011 travel budgets resulted in employees taking more lower fare flights with connections and stopovers, instead of more expensive direct flights, resulting in an increase in business air travel emissions (due to the increased number of take-offs and landings.) Additional budget reductions in FY 2012 and FY 2013 further reduced the number of business trips, which helped offset the increased emissions on a per trip basis, resulting in a continued reduction in total emissions. The opportunity to resume mission critical travel in FY 2014 resulted in increased travel emissions.

### **Planned Actions**

The Department's bureaus continue to make progress on completing EISA-covered facility energy and water evaluations. Identified energy conservation measures (ECMs) will be implemented pending availability of funds. Alternative financing to implement energy and water savings projects and renewable energy technologies will continue to be pursued. Metering appropriate buildings for electricity, natural gas, water, and steam has aided bureau knowledge regarding energy and water consumption within individual buildings. An updated Metering Implementation Plan will be prepared and submitted to DOE.

A telework marketing plan is in place and is being executed to provide success stories to mission (line) managers. The telework program continues to report the participation rate on an every pay period and quarterly basis, as well as continuing briefings at meetings with bureau human capital officers. The Department plans to continue to limit business air and ground travel as per its Temporary Duty Travel Policy. This policy requires employees to give preference to teleconferencing, web conferencing, or video conferencing in lieu of business travel, and, when travel is absolutely necessary, to use public transportation and carpools to the extent possible. In order to raise awareness of the Department's bicycle commuting program, the Department plans to establish an agency-wide bicycle outreach and communication campaign, entitled "Transition to Clean, Safe, Healthy, and Affordable Transportation." The Department also participates in an interagency bicycle working group, and is evaluating progress and taking action to improve program effectiveness.

## **Goal 2: Sustainable Buildings**

The Department achieved compliance with the Guiding Principles for High Performance and Sustainable Building (GPs) for 3.2 percent of its building inventory (buildings greater than 5,000 gross square feet [gsf]) in FY 2014.

### **Integration**

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

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 Office of Management and Budget's (OMB's) Sustainability and Energy Scorecard. The sustainable buildings goal is also an element included in the

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Department's annual Organizational Assessment sustainability rating. The Department calculates the percentage of targeted buildings in compliance with the GPs on an annual basis through a sustainability data element in its Financial and Business Management System (FBMS). This data is uploaded to the Federal Real Property Profile (FRPP).

### **Successes**

The Department is currently red on the OMB Sustainability and Energy Scorecard sustainable buildings rating. However, the Department is making significant progress related to sustainable buildings that is not reflected in either the Scorecard or FRPP data:

- **Designed, Constructed, and Renovated Buildings to Achieve Sustainable Building Goals.** The following are a few highlights of new or renovated sustainable buildings:
  - The U.S. Fish and Wildlife Service (FWS) won DOE's Federal Energy and Water Management Award in 2014 for its Headquarters and Visitor Center, Upper Mississippi River National Wildlife and Fish Refuge-La Crosse District, Wisconsin.
  - The FWS completed construction of a new high-performance, Leadership in Energy and Environmental Design (LEED) Platinum, net-zero energy, 10,524 square foot Administrative Office and Visitor Center at the Corn Creek Field Station of Desert National Wildlife Refuge, Nevada.
  - The Bureau of Reclamation's (USBR's) new Animas La Plata Project Operating Facility, Colorado achieved LEED Gold certification and 100 percent compliance with the GPs in FY 2014.
  - USBR also achieved 100 percent compliance with the GPs at its first existing building, the Four Corners Construction Office, New Mexico, in FY 2014.
  - BLM completed the construction of the Ely Seed Warehouse, Nevada (16,100 square feet), which will be used to store tons of native seeds for use in rehabilitating and restoring ecosystems in the Great Basin and Mojave Desert. The building was designed and constructed to meet the GPs and is certified LEED Gold.
- **Conducted Sustainable Building Assessments.** One of the Department's key strategies to achieve the sustainable building goal for existing buildings is to conduct sustainable building assessments to identify current building performance levels and the necessary programmatic, operational, systems, and envelope changes to achieve compliance. These assessments are necessary to plan and budget for sustainable buildings compliance and improvements.
- **Developed Sustainable Building Assessment Training.** Working in partnership with FEMP, the National Renewable Energy Laboratory (NREL), and the Department, BLM developed a video training course on its successful sustainable building inspection program. The video shows inspection staff describing and demonstrating their step-by-step-process for analyzing building systems and attributes and identifying recommendations to achieve compliance with the GPs and energy/water reduction goals. The training will be accessible on DOI Learn for all Department employees.
- **Targeted the Sustainable Building Inventory.** In FY 2014, the Department worked closely with OMB, the Council on Environmental Quality (CEQ), and the internal asset management team to develop criteria for designating buildings as "Not Applicable" for purposes of FRPP sustainability reporting. This designation eliminates buildings that have little to no occupants and energy and water use from the sustainable building inventory, so that the Department may focus limited resources on assessing and bringing into compliance buildings with measureable opportunities for environmental improvements.

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### **Challenges**

The current requirement to achieve 100 percent compliance at 15 percent of the Department's building inventory greater than 5,000 gsf is a challenge due to the:

- Low amount of new construction relative to the size of the Department's inventory. The Department does not build many new large buildings. New buildings can achieve compliance with 100 percent of the GPs more easily than existing buildings which often require extensive renovation.
- Uniqueness of the Department's building inventory, which inhibits opportunities to comply with all of the GPs. For example, the Department's building inventory includes:
  - Many historic properties. More than 20 percent of owned and leased buildings greater than 5,000 gsf are historic properties. These assets are National Historic Landmarks, are listed on the National Register of Historic Places (NRHP), or have been determined eligible to be listed on the NRHP.
  - Many unique buildings which cannot possibly meet 100 percent of the GPs.

Despite challenges in meeting this goal, the Department has developed and implemented clear policy, budget guidance, and training opportunities to ensure we are doing everything we can to make progress towards meeting this goal.

### **Lessons Learned**

Given the Department's unique challenges in achieving 100 percent compliance with the GPs, the Department remains committed to making progress towards 100 percent compliance. We are increasing the number of sustainable building assessments conducted in order to identify, plan, budget for, and implement the necessary actions, as feasible, to make progress on the GPs for integrated operations and maintenance, water and energy performance, indoor environmental quality, and green materials. These efforts provide baseline data on sustainable building progress, as well as prioritize buildings and projects that will move the Department closer to the goal.

### **Planned Actions**

The Department will:

- Continue to require compliance with the GPs in all new construction and major renovations.
- Continue to integrate sustainable practices to meet the GPs into planned renovations and ongoing operations and maintenance at existing buildings.
- Increase the number of sustainable building assessments at existing buildings.
- Deploy sustainable building awareness and assessment training to departmental design, construction, inspection, and building management staff and provide at least one hands-on sustainable building assessment workshop.
- Work toward increasing the number of sustainable buildings reported in the 2015 FRPP to at least 4 percent.
- Once the revised GPs are released, review and analyze the new GPs and incorporate them into the Department's SBIP.

### **Goal 3: Fleet Management**

The Energy Policy Act of 2005 (EPAct) established an annual 2 percent petroleum reduction that equates to a FY 2014 fleet petroleum use reduction goal of 18 percent compared to FY 2005 and a 20 percent reduction goal by FY 2015.

The Department exceeded the FY 2014 reduction goal by achieving a 19 percent reduction in petroleum use and is on track to meet the 20 percent reduction by FY 2015. These reductions contribute to the scope 1 and 2 GHG emissions reductions.

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### **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. Annual 2 percent petroleum reduction and 10 percent alternative fuel (AF) increase goals were established by the EPAct. These goals are tracked on the Department's OMB Sustainability Scorecard, the Annual Motor Vehicle Report in the Federal Automotive Statistical Tool (FAST) system, the Department's Annual Performance Plan and Report, and in reports to OMB, GSA, and DOE. The Department also continues to meet or exceed requirements established in the EPAct, EISA, EOs 13423 and 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 has deployed FBMS to serve as the Department's fleet management information system (FMIS). Evaluation measures and goals are tracked through the OMB Scorecard, GSA, DOE, and the Department's annual performance plan and review.

### **Successes**

The Department has made significant reductions in the number and size of vehicles in the fleet compared to the FY 2005 baseline. The Department has reduced the fleet by 10 percent, and has reduced petroleum consumption by 19 percent, while increasing the consumption of AFs by over 90 percent in the same time period. The Department continues to partner with both public and private organizations to explore new opportunities to increase the efficiency of the motor vehicle fleet. The Department integrated over 180 GSA-leased hybrid vehicles into the fleet through GSA's vehicle consolidation initiative program. The Department also has many park locations that are replacing conventionally fueled vehicles with alternative fuel vehicles (AFVs), including electric and propane vehicles. These efforts will increase the use of AFs and decrease the Department's dependence on petroleum-based products.

The Department has greatly increased its number of AF and hybrid vehicles since FY 2005. The number of AFVs in the Department's inventory in FY 2014 was over 9,000 vehicles. The Department also has nearly 1,300 hybrid vehicles in its fleet. This represents an increase of 7,700 AFVs, compared to FY 2005. The Department's nearly 1,300 hybrid vehicles help reduce petroleum consumption, reduce the carbon footprint, increase fuel-efficiency, and reduce the Department's dependence on foreign oil.

### **Challenges**

The Department continues to make significant progress toward meeting the fleet goals in spite of certain challenges such as financial and human resource constraints, AF infrastructure limitations, and education regarding the available technologies. Many of the Department's remote locations preclude the consumption of large quantities of AFs because the fueling infrastructure is not present. Also, many low-emission vehicles are not suited to departmental mission requirements, i.e., drivability through rugged terrain, extreme weather conditions, and unpaved roads. Initiatives aimed at increasing vehicle efficiency often have limited impact because they focus on making improvements to agencies' light-duty, or sedan, fleet, which comprise only 8 percent of the Department's fleet. Nevertheless, the Department continues to strive to overcome these obstacles to improve the sustainability of fleet operations and reduce the environmental impact. The Department is continuously working to ensure that the fleet inventory is the optimal size and composition, that AF vehicles are placed in locations where AFs are accessible, and that low-emission vehicles are used where they best support mission delivery.

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### **Lessons Learned**

Understanding that annual reporting is not enough, the Department increased the internal scrutiny of its fleet management program with the deployment of FBMS. The data available through FBMS has assisted the Department in making management decisions regarding the fleet, and has become an integral component of the acquisition, utilization, disposal, and vehicle allocation methodology (VAM) process. This increased oversight into the program allows senior management and fleet managers to have more visibility into the program. Decisions are not confined to annual reports or ad hoc data calls to the bureaus. FBMS affords the Department the ability to change from inefficient practices to ones better suited to benefit the Department at more frequent intervals than annual reports.

### **Planned Actions**

- Require each bureau to update its fleet management plan, including new requirements and milestones outlined in EO 13693.
- Use FBMS as a data analytics tool to make management decisions regarding the size, composition, and location of its motor vehicle fleet.
- Develop implementing guidance and strategies for EO 13693.
- Conduct a pilot for the use of telematics technology in the Department's fleet.
- Conduct a new VAM to continue the process of achieving the Department's optimal fleet size and composition.

### **Goal 4: Water Use Efficiency & Management**

EO 13514 established the FY 2014 potable water intensity reduction goal of 14 percent relative to the FY 2007 baseline. In FY 2014, the Department reported potable water intensity at 53.5 gallons per gsf, which represents a 14.5 percent reduction relative to the FY 2007 baseline.

The Department's non-potable water use is for mission-related functions, 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; fish hatchery production and propagation; wetland restoration; and wildland firefighting, which are not subject to water reduction goals. The Department remains committed to the efficient use of non-potable water resources and will continue to make improvements in our delivery and use of water wherever feasible.

### **Integration**

Water use efficiency and management is integral to the Department's overall mission and strategic plan. In 2010, the Department issued a Secretarial Order 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.

### **Successes**

The Department's bureaus conduct water audits to ensure efficient use of water and identify opportunities for water use reductions. USGS's Great Lakes Science Center in Ann Arbor, Michigan completed a wet laboratory upgrade. This project eliminated the use of single pass-through well water drawn from the local aquifer by installing a closed loop, re-circulating system using purchased water. This change

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resulted in 52.6 million gallons of water saved annually and the elimination of the \$9,000 annual discharge permit fee. The use of a recirculating system also reduced the operation of the facility's chillers, as the old system needed to chill the incoming well water; this has saved 350 megawatt-hours (MWh) of electricity annually. USBR's Oklahoma-Texas Area Office, working with the Mountain Park Master Conservancy District (District), developed a reservoir drought forecast model to estimate future water availability under continuing drought conditions. Use of this model resulted in an increased understanding of the significance of the ongoing drought, and led to implementation of significant water conservation measures. These water conservation efforts have allowed the District to realize a 37 percent reduction in water deliveries (approximately 1.14 billion gallons) from Tom Steed Reservoir compared to 2012 and a savings of approximately \$40,000 (nearly 600,000 kilowatt-hours) of energy cost savings. The USBR Provo Area Office (PAO) implemented a comprehensive outdoor water reduction project. PAO personnel removed a significant amount of irrigated lawn and replaced it with modern xeriscaping design elements and a drip irrigation system with soil moisture sensing capability. In conjunction with the landscaping improvements, PAO personnel designed and implemented a rainwater harvesting system that will collect rainwater from a portion of the building's roof drainage system and pump it into the new irrigation system through two interconnected 1,500 gallon tanks. This will significantly reduce the amount of commercial potable water consumed for irrigation.

The Department is committed to reducing water use at federal facilities in California, as directed by the President in February 2014. FWS installed WaterSense® fixtures in the Environmental Education Center building, San Francisco Bay National Wildlife Refuge (NWR), California; replaced a deteriorated water supply line at the Headquarters building, Sacramento NWR, California; and repaired the domestic well and filtration system at Humboldt Bay NWR, California. USBR water conservation projects in California include: the installation of web-based regional meter monitoring infrastructure (Northern California); WaterSense® fixture installation (multiple facilities); and a planned xeriscaping project to eliminate the need to water lawns around the Mid-Pacific Construction Office, Willows, California.

### **Challenges**

Some mission-related non-potable water uses are dependent upon weather and cannot 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. Although these uses are not subject to water reduction goals, the Department is committed using non-potable water resources as efficiently as possible and will continue to make improvements in our delivery and use of water wherever feasible. In addition, at many of the Department's locations, water is supplied by on-site, unmetered wells. The bureaus will assess water uses to determine where metering is most appropriate based on the DOE FEMP's updated Metering Guidance.

### **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, water reuse, rainwater capture (where allowed), and optimal timing. Green infrastructure is utilized to manage storm water runoff and restore site hydrology.

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

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### **Planned Actions**

The Department remains committed to the efficient use of water resources and will continue to make improvements in our 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. Identified water conservation measures will be implemented pending availability of funding. The bureaus will assess water uses to determine if it is appropriate for metering based on the DOE FEMP's updated Metering Guidance.

The NPS NCR awarded Phase 1 of a region-wide ESPC at 13 parks in Maryland, Virginia, and Washington, D.C., which will reduce water consumption by 64 million gallons annually. Water conservation measures include low flow water fixtures, water efficient irrigation, fountain upgrades, and metering. This project is ongoing. OFAS recently awarded Phase 1 of an ESPC at the MIB, Washington, D.C., which will include multiple water conservation measures, such as groundwater and rainwater harvesting systems, restroom and shower fixture upgrades, cooling tower sub-metering, and ice machine and garbage disposal retrofits. These water conservation measures will result in a 77 percent reduction in water use annually.

### **Goal 5: Pollution Prevention & Waste Reduction**

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

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

In FY 2014, the Department attained a 59 percent waste diversion rate for non-hazardous solid waste, excluding C and D debris, and a 74 percent waste diversion rate of C and D materials and debris.

### **Integration**

Funding is requested annually to support the online database used to collect solid waste data. The Department's Sustainability Council Strategic Work Plan also contains a proposed project to fund the online database. In addition, solid waste data are used to estimate GHG emissions from contracted solid waste disposal in the Department's annual GHG and Sustainability Data Report.

### **Evaluation Measures**

Solid waste data are collected annually through an online database. Nearly 1,300 of the Department's facilities 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, data on the amount of waste that goes to composting and waste-to-energy are collected.

### **Successes**

Diversion of non-hazardous 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 74 percent waste diversion rate for C and D waste for FY 2014. The Department continued to increase the amount of composted waste, with 11,424 tons composted in FY 2014.

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The Department continues to be one of the few agencies to report data on releases of mixed refrigerants and other fluorinated gases, including hydrofluorocarbons (HFCs). This will allow the Department to assess the impact of fluorinated gases on its overall GHG emissions and prioritize reducing those emissions accordingly. The Department will also include HFC awareness training in its quarterly Green Procurement training.

### **Challenges**

Due to its natural resource management mission, consistently meeting the goal of 50 percent diversion of non-C and D, non-hazardous solid waste from year-to-year is uncertain. There are various resource management activities, including habitat restoration projects involving brush and debris removal and clean-up 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 efficiently 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 sources that often fluctuate from year to year.

The lack of 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 of the Department's facilities are in extremely remote locations, where the nearest recycling center might be hundreds of miles away, making it inefficient to haul materials long distances to be recycled. However, the Department has found that partnering with local and regional communities can result in positive solutions for recycling and composting in remote areas, and will continue to develop these collaborative partnerships to solve solid waste issues.

Also, the Department developed a comprehensive Solid Waste Management Guide to assist employees in implementing or improving solid waste management practices, including recycling and composting.

### **Lessons Learned**

Improved training, education, and outreach are key to increase employee participation in recycling efforts. Achieving the 50 percent waste diversion goal completely 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 the Department's sites.

### **Planned Actions**

Through FY 2015, the Department will continue to work towards improving the Department's non-hazardous, non-C and D waste diversion rate through the Lifecycle Management Technical Work Group (TWG). 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.

## **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. The Department achieved an 89, 97, 99, and 98 percent compliance rate in each quarter of FY 2014, respectively, and will be updating its compliance goals for the next FY to meet the new requirements of EO 13693.

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**Integration**

The Department's sustainable acquisition program dovetails with EOs 13514 and 13693, the 2002 Farm Bill, the Resource Conservation and Recovery Act of 1976, and Federal Acquisition Regulation (FAR) Part 23. In accordance with these regulations, the Department established a sustainable acquisition goal to ensure that 95 percent of new contract actions, including task and delivery orders, require energy efficient, water efficient, bio-based, environmentally preferable, non-ozone depleting, recycled content and non-toxic or less toxic products. Procurement personnel are offered quarterly and on-demand training on these 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. These data calls are currently being revised and updated to assess compliance with the new green purchasing standards of EO 13693.

**Successes**

The Department continued promoting the goal of including green purchasing requirements in 95 percent of new contract actions in FY 2014, 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 and on-demand training is available not only to procurement personnel, but also to program offices and charge card holders. The Department also has a Life Cycle Management TWG 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 participate. Understanding how these program areas are inter-related 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 bio-based products) through setting and monitoring EMS goals and objectives and continuing to provide comprehensive training to all of the Department's personnel.

**Challenges**

While the Department is pleased with the progress we have made in the sustainable acquisition arena, collecting the necessary data to measure our progress is a time consuming activity. 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 be very helpful in reducing the time the Department and other agencies spend on collecting the raw data. An updated FPDS-NG would also benefit OMB by providing access to real-time data. While these changes to the FPDS-NG would have to be initiated by OMB, the Department would be more than willing to work with OMB on defining recommended enhancements, in addition to exploring ways that we can reduce the reporting burden internally.

The ability to accurately report on bio-based purchases is also a challenge the Department continues to work on. We believe our bio-based purchases are actually underreported, as the majority of bio-based purchases are valued under the micro-purchase threshold, and thus are not processed as purchase orders in FPDS-NG.

**Lessons Learned**

The Department made process improvements to facilitate sustainable acquisition reporting. We now issue our green procurement data calls earlier, prior to receiving the latest request for information from OMB/CEQ, in order to give the Department's bureaus several weeks to conduct their review of contracts to determine if 95 percent of their contracts contain green purchasing requirements. This change improved the accuracy of our data. The Department has also learned that ongoing training for all staff

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involved in the procurement process is necessary for the long-term success of sustainable acquisition, so we will continue to provide comprehensive training to appropriate departmental staff.

**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 13693. The Department will also continue its training, education, and acquisition management reviews and the quarterly training programs, with a special emphasis on bio-based products and services. The Department will continue to pursue increasing its bio-based 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; implementing policies to enable power management, duplex printing, and other environmentally preferable features on eligible electronic products; using environmentally sound practices for disposition of excess or surplus electronic products; and implementing 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 has successfully consolidated 104 data centers, with additional data centers scheduled for consolidation by the end of FY 2015. These numbers are well ahead of the OMB commitment schedule.

The breakdown of data center consolidations per year beginning in FY 2011 follows:

Current OMB Reporting Component Organization	Fiscal Year					
	2011	2012	2013	2014	2015	Total
Bureau of Indian Affairs (BIA)	11					11
Bureau of Land Management (BLM)		15	4	5	4	28
Bureau of Safety and Environmental Enforcement (BSEE)						0
Bureau of Reclamation (USBR)	1			2	6	9
U.S. Fish and Wildlife Service (FWS)	2	1	5	4	1	13
Interior Business Center (IBC)			2			2
National Park Service (NPS)		2	3	14	7	26
Office of Historical Trust Accounting (OHTA)		1				1
Office of Surface Mining Reclamation and Enforcement (OSMRE)	4	2	1			7
Office of the Special Trustee			1			1
U.S. Geological Survey (USGS)	1	2	2	1		6
<b>DOI Reported Consolidation</b>	<b>19</b>	<b>23</b>	<b>18</b>	<b>26</b>	<b>18</b>	<b>104</b>

The Department awarded its Foundation Cloud Hosting Services (FCHS) Indefinite Delivery/Indefinite Quantity (IDIQ) contract to allow bureaus and offices and other federal agencies to utilize it in support of the Federal Cloud First Strategy. These cloud services also facilitate more aggressive data center consolidations. This vehicle, which the Department has made a mandatory use contract, will greatly

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assist in meeting goals associated with electronic stewardship and providing more cost and energy efficient solutions.

### **Integration**

On August 31, 2012, the Department issued policy adopting the National Aeronautics and Space Administration (NASA) Solutions for Enterprise Wide Procurement contract as a mandatory source for the Department. This contract provides EPEAT-registered and ENERGY STAR qualified products. In October 2012, the Department implemented the Interior Asset Disposal System (IADS) to report excess personal property. In FY 2014, the Department donated reusable personal computers valued at over \$1 million dollars through the GSAXcess® Computers for Learning Program. 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 (FEA). As of April 2015, 382 Department employees have registered and have reported over 3,600 FEA. The certified recycler was able to reuse 46 percent, with the remaining 54 percent being recycled. Finally, UNICOR, a R2 provider, has provided a full service recycling program that is an integral part of the Department's e-scrap solution for over a decade. For FY 2013 and FY 2014, UNICOR recycled 715,520 pounds, or 358 tons of FEA for the Department.

### **Evaluation Measures**

All personal property recycled, donated, sold, or exchanged is reported on the annual non-federal recipient 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.

### **Successes**

Major achievements in FY 2014 include the following:

- Continued use of the NASA Solutions for Enterprise Wide Procurement contract.
- Continued compliance with GSA Bulletin FMR B-34, Disposal of Federal Electronic Assets, which provides guidance on reporting recyclable surplus equipment to R2 and e-Steward certified recyclers.
- Continued use of the IADS to report excess personal property.
- Successful data center consolidation.
- In the two years since signing the Memorandum of Understanding with the United States Postal Service (USPS), the Department has 382 employees registered for the USPS electronics recycling program.
- The Office of the Chief Information Officer (OCIO) has completed several initiatives related to hosting services across the Department:
  - In 2013, a hosting study, which evaluated hosting services including data center facilities, hosting personnel, and the types of applications and services being hosted, was completed. As a result of the study, recommendations were made and provided to the Department's Executive Management.
  - The Department also identified six Core Data Centers per an OMB directive; those data centers identified as Core were submitted to OMB in the third quarter of FY 2013.
  - The Mandatory Use Policy released in 2014 directs all of the Department's bureaus/offices to first seek hosting services from the FCHS contract prior to purchasing additional hardware and/or Software as a Service (SaaS).
  - The Department awarded 11 task orders for cloud services (to both internal and external agencies), which equates to approximately \$53 million of cloud services over the life of the task order periods of performance. Several additional cloud requirements are in the pipeline to be awarded by the end of FY 2015.

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- o The Department's Hosting Strategy to consolidate 100 percent of non-core data centers is currently under development to support the Federal Information Technology Acquisition Reform Act, OMB Federal Data Center Consolidation Initiative (FDCCI), and EO 13693.

### **Challenges**

The Department made a conscious decision to focus our efforts on data center consolidation, rather than installing meters at facilities with data centers that could be shutting down. This resulted in fewer of the Department's facilities being metered. The Department's main focus moving forward will be to identify the needs and funding requirements for the core data centers that will serve as points of consolidation for all the other non-core facilities. Enhanced metering of these facilities will be considered as part of the process of determining the funding requirements for these centers.

The Department's ability to accurately collect data regarding EPEAT compliance is hampered by the fact that neither FBMS (the Department's system of record), nor FPDS-NG, currently collect EPEAT data. It is also a challenge to ensure that 100 percent of all FEA are sent to R2 and/or e-Steward certified recyclers. The Department will explore the possibility of enhancements to these systems and/or our procedures to address these challenges moving forward.

### **Lessons Learned**

The Department knows that communicating with and educating employees is the key to achieving our remaining objectives related to Electronic Stewardship and Data Centers (core/non-core). Further, coordinating, collaborating, and forming partnerships with departmental groups and subject matter experts, such as property management, Electronics Stewardship TWG representatives, and Sustainability Council members, helps to communicate electronics stewardship requirements throughout the Department. We will continue to use these two approaches to enhance our ability to meet our electronic stewardship and data center goals moving forward.

### **Planned Actions**

In February and May 2014, the Electronics Stewardship TWG chair emphasized the goals and objectives listed on the Electronic Stewardship Implementation Plan (ESIP) that are left to complete. In FY 2015, the Department will coordinate training for newly registered employees to use the USPS Blue Earth Federal Recycling Program for disposing of their FEA.

## **Goal 8: Renewable Energy**

The Department is dedicated to fulfilling the renewable electricity goals of EPO and applicable EOs by purchasing and generating electricity from renewable sources. In FY 2014, the Department used 77,069 MWh of renewable electricity from self-generation with on-site bonus and through the purchase of renewable electricity and renewable energy certificates (RECs). This represents 13.3 percent of the Department's total facility electricity use and exceeds the EPO goal of 7.5 percent of facility electricity use. Of the 13.3 percent, 8.8 percent represents on-site renewable energy generation; 1.1 percent represents renewable electricity purchased from utility companies; and 3.4 percent represents the purchase of RECs. 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 emission reduction and energy intensity reduction goals. The Department participates in the Defense Logistics Agency's (DLA's) solicitation for RECs.

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**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.

**Successes**

Through the Department-FEMP Partnership Agreement, the NREL completed Renewable Energy Optimization screenings at 320 NPS sites and 480 FWS sites. This tool analyzes the economics of various renewable energy systems – photovoltaics (PV), wind, solar ventilation preheat, and solar hot water heaters – based on utility data, site information, and energy loads. NREL also conducted detailed desktop analysis for renewable energy options at FWS' Palmyra Atoll NWR and Midway Atoll NWR, Papahānaumokuākea Marine National Monument, which provided recommendations for generator fuel savings with the use of renewables. Since the Department's bureaus have numerous small PV systems throughout the U.S., FEMP and NREL, in cooperation with the FWS National Conservation Training Center, West Virginia, and the John Heinz NWR, Pennsylvania, created an online eTraining course for the operations and maintenance of Solar PV Systems to provide practical solutions to maintenance problems. This training was released as a First Thursday Seminar and was viewed by over 900 participants.

The bureaus have implemented many remarkable on-site renewable energy projects. The FWS Corn Creek Administrative Office and Visitor Center at the Desert NWR, Nevada, completed a LEED Platinum net-zero energy building which incorporates a 91.5 kilowatt (kW) PV system and a 23.5 ton water source heat pump. The USBR Utah Project Office, Provo, Utah, installed a 25 kW PV system, which may provide up to 25 percent of the electricity needs for the building.

**Challenges**

Projects are screened for potential on-site renewable energy components throughout the planning and design process, however many of these components are costly and have long payback periods. Additionally, implementing renewable energy components through performance contracting often requires supplemental funding to buy down the financed amount. Despite these challenges, the bureaus have made great progress in meeting the renewable energy goal.

**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**

The USGS multi-site ESPC includes renewable energy at the National Center, in Virginia. A 125 kW solar PV array will be installed to save roughly 171,730 Kilowatt-hours (kWh) of purchased electricity per year, and \$13,457. The NPS NCR ESPC includes solar PV arrays at three parks: Manassas National Battlefield Park, Monocacy National Battlefield, and the National Mall and Memorial Parks. Together, these installations will total 308 kW.

**Goal 9: Climate Change Resilience**

The Department is taking action to prepare for anticipated climate change impacts and to build the resilience of the resources it manages. The Department is implementing its Climate Change Adaptation

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Policy and its 2014 Climate Change Adaptation Plan, which provides additional details about the Department's strategy for addressing climate change.

**Integration**

The Department implemented the Climate Change Resilience Goal as an Agency Priority Goal in FY 2014 and 2015, with quarterly bureau reporting on performance measures that align with the Climate Change Resilience Goal strategies. The Department's bureaus and offices updated their activities to be tracked through the Agency Priority Goal for FY 2016 and FY 2017.

The Department's climate change adaptation efforts are integrated with numerous initiatives, including, but not limited to, the interagency Climate Preparedness and Resilience Council, the U.S. Global Change Research Program, the National Ocean Policy, the Landscape Conservation Cooperatives, the Climate Science Centers, and the National Fish, Wildlife, and Plants Climate Adaptation Strategy. The Department's 2014 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 built into the mission areas in the Department's Strategic Plan for FY 2014-2018.

**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. All other strategies that the Department is pursuing under this Goal are incorporated into this overarching strategy. Evaluation measures for the Department's strategies are listed in Table 10: Goal 10 Strategies – Climate Change Resilience and include quarterly climate resilience priority goal reporting requirements.

**Successes**

The Department has a number of successful initiatives in the climate change resilience arena, including:

- The Department's bureaus have demonstrated progress in implementing the Department's Climate Change Resilience Priority Goal. For FY 2015, each bureau identified actions under each of the five Priority Goal strategies. Bureaus reported quarterly on progress toward implementing their actions. Overall, the Department's bureaus have demonstrated a maturing level of achievement on their actions.
- The Department made progress toward modernizing our programs and activities to include climate resilience considerations. Several of the Department's bureaus have issued policies and strategies for incorporating climate resilience considerations into their programs and activities. These bureaus include: the Bureau of Indian Affairs (BIA), FWS, NPS, and USBR.
- As part of the Resilient Lands and Waters Initiative, the Department worked with other federal agencies, including the National Oceanic and Atmospheric Administration, the U.S. Department of Agriculture, and the U.S. Environmental Protection Agency (EPA), to identify several U.S. regions to demonstrate the use of landscape-level strategies for addressing climate resilience and other conservation objectives. Each region will identify and map priority conservation areas by October 2016. The Resilient Lands and Waters Initiative is one of several actions the Department is implementing as part of the Administration's *Priority Agenda for Enhancing the Climate Resilience of America's Natural Resources*.
- In response to a commitment made under the 2014 Climate Change Resilience Goal, the Department issued guidance to its bureaus for incorporating climate change considerations into workplace safety and health policies and protocols. The new guidance sets a deadline of

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December 31, 2015, for bureaus to assess workplace policies and protocols for opportunities to include climate change considerations.

- The Department established a Facilities and Infrastructure Climate Change Adaptation Working Group to develop policy and guidance for conducting vulnerability assessments and for integrating natural hazards and climate change risk management into the planning, design, construction, and management of real property assets. The policy and guidance were issued in June 2015.
- BIA's Tribal Resilience Initiative has improved delivery of technical assistance and funding to tribes. In December 2014, \$2.5 million in funding for strategic adaptation planning, vulnerability assessments, and capacity building was awarded to Tribes. In April 2015, an additional \$8 million was offered and awards are expected to be made before the end of FY 2015.

### **Challenges & Lessons Learned**

In addition to the significant progress made, the Department continues to actively work to overcome remaining challenges, including:

- There are likely opportunities to improve communication on climate change resilience matters between the different levels and components of the Department. The Department's bureaus continue to establish climate change networks and better lines of communication for climate change matters.
- 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.
- Climate change adaptation is relatively new to many individuals and entities which necessitates ongoing communication, training, and capacity building.

### **Planned Actions**

The Department has a number of planned climate change resilience actions for the next year, including the following:

- The Department will continue to implement actions identified in the Administration's *Priority Agenda for Enhancing the Climate Resilience of America's Natural Resources*, including working with federal partners to improve climate training opportunities to enhance employee climate literacy and to develop a framework for incorporating carbon management considerations into land and resource management activities.
- The Department is working to develop a better understanding of the climate risks and vulnerabilities of our supply chain.
- The Department is working to better understand the potential impacts of climate change on our economic contributions to the Nation.
- The Department will continue to identify opportunities to build resilience considerations into land and resource management activities.
- The Department will conduct a review of bureau implementation of the Department's Climate Change Adaptation Policy. Elements of the review will include:
  - the extent to which bureaus have reviewed their programs and policies for opportunities to incorporate climate change considerations;
  - the extent to which bureaus have incorporated climate change considerations into programs and policies; and
  - the extent to which bureaus have developed internal networks for communicating and coordinating on climate change issues.

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The Department will continue to implement the five strategies under the Strategic Sustainability Performance Plan (SSPP) Climate Change Resilience Goal:

- **Mainstream and integrate climate change adaptation.** This strategy aligns with the Department’s Climate Change Adaptation Policy and encompasses the remaining four strategies.
- **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 Department will work with bureaus to implement departmental guidance for incorporating climate change considerations into workforce and visitor safety and health policies and protocols.
- **Update agency external programs and policies to incentivize planning for, and addressing impacts of, climate change.** Bureaus will continue to identify updates to programs and policies that incentivize planning for, and address impacts of, climate change. Bureaus will demonstrate progress and report on the status of these updates on a quarterly basis through the Climate Change Resilience Priority Goal reporting requirements.
- **Ensure that investments in facilities and infrastructure account for the projected impacts of climate change.** The Department’s Deferred Maintenance and Capital Improvement Planning Guidelines require that bureaus “...include consideration of climate change adaptation and resilience into procurement, acquisition, real property or leasing decisions.” Also, the Department’s Climate Change Adaptation Policy requires bureaus to develop approaches to assess vulnerability to climate change and incorporate climate change adaptation strategies into programs and operations. Additionally, the Department’s Facilities/Infrastructure Climate Change Adaptation Working Group developed guidance on vulnerability assessments for existing real property assets.

### **Goal 10: Performance Contracting**

A Presidential Memorandum established the Presidential Performance Contracting Challenge in December 2011, committing the Federal Government to award \$2 billion in ESPCs by December 2013. The Challenge was later expanded to \$4 billion in government-wide ESPCs by December 2016. Under Phase 1 of the Challenge, the Department committed to award \$5 million by December 2013. Under Phase 2, the Department committed to award an additional \$15 million by December 2016, making the total departmental commitment \$20 million by December 2016. To date, the Department has awarded more than \$71 million in ESPCs, which exceeds the Department’s \$20 million commitment.

#### **Integration**

The President’s ESPC challenge stimulates government-wide efforts towards energy efficiency, water conservation, and increased renewable energy use. The Department is committed to meeting its statutory goals and continues to explore innovative solutions to energy management.

#### **Evaluation Measures**

Progress on the ESPC challenge is measured monthly as information regarding each contract is entered into OMB MAX Collect. Upon completion of the investment grade audit, detailed energy, water, and cost savings data is also recorded.

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### **Successes**

The Department's bureaus and offices have awarded five ESPCs since December 2011, with a total project value of \$71,338,784, which exceeds the Department's \$20 million commitment. These projects are described below:

- NPS' Isle Royale ESPC Phases 1 and 2 were awarded in September 2012 and September 2013, respectively, for a total project value of \$3,822,494.
- USGS' Multi-Site ESPC was awarded in July 2014 for a total project value of \$12,722,804.
- NPS' NCR Phase 1 ESPC was awarded in September 2014 for a total project value of \$28,671,313.
- OFAS' MIB ESPC was awarded in March 2015 for a total project value of \$26,122,173.

### **Challenges**

The Administration's focus on performance contracting provides many opportunities to expand the implementation of energy and water conservation measures and renewable energy technologies. Even though many of the Department's facilities are small in size and geographically dispersed, bundling facilities may result in a more cost effective project. Implementing a bundled ESPC across jurisdictional and financial boundaries, however, often requires significant additional coordination and time. Bundled projects can have higher development costs which can impact the cost-effectiveness and viability of the entire project.

While much of the Department's building inventory is made up of historic buildings with complex requirements and may not be suitable candidates for performance contracting, other opportunities may exist for energy efficiency improvements.

### **Lessons Learned**

Senior management awareness and support is crucial when pursuing high value and/or multi-site ESPC projects. Often these projects are complex in nature or cross jurisdictional boundaries. Senior management support helps to focus efforts toward a common goal.

Project bundling requires additional time and personnel resources to ensure a viable ESPC project. In addition, employee training and awareness of alternative financing options and processes are vital to ensure successful use of ESPCs and Utility Energy Service Contracts (UESCs).

### **Planned Actions**

The Department will continue to pursue performance contracting for energy savings. NPS' NCR ESPC Phase 2 is anticipated for award by the fourth quarter of FY 2015. The Department's MIB ESPC Phase 2 is expected to be awarded in the third quarter of FY 2015.

## **Progress on Administration Priorities**

### **Sustainable Locations for Federal Facilities and Sustainable Practices for Designed Landscapes**

The Department requires bureaus and offices to incorporate applicable elements of CEQ's guidance documents on *Sustainable Locations for Federal Facilities* and *Sustainable Practices for Designed Landscapes* into facility siting and development decisions where they relate to project scope. These principles support the Department's mission of protecting America's natural resources, heritage, and historic buildings.

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The largest centers of the Department's employee population are in large metropolitan areas, which are already planned, zoned, and developed. The Department does not 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 Regulation. The Department will engage with GSA to incorporate provisions for sustainable locations and landscaping into direct lease solicitations and offers where economically feasible. The Department will also engage GSA to ensure that these provisions are included in any space requests GSA makes on behalf of the Department in the form of Occupancy Agreements.

For direct leases and GSA-provided space, the Department has policy for the recommended achievement of LEED Silver status in areas where this is attainable. The LEED rating system includes scoring elements for both sustainable locations and landscapes. The Department now has more than 70 owned, leased, and GSA-provided buildings that have obtained a level of LEED certification.

Finally, the Department is currently drafting a policy memorandum to require bureaus and offices to implement pollinator-friendly landscaping and maintenance practices in accordance with the best management practices contained within CEQ's October 2014 sustainable landscaping addendum, *Supporting the Health of Honey Bees and Other Pollinators*, at appropriate sites. For example, two pollinator gardens were created at the aforementioned FWS Northeast Regional Office building, and a new pollinator garden was created at the FWS Headquarters Office, supporting the President's agenda.

#### **Federal Agency Implementation of Water Efficiency and Management Provisions of EO 13514**

The Department uses the Implementing Instruction: Federal Agency Implementation of Water Efficiency and Management Provisions of EO 13514 for definitions, estimating methodologies, and guidance on federal water conservation tracking and reporting. Additionally, the requirements of the Implementing Instructions will be incorporated into the Department's data reporting system, FBMS. The bureaus assess water uses throughout their sites and will use the DOE FEMP's updated Metering Guidance to determine additional appropriate building metering needs.

#### **Energy Savings Performance Contracts**

The Department's total commitment towards the President's Performance Contracting Challenge is \$20 million in project awards by December 2016.

The Department's bureaus and offices have awarded five ESPCs since December 2011, with a total project value of \$71,338,784, thus fulfilling the Department's December 2016 President's Performance Contracting Challenge commitment. These projects include:

- NPS' Isle Royale ESPC Phases 1 and 2 were awarded in September 2012 and September 2013, respectively, for a total project value of \$3,822,494.
- USGS' Multi-Site ESPC was awarded in July 2014 for a total project value of \$12,722,804.
- NPS' NCR Phase 1 ESPC was awarded in September 2014 for a total project value of \$28,671,313.
- OFAS' MIB ESPC was awarded in March 2015 for a total project value of \$26,122,173.

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### **Climate Change Adaptation Plans**

The Department made significant progress toward implementing the 2014 Climate Change Adaptation Plan, including the following highlighted achievements:

- **Updated internal agency policies:** The Department's bureaus have made progress toward establishing internal policies and strategies for addressing climate change. FWS and USBR have recently issued climate adaptation policy updates to their agency manuals. The NPS and BIA have issued agency climate adaptation strategies and plans. The Department's bureaus will continue to assess their internal policies and programs to identify opportunities to promote additional climate resilience action.
- **Updated external programs and policies:** The Department has successfully incorporated climate resilience considerations into a number of its external programs and policies, including USBR's Drought Response Program, FWS' State Wildlife Grant Program and Boating Infrastructure Grant Program, the Office of Wildland Fire's Resilient Landscape Initiative, and BIA's Climate Adaptation Grant Program. The Department will continue to identify opportunities to incorporate climate resilience considerations into external programs.

## Size & Scope of Agency Operations

**Table 1**

<b>Agency Size and Scope</b>	<b>FY 2013</b>	<b>FY 2014</b>
Total Number of Employees as Reported in the President's Budget	67,337	64,396
Total Acres of Land Managed	530,000,000	530,000,000
Total Number of Buildings Owned	42,903	42,762
Total Number of Buildings Leased (GSA and Non-GSA Lease)	1,239	1,212
Total Building Gross Square Feet (GSF)	120,273,395	119,450,579
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	23,255	23,819
Total Number of Fleet Vehicles Leased	9,041	9,670
Total Number of Exempted-Fleet Vehicles (Tactical, Law Enforcement, Emergency, Etc.)	3,795	3,795
Total Amount Contracts Awarded as Reported in FPDS (\$Millions)	2,425	2,286

## Agency Progress toward Sustainability Goals in E.O. 13514 and E.O. 13423

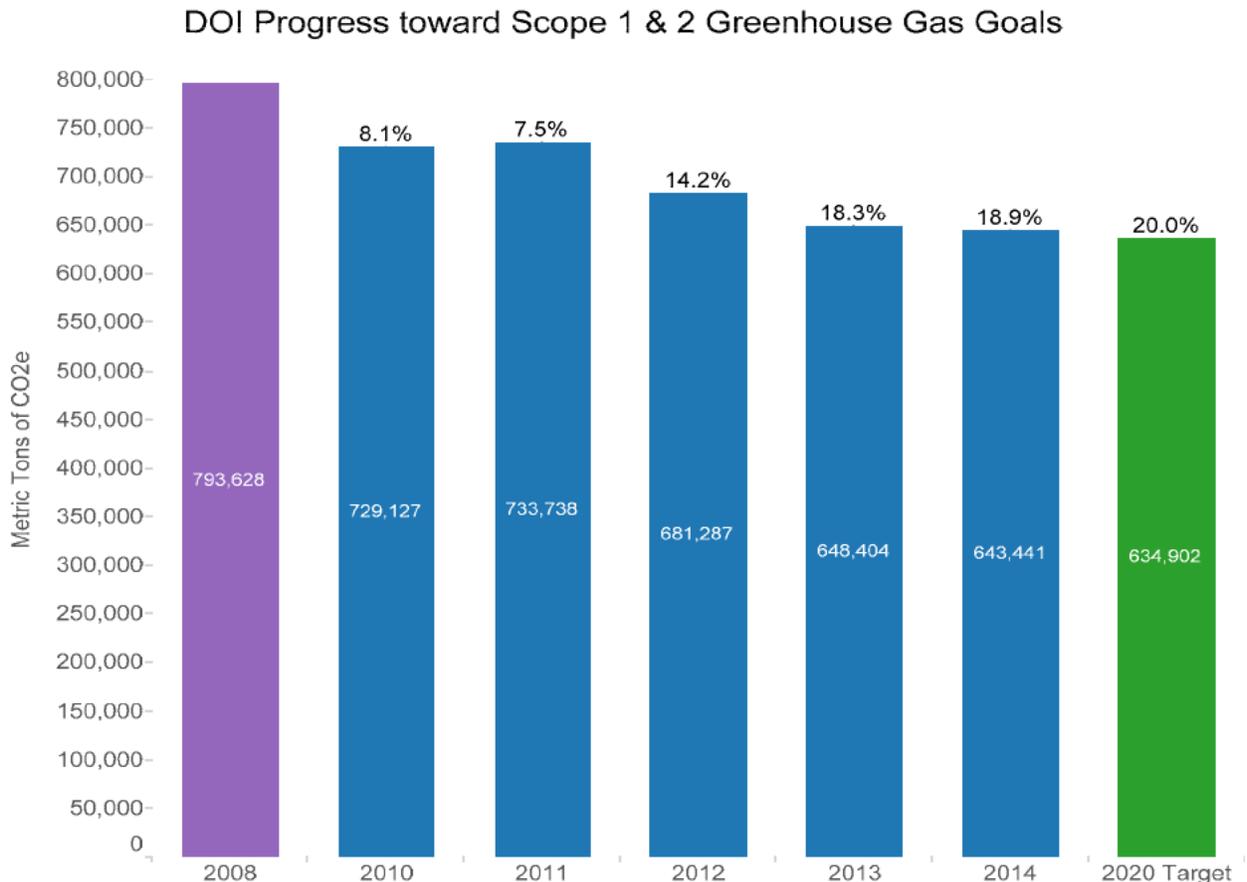
This section provides an overview of agency progress towards the sustainability goals established in E.O. 13514 and E.O. 13423. The subject of many of these goals has been carried over into E.O. 13693, and a review of past performance is useful to determine program effectiveness and development of strategies for future implementation.

### Goal 1: Greenhouse Gas (GHG) Reduction

#### Agency Progress toward Scope 1 & 2 GHG Goal

E.O. 13514 required each agency establish a Scope 1 & 2 GHG emission reduction target to be achieved by FY 2020. The purple 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.

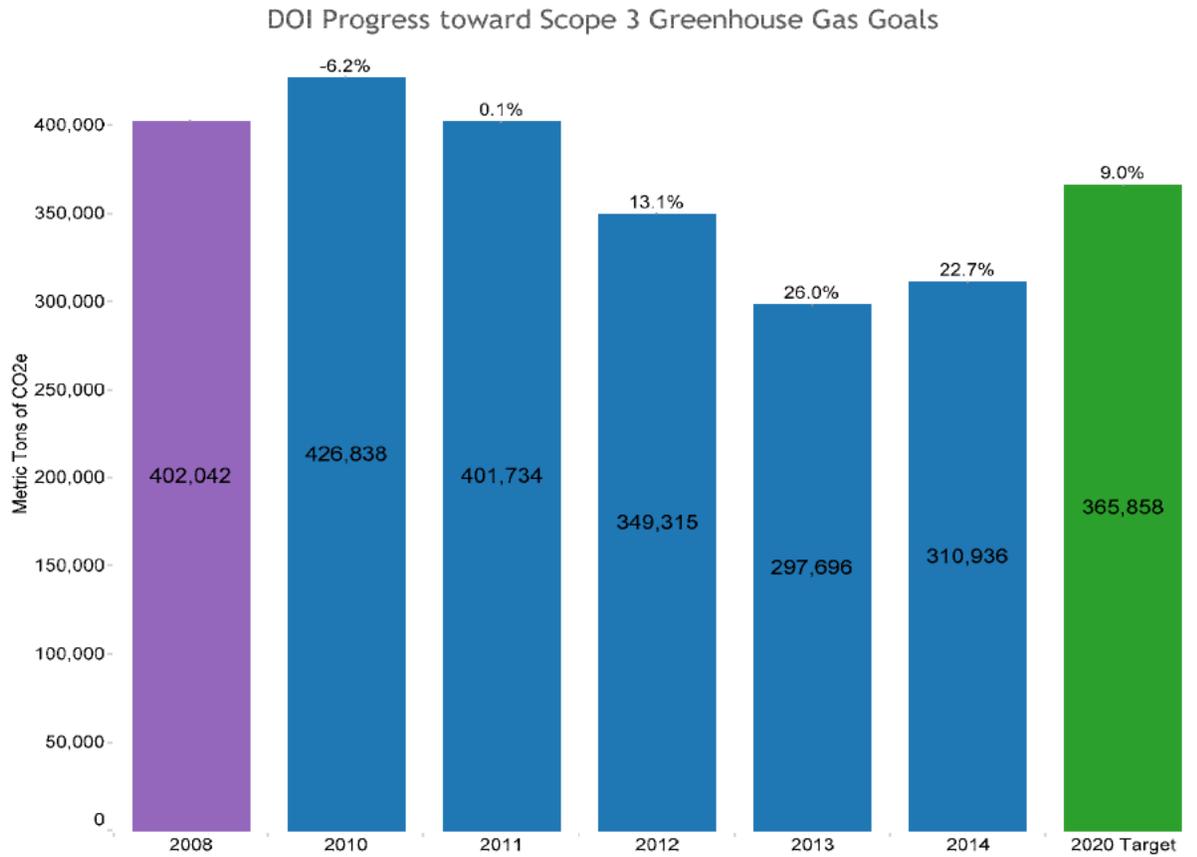
Figure 1-1



## Agency Progress toward Scope 3 GHG Goal

E.O. 13514 required each agency establish a Scope 3 GHG emission reduction target to be achieved by FY 2020. The purple 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.

**Figure 1-2**

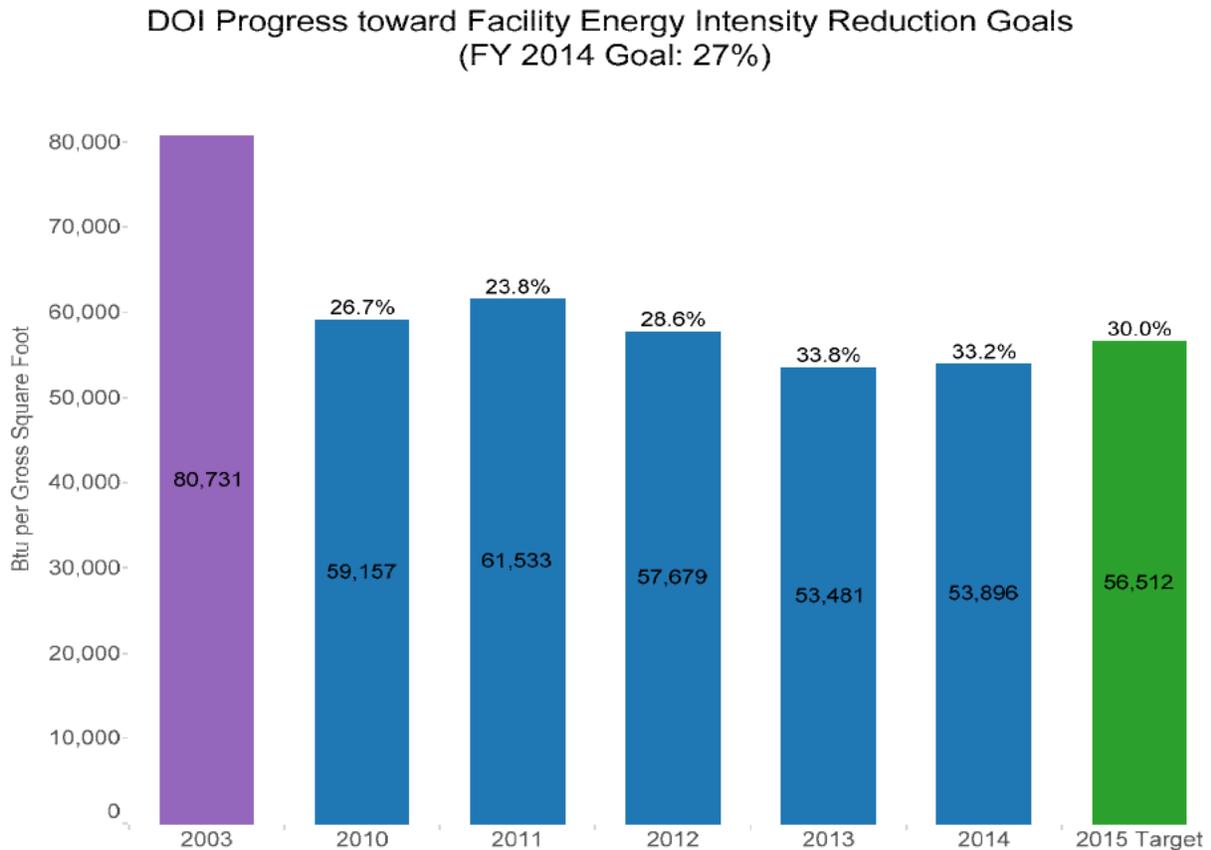


## Goal 2: Sustainable Buildings

### Agency Progress toward Facility Energy Intensity Reduction Goal

E.O. 13514 section 2 required 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 through FY 2015 to meet the goal. The purple 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.

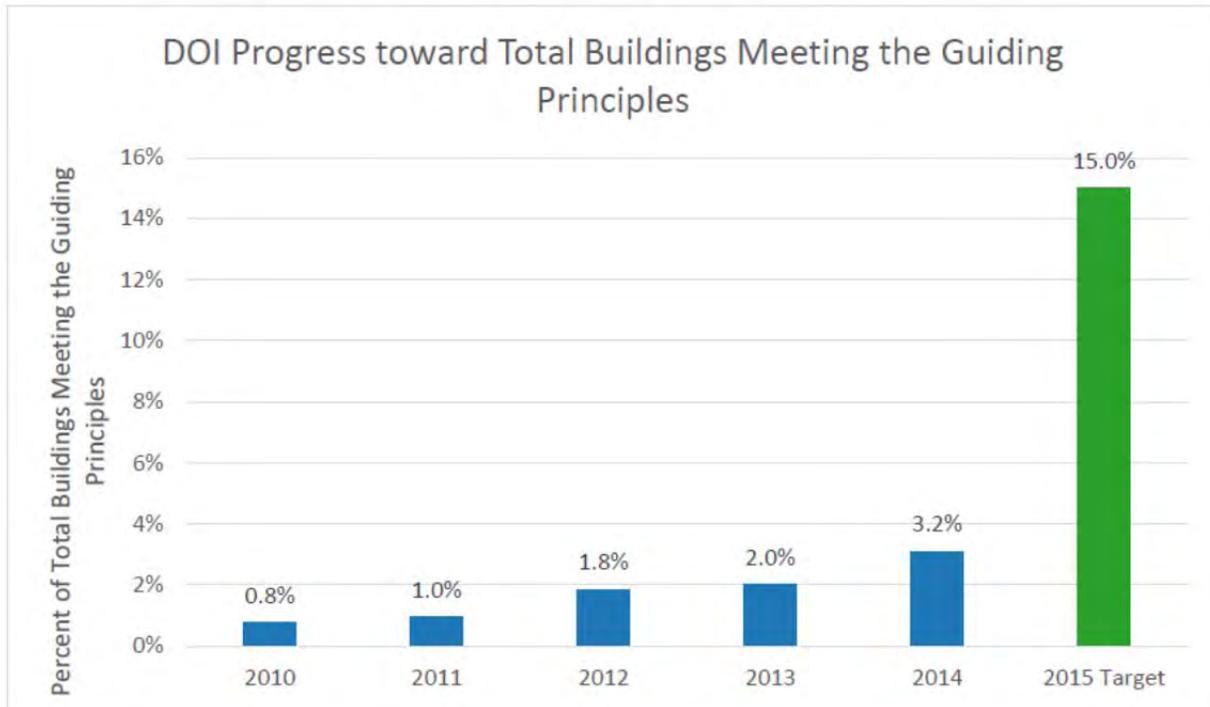
**Figure 2-1**



### Agency Progress toward Total Buildings Meeting the Guiding Principles

E.O. 13514 required 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.

**Figure 2-2**

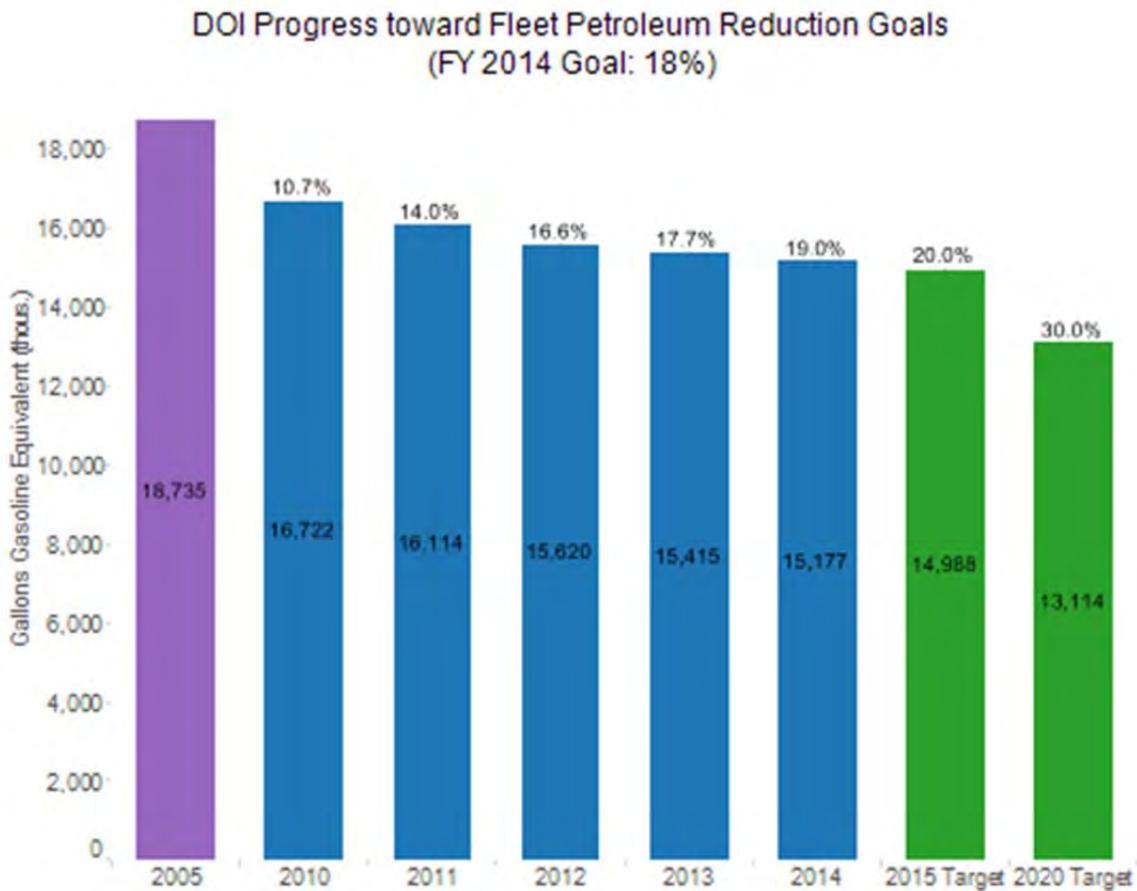


## Goal 3: Fleet Management

### Agency Progress toward Fleet Petroleum Use Reduction Goal

E.O. 13514 and the Energy Independence and Security Act of 2007 (EISA) required that by FY 2015 agencies reduce fleet petroleum use by 20 percent compared to a FY 2005 baseline. Agencies were expected to achieve at least a 2 percent annual reduction. The purple bar represents the agency's FY 2005 baseline. The green bars represent the FY 2015 target reduction. 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.

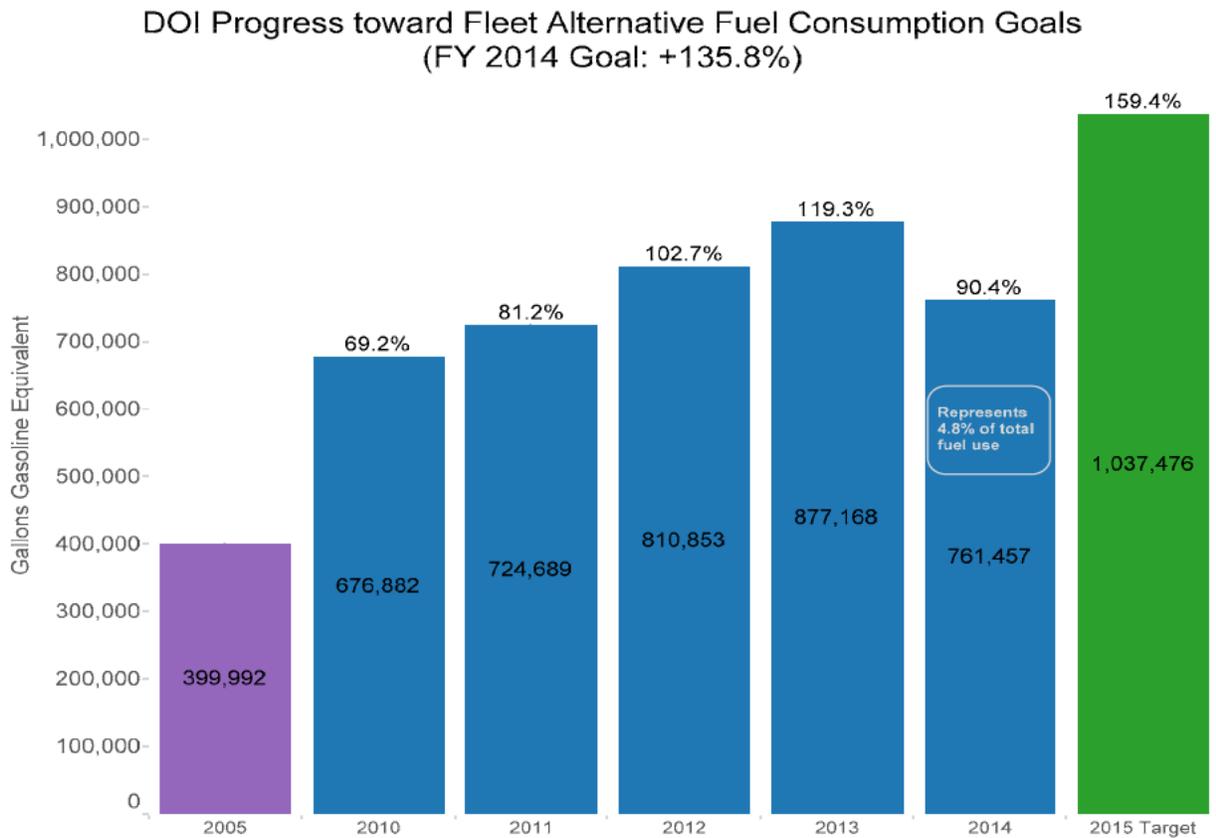
Figure 3-1



### Agency Progress toward Fleet Alternative Fuel Consumption Goal

E.O. 13423 required that agencies increase total alternative fuel consumption by 10 percent annually from the prior year starting in FY 2005. By FY 2015, agencies must have increased alternative fuel use by 159.4 percent, relative to FY 2005. The purple 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.

**Figure 3-2**

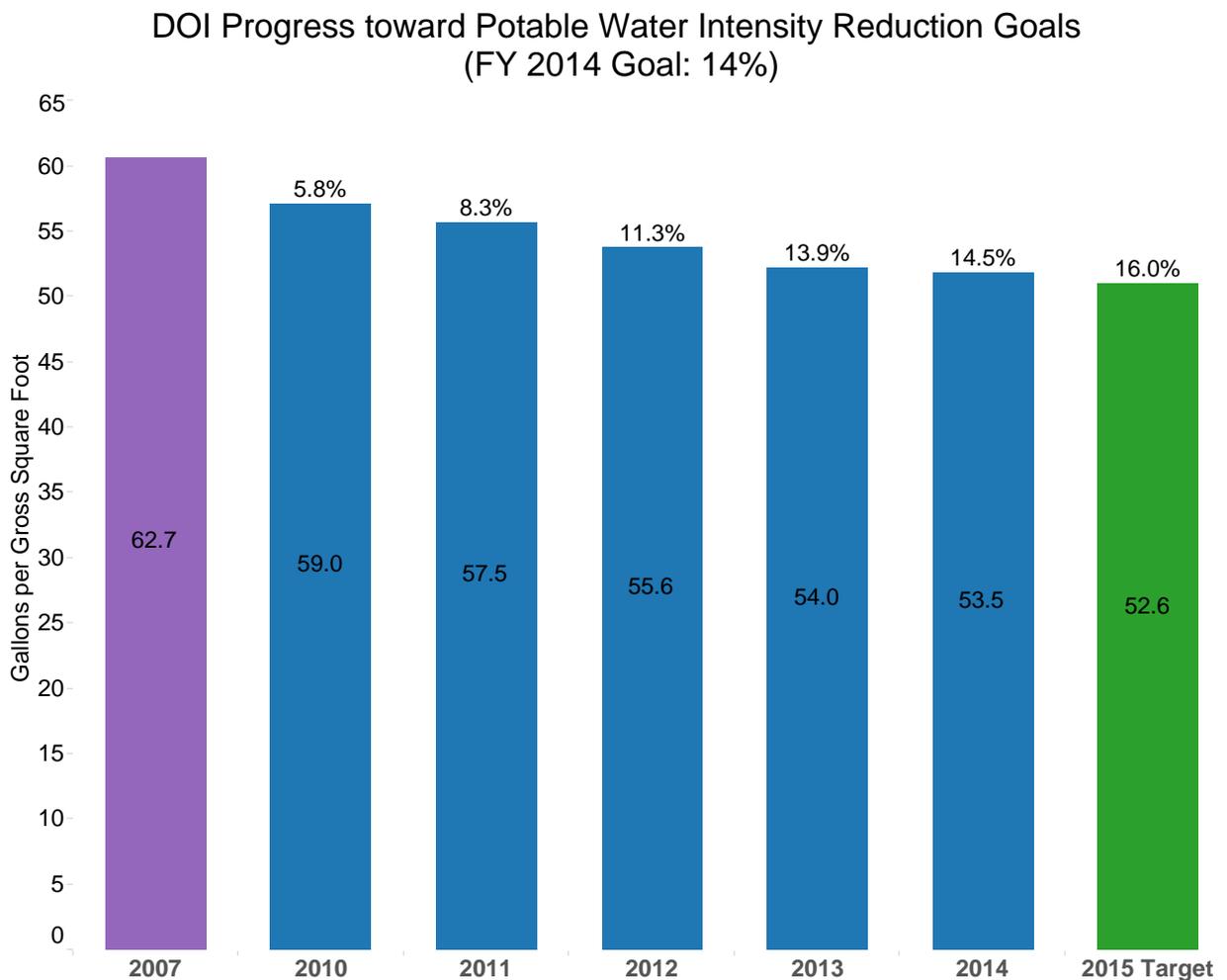


## Goal 4: Water Use Efficiency & Management

### Agency Progress toward Potable Water Intensity Reduction Goal

E.O. 13514 required agencies to reduce potable water intensity by 2 percent annually through FY 2020 compared to an FY 2007 baseline. A 16 percent reduction was required by FY 2015 and a 26 percent reduction was required by FY 2020. The purple 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.

**Figure 4-1**



## Goal 5: Pollution Prevention & Waste Reduction

E.O. 13514 required that Federal agencies promote pollution prevention and eliminate waste. The E.O. required agencies to minimize the use of toxic and hazardous chemicals and pursue acceptable alternatives. It also required 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.

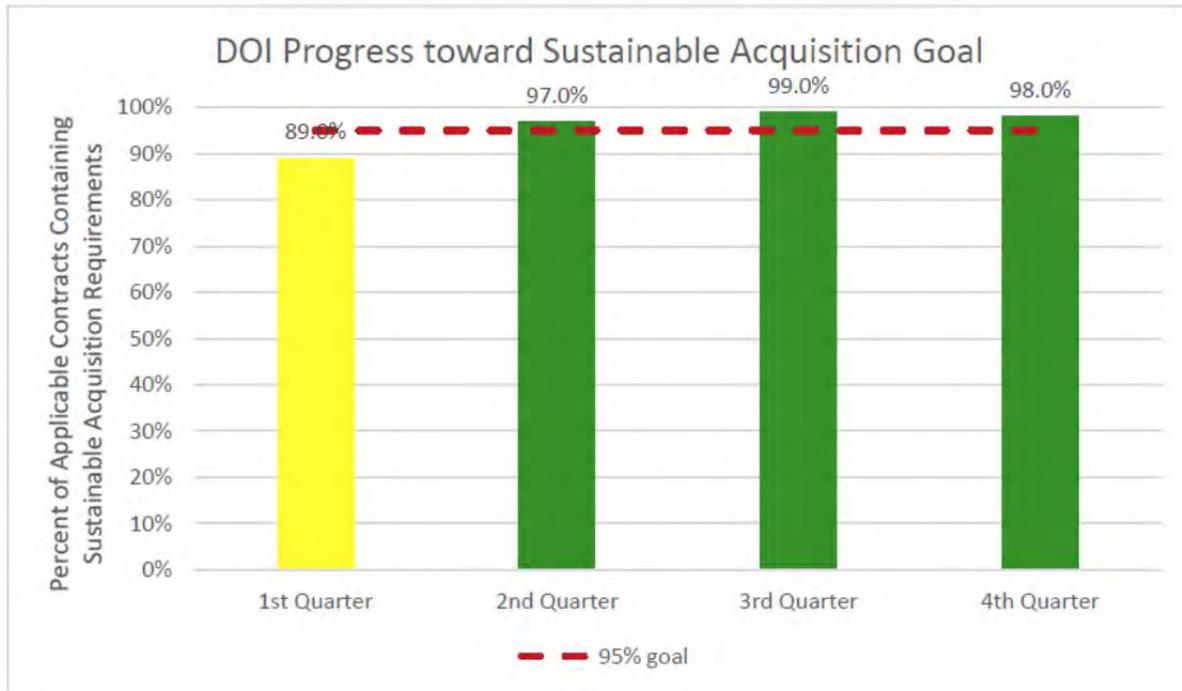
FY 2014 data is not available. Accounting and data reporting for waste reduction will begin in FY 2016. Progress on the waste reduction goal is discussed in the Executive Summary.

## Goal 6: Sustainable Acquisition

### Agency Progress toward Sustainable Acquisition Goal

E.O. 13514 required agencies to advance sustainable acquisition and ensure that 95 percent of applicable new contract actions met Federal mandates for acquiring products that are energy efficient, water efficient, bio-based, 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.

Figure 6-1



## Goal 7: Electronic Stewardship & Data Centers

### Agency Progress toward EPEAT, Power Management and End of Life Goals

E.O. 13514 required 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.

Figure 7-1

EPEAT	Power Management	End-Of-Life	Comments
			50 % Power Management Compliant

#### EPEAT

	95% or more Monitors and PCs/Laptops purchased in FY 2013 was EPEAT Compliant Agency-wide
	85-94% or more Monitors and PCs/Laptops purchased in FY 2013 was EPEAT Compliant Agency-wide
	84% or less Monitors and PCs/Laptops purchased in FY 2013 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, Unicolor, USPS Recycling Program or Certified Recycler (R2, E-Stewards). <i>Submitted annual report to GSA for Federal Electronics Assets furnished to non-Federal recipients.</i>
	100% of Electronics at end-of-life disposed through GSA Xcess, CFL, Unicolor, USPS Recycling Program and/or non-Certified Recycler. <i>Submitted annual report to GSA for Federal Electronics Assets furnished to non-Federal recipients.</i>
	Less than 100% of Electronics at end-of-life disposed through GSA Xcess, CFL, Unicolor, USPS Recycling Program or non-Certified Recycler. No annual report submitted to GSA for Federal Electronics Assets furnished to non-Federal recipients.

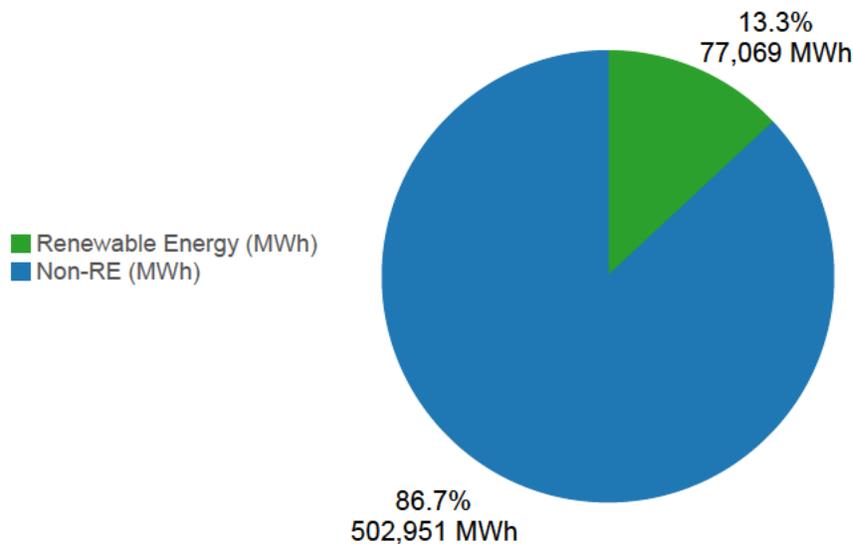
## Goal 8: Renewable Energy

### Agency Renewable Energy Percentage of Total Electricity Usage

E.O. 13514 requires that agencies increase use of renewable energy. Further, EFACT 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 2014 and beyond. For FY 2012, the required target was 5 percent of an agency's total electricity consumption. In 2013, a Presidential Memorandum entitled *Federal Leadership on Energy Management* revised the Federal agency target for agency renewable energy percentage of total electricity usage to reflect a goal of 20% by 2020.

**Figure 8-1**

DOI Use of Renewable Energy as a Percentage of Electricity Use  
(FY 2014 Goal: 7.5%)



## Goal 9: Climate Change Resilience

### **Agency Climate Change Resilience**

E.O. 13514 required 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.

This goal is addressed through qualitative commitments on the part of each agency and a summary of progress may be found in the Executive Summary at the beginning of this document.

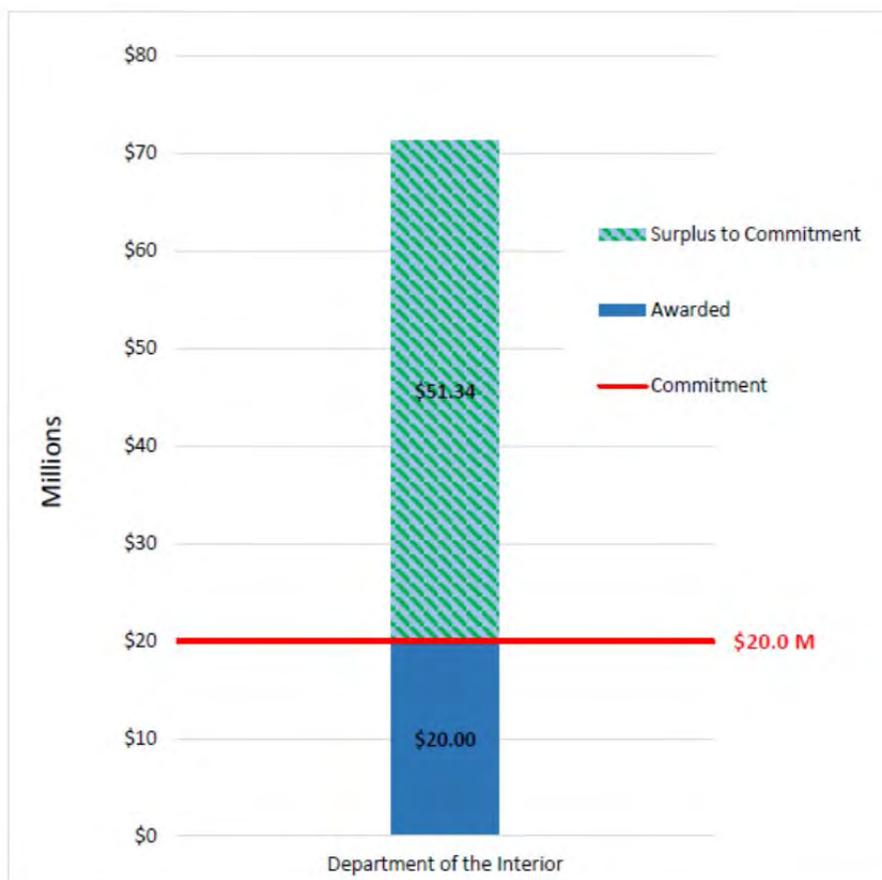
## Goal 10: Energy Performance Contracts

### Agency Progress in Meeting President's Performance Contracting Challenge (PPCC) Goal

Energy Performance Contracts, including both Energy Savings Performance Contracts (ESPCs) and Utility Energy Service Contracts (UESCs), enable agencies to obtain energy efficiency investments in buildings and deploy on-site renewable energy through long-term contracts with the private sector, which are in turn paid through savings derived from those investments.

#### Figure 10-1

The chart below represents the agency's performance contracting commitment and progress toward that commitment as reported through April 15, 2014 (for agencies subject to the 2011 President's Performance Contracting Challenge). The bar graph shows the total dollar value (in millions) of (1) already awarded projects, (2) projects in the pipeline but not yet awarded, and (3) the pipeline shortfall or surplus depending on whether the agency has reached their commitment goal. Note: All agencies were expected to meet or exceed their initial target no later than June 30, 2014.



Note: This chart indicates agency progress toward the 2016 Performance Contracting goal as of May 15, 2015.

# Agency Strategies to Meet Goals of E.O. 13693

## Goal 1: Greenhouse Gas (GHG) Reduction

**Table 1-1: Strategies – Scope 1 & 2 GHG Reduction**

(A) Strategy	(B) Top Five? Yes/No/NA	(C) Strategy Narrative	(D) Specific targets/metrics to measure success including milestones in next 12 months
<b>Required Strategies under E.O. 13693</b>			
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 with a visual of the Department's progress and the overall make-up of our GHG emissions. Emissions from purchased electricity consumption, FAST vehicles, and stationary fuel combustion represent the Department's highest GHG categories.	Bureaus will continue to implement on-site renewable energy technologies and right-size the fleet to reduce GHG emissions, and report progress on an annual basis.
Identify alternative sources of data or alternative methods of analysis not set forth in E.O. 13693, but with the potential to support its goals.	No	The data source for the majority of the Department's emission categories is the Department's FBMS. Other data sources include purchase records, chemical storage records, contractor service records, landfill permits, GSA travel records, solid waste and diversion reporting and the commuter survey.	

<b>(A) Strategy</b>	<b>(B) Top Five? Yes/No/NA</b>	<b>(C) Strategy Narrative</b>	<b>(D) Specific targets/metrics to measure success including milestones in next 12 months</b>
Identify and support management practices or training programs that encourage employee sustainability and greenhouse gas consideration.	Yes	The Department has multiple facets to encourage employee sustainability and greenhouse gas consideration, including: EMS Awareness Training; an Energy Management Newsletter highlighting goals, policy issues, and best management practices; and training opportunities. The 2014 DOI-FEMP Agency Partnership Agreement deployed a First Thursday Seminar on Small PV System Operations and Maintenance which was filmed at the FWS National Conservation Training Center, WV, and the Cusano Environmental Education Center at John Heinz NWR, PA, and was viewed by over 900 participants. This training is available on the FEMP website.	Launch the BLM Sustainability Inspection Training video on the DOI University website, DOI Learn, by end of FY 2015 to make it available to all of the Departments employees, and track number of employees trained.
Conceptualize the goals of E.O. 13693 within a projected cost-benefit framework to identify low-hanging fruit.	No	The Department does not plan to conceptualize the goals of the EO within a projected cost-benefit framework to identify low-hanging fruit.	
Isolate successful measures applied toward the goals of E.O. 13514 that could be expanded to meet the goals of E.O. 13693.	No	The Department will continue to assess goal performance, but this is not one of the top 5 priorities for this SSPP.	
Determine unsuccessful programs or measures to be discontinued to better allocate agency resources, human and otherwise.	No	The Department will continue to assess the success of programs and measures, but this is not one of the top 5 priorities for this SSPP.	

<b>(A) Strategy</b>	<b>(B) Top Five? Yes/No/NA</b>	<b>(C) Strategy Narrative</b>	<b>(D) Specific targets/metrics to measure success including milestones in next 12 months</b>
Determine which goals set forth in E.O. 13693 represent unambitious targets given past agency performance, identify by how much they could be exceeded, and establish new within-agency target	No	The Department will continue to assess performance on agency specific goals, but this is not one of the top 5 priorities for this SSPP.	
Employ operations and management best practices for energy consuming and emission generating equipment.	Yes	The Department's bureaus and offices employ best management practices to reduce energy consumption and GHG emissions. The BLM Sustainability Inspection Condition Assessment Safety Health and Environment (SI-CASHE) Team conducts training and inspections of facilities throughout BLM. These inspections analyze facilities for sustainability and Guiding Principle compliance, identify deficiencies and best management practices, and instruct personnel on needed maintenance and/or improvements.	BLM will conduct SI-CASHE audits at facilities in Alaska, Idaho, and Western Oregon.
Reduce grid-supplied electricity consumption by implementing energy efficient and on-site renewable electricity technologies.	Yes	Purchased electricity is the Department's largest source of Scope 1&2 greenhouse gas emissions. The Department's bureaus and offices strive to reduce grid-supplied electricity consumption through the implementation of energy efficient and renewable electricity technologies. FWS LEED Platinum Corn Creek Administrative Office/Visitor Center at Desert NWR in Nevada, achieved net-zero electricity with the installation of a 91.5 kW net-metered photovoltaic system.	Complete the installation of a 125 kW solar PV system at USGS National Center in Virginia.

(A) Strategy	(B) Top Five? Yes/No/NA	(C) Strategy Narrative	(D) Specific targets/metrics to measure success including milestones in next 12 months
Install building utility meters and benchmark performance to track energy and continuously optimize performance.	Yes	The Department's bureaus and offices install building utility meters - electricity, water, natural gas, and steam - in appropriate buildings. Bureaus and offices strive to benchmark metered buildings in accordance with Section 432 of EISA.	Update the Department's Metering Implementation Plan in accordance with the DOE FEMP's updated Metering Guidance issued November 2014.

**Table 1-2: Strategies – Scope 3 GHG Reductions**

(A) Strategy	(B) Top Five? Yes/No/NA	(C) Strategy Narrative	(D) Specific targets/metrics to measure success including milestones in next 12 months
<b>Required Strategies under E.O. 13693</b>			
Reduce employee business ground travel.	Yes	The Department has set policy requiring employees to give preference to teleconferencing, web conferencing, or video conferencing in lieu of business travel. Employees wishing to attend conferences must justify why these technologies cannot be used. When travel is absolutely necessary, employees must use public transportation and carpools to the extent possible.	For FY 2015 - FY 2016, the Department has set a target to maintain business air and ground travel expenditures 30% below the FY 2010 level in accordance with OMB Memorandum M-12-12.
Reduce employee business air travel.	Yes	The Department has set policy requiring employees to give preference to teleconferencing, web conferencing, or video conferencing in lieu of business travel. Employees wishing to attend conferences must justify why these technologies cannot be used. When travel is absolutely necessary, employees must use public transportation and carpools to the extent possible.	For FY 2015 - FY 2016, the Department has set a target to maintain business air and ground travel expenditures 30% below the FY 2010 level in accordance with OMB Memorandum M-12-12.

<b>(A) Strategy</b>	<b>(B) Top Five? Yes/No/NA</b>	<b>(C) Strategy Narrative</b>	<b>(D) Specific targets/metrics to measure success including milestones in next 12 months</b>
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 the bureaus, so they can use the data to address employee commuting emissions.	Employee commuting is a component of the scope 3 GHG emissions total, which is reported in the annual Sustainability and GHG Data Report.
Increase number of employees eligible for telework and/or the total number of days teleworked.	Yes	Continue to maintain the Department's telework guidance, and continue reporting participation to organization leaders every pay period. Meet quarterly with the Telework Community and implement the automated telework form for FY 2016. The Department met our telework goal of 12.8% for FY 2014.	The metric is % of eligible employees who telework: Goal for FY 2015 -13.7%; FY 2016 - 14.6%, FY 2017 - 15.6%; FY 2018 - 16.7%; FY 2019 - 17.9%, FY 2020 -19.1%.
Develop and implement bicycle commuter program.	Yes	The Department offers a Bicycle Subsidy Benefit Program, established a partnership with Capital Bikeshare to provide free memberships to full-time employees in the Washington, DC, area, and provides bicycle safety training. With the support of the Agency CSO, the Department has consistently led the Federal Government with the most overall riders in the Federal Bike Challenge.	Metrics include the number of participants in the Bicycle Subsidy Benefit Program and the level of participation in the Federal Bike 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.	

(A) Strategy	(B) Top Five? Yes/No/NA	(C) Strategy Narrative	(D) Specific targets/metrics to measure success including milestones in next 12 months
Plan to begin FY 2016: Report scope 3 greenhouse gas emissions for leases over 10,000 E.O. 3(h)(v) rentable square feet.	No	As this is a government-wide requirement and the Department has delegated leasing authority from GSA, it would be most efficient to have this requirement as part of the standard GSA leasing program list of requirements. The Department will engage with GSA to ensure that this requirement is included in required clauses for all new direct lease solicitations and offers greater than 10,000 gsf. The Department will also engage GSA to ensure this requirement is included in any new space requests GSA makes on behalf of the Department in the form of Occupancy Agreements greater than 10,000 gsf.	

## Goal 2: Sustainable Buildings

### **Building Energy Conservation, Efficiency, and Management**

Section 3(a) of E.O. 13693 states that agencies will promote building energy conservation, efficiency, and management. Section 3(a)(i) requires agencies to reduce building energy intensity by 2.5% annually through the end of FY 2025 (measured in British thermal units per square foot), relative to a FY 2015 baseline and taking into account agency progress to date, except where revised pursuant to section 9(f) of E.O. 13693.

### **Building Efficiency Performance, and Management**

Section 3(h) of E.O. 13693 states that agencies will improve building efficiency, performance, and management.

Section 3(h)(iii) requires that agencies identify, as a part of the planning requirements of section 14 of this order, a percentage of the agency's existing buildings above 5,000 gross square feet intended to be energy, waste, or water net-zero buildings by FY 2025 and implementing actions that will allow those buildings to meet that target. Targets will be established in 2016.

Section 3(a)(ii) of E.O. 13693 states that agencies must improve data center efficiency at agency facilities. Section 3(a)(ii)(C) requires that agencies establish a power usage effectiveness target in the range of 1.2-1.4 for new data centers and less than 1.5 for existing data centers.

**Table 2-1: Strategies – Sustainable Buildings**

(A) Strategy	(B) Top Five? Yes/No/NA	(C) Strategy Narrative	(D) Specific targets/metrics to measure success including milestones in next 12 months
<b>Required Strategies under E.O. 13693</b>			
Use remote building energy performance assessment auditing technology 3(a)(A)	No	The Department’s bureaus and offices will explore the use of remote building energy performance assessment auditing technology, where feasible and cost effective.	
Participate in demand management programs 3(a)(B)	No	Where provided by servicing utility companies, the Departments bureaus and offices participate in demand management programs, but it is not a top 5 priority for this SSPP.	
Ensure that monthly performance data for EISA-covered facility metered buildings is entered into the Environmental Protection Agency (EPA) ENERGY STAR Portfolio Manager 3(a)(C)	No	The Departments bureaus and offices benchmark EISA-covered facility metered buildings in ENERGY STAR Portfolio Manager.	
Where feasible: Incorporate Green Button data access system into reporting, data analytics, and automation processes 3(a)(D)	No	The Department’s bureaus and offices are waiting for servicing utility companies that participate in Green Button to be Green Button-certified to ensure system and data security.	
Implement space utilization and optimization practices and policies 3(a)(E)	No	This is a requirement and is ongoing, but not a top 5 priority for this SSPP.	
Identify opportunities to transition test-bed technologies to achieve the goals of this section 3(a)(F)	No	The Department may explore opportunities to use test-bed technologies, but this is not one of the top 5 priorities of this SSPP.	
Where feasible: Conform to city energy performance benchmarking and reporting requirements 3(a)(G)	No	At this time, the Department’s bureaus and offices are focused on benchmarking through ENERGY STAR Portfolio Manager.	

<b>(A) Strategy</b>	<b>(B) Top Five? Yes/No/NA</b>	<b>(C) Strategy Narrative</b>	<b>(D) Specific targets/metrics to measure success including milestones in next 12 months</b>
Begin planning for FY 2020 requirement: Ensure all new construction of Federal buildings greater than 5,000 gross square feet that enters the planning process be designed to achieve energy net-zero and, where feasible, water or waste net-zero by FY 2030 3(h)(i)	Yes	The Department and our bureaus have or are beginning to develop policies and directives to require planned new construction to be designed to achieve net-zero requirements.	In FY 2016, the Department will develop capital planning guidance for bureaus and offices to incorporate this requirement in accordance with implementing instructions that will be provided by OMB/CEQ. Bureaus and offices will share policies, case studies, and best practices to achieve net-zero energy.
In all new agency lease solicitations over 10,000 rentable square feet, include criteria for energy efficiency as a performance specification or source selection evaluation factor 3(h)(iv)	No	As this is a government-wide requirement and the Department has delegated leasing authority from GSA, it is incumbent on GSA to specify these requirements in the GSA leasing program list of requirements for direct lease solicitations and occupancy agreements. The Department will engage with GSA to ensure that this requirement is included in required clauses for all direct lease solicitations and offers as well as any space requests GSA makes on behalf of the Department in the form of Occupancy Agreements.	

<b>(A) Strategy</b>	<b>(B) Top Five? Yes/No/NA</b>	<b>(C) Strategy Narrative</b>	<b>(D) Specific targets/metrics to measure success including milestones in next 12 months</b>
In all new agency lease solicitations over 10,000 rentable square feet, include requirements for building lessor disclosure of carbon emission or energy consumption data for leased portion of building 3(h)(iv)	No	As this is a government-wide requirement and the Department has delegated leasing authority from GSA, it is incumbent on GSA to specify these requirements in the GSA leasing program list of requirements for direct lease solicitations and occupancy agreements. The Department will engage with GSA to ensure that this requirement is included in required clauses for all direct lease solicitations and offers as well as any space requests GSA makes on behalf of the Department in the form of Occupancy Agreements	
In planning new facilities or leases, include cost-effective strategies to optimize sustainable space utilization and consideration of existing community transportation planning and infrastructure, including access to public transit 3(h)(vi)	No	For direct leases and GSA provided space, the Department has policy for the recommended achievement of LEED Silver status in areas where this is attainable. The LEED standard includes provisions for public transit. The Department has reduced the utilization standard by 10% for all space and is assisted by GSA in optimization strategies for all new procurements, including use of the FIT (Furniture & Information Technology) program to even further reduce space utilization. The Department will continue this emphasis.	
Ensure that all new construction, major renovation, repair, and alteration of agency buildings includes appropriate design and deployment of fleet charging infrastructure 3(h)(vii)	No	This is occurring at newly constructed buildings where feasible, but is not a top 5 priority.	

(A) Strategy	(B) Top Five? Yes/No/NA	(C) Strategy Narrative	(D) Specific targets/metrics to measure success including milestones in next 12 months
Include climate resilient design and management into the operation, repair, and renovation of existing agency buildings and the design of new buildings 3(h)(viii)	Yes	The Department has developed a draft tool for analyzing climate change risks to the built environment. The Department's bureaus will share policies, tools, and best practices for integrating climate resilient design and management into new building construction requirements.	At least one of the Department's bureaus will develop climate resilient design requirements for new construction by the end of FY 2016.
<b>Recommended Strategies</b>			
Install and monitor energy meters and sub-meters as soon as practicable.	Yes	The Department's bureaus and offices install building utility meters - electricity, water, natural gas, and steam - in appropriate buildings. Bureaus and offices strive to benchmark metered buildings in accordance with Section 432 of EISA.	Update the Department's Metering Implementation Plan in accordance with the DOE FEMP's updated Metering Guidance issued November 2014.
Collect and utilize building and facility energy use data to improve building energy management and performance.	No	The Department's bureaus and offices use ENERGY STAR Portfolio Manager and commercial utility bill analysis contractors to help improve building energy management and performance, but this is not a top 5 priority.	
Incorporate Guiding Principle specifications into all new construction and major renovation projects.	Yes	This is a current ongoing departmental policy. The Department has policy and an SBIP requiring that new construction and major renovation projects (greater than 5,000 gsf) meet the GPs. The Department also developed and implemented a Sustainable Buildings Assessment and Compliance Tool with checklists based on GP requirements, including a checklist with "Guidance for Renovations of Historic Buildings."	OMB Sustainability/Energy Scorecard: Percent of building inventory greater than 5,000 gsf that is sustainable

<b>(A) Strategy</b>	<b>(B) Top Five? Yes/No/NA</b>	<b>(C) Strategy Narrative</b>	<b>(D) Specific targets/metrics to measure success including milestones in next 12 months</b>
Redesign or lease interior space to reduce energy use by implementing daylighting, space optimization, sensors/control system installation, etc.	No	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.	
Develop and deploy energy and sustainability training for all facility and energy managers to improve the Departments technical capability to conduct sustainable building assessments and address non-compliance issues.	Yes	The Department has invested in training to conduct sustainable building inspections in order to identify baseline level of building performance and recommended actions to reduce energy and achieve sustainable building goals.	Number of staff obtaining on-line training and number of staff receiving hands-on sustainable buildings training.
Include in every construction contract all applicable sustainable acquisition requirements for recycled, biobased, energy efficient, and environmentally preferable products.	No	This is a current departmental policy that requires strict adherence to the FAR as they pertain to all contracts, including construction contracts.	

**Table 2-2: Strategies – Data Center Efficiency**

<b>(A) Strategy</b>	<b>(B) Top Five? Yes/No/NA</b>	<b>(C) Strategy Narrative</b>	<b>(D) Specific targets/metrics to measure success including milestones in next 12 months</b>
<b>Required Strategies under E.O. 13693</b>			
Ensure the agency chief information officer promotes data center energy optimization, efficiency, and performance 3(a)(ii)(A)	Yes	Policy will be issued requiring subcomponent bureaus and offices to drive data center energy, efficiency and optimization.	OCIO will draft and issue policy to support more aggressive data center optimization and energy performance by the end of the 1st Qtr of FY 2016.
Install and monitor advanced energy meters in all data centers by fiscal year 2018 3(a)(ii)(B)	Yes	The Department will implement energy monitoring, where feasible, based on consolidation strategy, business needs, and availability of funds	1) Evaluation and identification of Core Enterprise Data Centers' monitoring requirements to include necessary budget will occur by the end of the 2nd Qtr of FY 2016. 2) Non-Core data center consolidation strategy will be developed to identify additional monitoring requirements by the end of the 4th Qtr of FY 2016. 3) Meter installation will be planned for FY 2017 and beyond based on budget availability.
<b>Recommended Strategies</b>			
Optimize agency Data Centers across total cost of ownership metrics.	Yes	A Core Data Center Managers Forum has been developed to establish standards related to data center metrics based on ANSI standards to provide more efficient hosting solutions to further support data center consolidation and an overall reduced total cost of ownership.	1) The Department has instituted a data center consolidation strategy with a target of consolidating 100% of our non-core data centers. Core Data Center Forum deliverables at the end of the 2nd Qtr of FY 2016 will be used to determine consolidation target date. 2) Continue identifying and migrating applications and services to the cloud.

<b>(A) Strategy</b>	<b>(B) Top Five? Yes/No/NA</b>	<b>(C) Strategy Narrative</b>	<b>(D) Specific targets/metrics to measure success including milestones in next 12 months</b>
Improve data center temperature and air-flow management.	Yes	The Department will evaluate and make recommendations for temperature and airflow management, where feasible, based on consolidation strategy, business needs, and availability of funds.	1) Evaluation and identification of Core Enterprise Data Centers' improvements to include necessary budget will occur by the end of the 2nd Qtr of FY 2016. 2) 100% of the Non-Core data center consolidation strategy will be developed to identify additional improvements for non-core data centers by the end of the 4th Qtr of FY 2016. 3) Implementation of any improvements will be planned for FY 2017 and beyond based on budget availability
Identify and consolidate obsolete and underutilized agency computer servers into energy efficient data centers.	Yes	The Department continues to identify opportunities to consolidate underperforming or inefficient non-core data centers. This activity will continue based on 100% Non-Core Data Center Consolidation Strategy/ Policy	1) Goal to close 30 additional data centers by the end of FY 2015. 2) Classification of Data Centers to determine additional opportunities for consolidation by end of FY 2015. 3) Issuance of 100% Non-Core Data Center Consolidation Policy by the end of the 3rd Qtr of FY 2015 – will accompany robust waiver/exception process that would justify the requirement for any non-core data center to be retained.

## Goal 3: Clean & Renewable Energy

### Agency Clean Energy Share of Total Electric and Thermal Energy Goal

E.O. 13693 3(b) requires that, at a minimum, the percentage of an agency's total electric and thermal energy accounted for by renewable and alternative energy shall be not less than: 10% in FY 2016-17; 13% in FY 2018-19; 16% in FY 2020-21; 20% in FY 2022-23; and 25% by FY 2025.

### Agency Renewable Energy Share of Total Electricity Consumption Goal

E.O. 13693 3(c) sets a second schedule that addresses specifically renewable energy. It requires that renewable energy account for not less than 10% of total electric energy consumed by an agency in FY 2016-17; 15% in FY 2018-19; 20% in FY 2020-21; 25% in FY 2022-23; and 30% by 2025.

**Table 3-1: Strategies – Clean & Renewable Energy**

(A) Strategy	(B) Top Five? Yes/No/NA	(C) Strategy Narrative	(D) Specific targets/metrics to measure success including milestones in next 12 months
<b>Required Strategies under E.O. 13693</b>			
DoD only: Include in DoD accounting, fulfillment of the requirements of DoD goals under section 2852 of the National Defense Authorization Act of 2007 3(e)(vi)	NA	This strategy does not apply to the Department.	
<b>Recommended Strategies</b>			
Install agency-funded renewable on-site and retain corresponding renewable energy certificates (RECs) or obtaining replacement RECs 3(d)(i)	Yes	The Department's bureaus continue to install on-site renewable energy projects including stand-alone and grid-connected PV systems, incremental hydropower, and wind projects. The BLM installed a 1.5 kW wind turbine and a 300 watt solar PV system on a former radio tower at Horning Seed Orchard, Oregon.	Complete the installation of a 125 kW solar PV system at USGS National Center in Virginia.

(A) Strategy	(B) Top Five? Yes/No/NA	(C) Strategy Narrative	(D) Specific targets/metrics to measure success including milestones in next 12 months
Contract for the purchase of energy that includes installation of renewable energy on or off-site and retain RECs or replacement RECs for the term of the contract 3(d)(ii)	No	The Department's bureaus and offices will continue to pursue this opportunity, but it is not a top 5 priority for this SSPP.	
Purchase electricity and corresponding RECs or obtaining equal value replacement RECs 3(d)(iii)	No	The Department's bureaus and offices will continue to pursue this opportunity, but it is not a top 5 priority for this SSPP.	
Purchase RECs 3(d)(iv)	Yes	The Department purchases RECs to help stimulate the renewable energy market and meet our statutory renewable energy goals. In FY 2014, the Department purchased a total of 20,000 MWh of renewable energy through renewable energy certificates.	Continue to purchase RECs in FY 2015 and FY 2016; amount will depend upon available funding.
Install thermal renewable energy on-site at Federal facilities and retain corresponding renewable attributes or obtain equal value replacement RECs 3(e)(i)	Yes	The Department's bureaus continue to install on-site renewable energy projects including, solar thermal projects, and geothermal heat pumps. In FY 2014, the BIA installed ground source heat pumps at Riverside Indian High School, Oklahoma.	Construct the FWS new Interpretive Center, Genoa NFH, in Wisconsin, which will include installation of a 16-ton, open-loop geothermal (ground source) heat pump system utilizing well water for the heat pump system that will then circulate out of the building to be used by the hatchery for fish rearing.
Install combined heat and power processes on-site at Federal facilities 3(e)(ii)	Yes	The Departments bureaus and offices consider the use of combined heat and power processes at their facilities.	Award Phase 2 of the MIB ESPC which will include the installation of a combined heat and power system to replace an antiquated distributed steam system.
Identify opportunities to install fuel cell energy systems on-site at Federal facilities 3(e)(iii)	No	The NPS has utilized fuel cells at test sites. The Department's bureaus and offices would need additional information regarding use and applicability of this strategy at their facilities.	

<b>(A) Strategy</b>	<b>(B) Top Five? Yes/No/NA</b>	<b>(C) Strategy Narrative</b>	<b>(D) Specific targets/metrics to measure success including milestones in next 12 months</b>
Identify opportunities to utilize energy from small modular nuclear reactor technologies 3(e)(iv)	No	The Department's bureaus and offices would need additional information regarding use and applicability of this strategy at their facilities.	
Identify opportunities to utilize energy from small modular nuclear reactor technologies 3(e)(iv) Identify opportunities to utilize energy from a new project that includes the active capture and storage of carbon dioxide emissions associated with energy generation 3(e)(v)	No	The Departments bureaus and offices would need additional information regarding the use and applicability of this strategy at their facilities.	
Implement other alternative energy approaches that advance the policy set forth in section 1 and achieve the goals of section 2 of E.O. 13693 3(e)(vi)	Yes	USBR completes electrical generator rewinds at their hydroelectric power plants to provide more electricity to the grid. The Curecanti Field Division power facility in Colorado underwent a rewind of the electrical generators, which will increase the overall efficiency of the units by a small percentage and provide more renewable hydropower. Some of the increased power will be used by USBR facilities, while most will be provided to the grid to offset fossil fuel generated power.	USBR will replace turbines at several power plants over the next year. By replacing these aging turbines with new advanced turbine designs, the Department expects efficiency improvements between 2-5%.
Consider opportunities to install or contract for energy installed on current or formerly contaminated lands, landfills, and mine sites.	No	The Department's bureaus and offices will continue to pursue this opportunity, but it is not a top 5 priority for this SSPP.	

## Goal 4: Water Use Efficiency & Management

### Potable Water Consumption Intensity Reduction Goal

E.O. 13693 section 3(f) states that agencies must improve water use efficiency and management, including stormwater management. E.O. 13693 section 3(f)(i) requires agencies to reduce potable water consumption intensity by 2% annually through FY 2025 relative to an FY 2007 baseline (measured in gallons per gross square foot). A 36% reduction is required by FY 2025.

### ILA Water Consumption Reduction Goal

E.O. 13693 section 3(f)(iii) also requires that agencies reduce their industrial, landscaping and agricultural (ILA) water consumption (measured in gallons) by 2% annually through FY 2025 relative to a FY 2010 baseline.

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

(A) Strategy	(B) Top Five? Yes/No/NA	(C) Strategy Narrative	(D) Specific targets/metrics to measure success including milestones in next 12 months
<b>Required Strategies under E.O. 13693</b>			
Install appropriate green infrastructure features to help with storm- and wastewater management (such as rain gardens, rain barrels, green roofs, or pervious pavement) 3(f)(iv)	Yes	The Department’s bureaus and offices incorporate green infrastructure where appropriate. USBR, Utah Project Office in Provo, Utah, captures rainwater in underground storage tanks to irrigate landscaping adjacent to the buildings. The captured rainwater is distributed through the use of solar powered pumps.	NPS will complete Phase 2 of the National Mall Restoration Project in Washington, DC, which includes the installation of two large underground cisterns that will collect stormwater. A below-grade pump station and a new irrigation system will distribute the collected water on the restored turf.
Install and monitor water meters; collect and utilize building and facility water data for conservation and management 3(f)(ii)	Yes	The Department’s bureaus will assess the need for additional facility metering in accordance with the updated DOE FEMP Metering Guidance.	The Department’s Metering Implementation Plan will be updated during FY 2016.

(A) Strategy	(B) Top Five? Yes/No/NA	(C) Strategy Narrative	(D) Specific targets/metrics to measure success including milestones in next 12 months
<b>Recommended Strategies</b>			
Install high efficiency technologies (e.g., WaterSense).	Yes	The Department's bureaus install water efficient technologies to reduce water use. The FWS installed WaterSense® fixtures in the Environmental Education Center building, San Francisco Bay NWR, California.	NPS San Francisco Maritime National Historical Park will install dual-flush toilets to reduce water consumption in drought-stricken California.
Prepare and implement a water asset management plan to maintain desired level of service at lowest life cycle cost (for best practices from the EPA, go to <a href="http://go.usa.gov/KvbF">http://go.usa.gov/KvbF</a> ).	No	A water asset management plan is not one of the Department's top five water reduction strategies.	
Minimize outdoor water use and use alternative water sources as much as possible.	Yes	The Department's bureaus and offices minimize water use through landscaping and alternative water sources. USBR renovated the Four Corners Construction Office, New Mexico, replacing water fixtures with WaterSense®-labeled fixtures and installing rain barrels to capture rain water for reuse and watering of exterior vegetation.	NPS will complete Phase 2 of the National Mall Restoration Project in Washington, DC, which includes the installation of two large underground cisterns that will collect stormwater. A below-grade pump station and a new irrigation system will distribute the collected water on the restored turf.
Design and deploy water closed-loop, capture, recharge, and/or reclamation systems.	No	Water closed-loop, capture, recharge, and reclamation systems are incorporated in the Departments bureaus and offices facility improvements when appropriate.	
Install advanced meters to measure and monitor (1) potable and (2) industrial, landscaping and agricultural water use.	No	Where appropriate and cost effective, the Department's bureaus and offices install water meters to measure and monitor water use.	
Develop and implement programs to educate employees about methods to minimize water use.	No	Facility managers working with high performance sustainable buildings receive training regarding the appropriate methods to minimize water use.	

<b>(A) Strategy</b>	<b>(B) Top Five? Yes/No/NA</b>	<b>(C) Strategy Narrative</b>	<b>(D) Specific targets/metrics to measure success including milestones in next 12 months</b>
Assess the interconnections and dependencies of energy and water on agency operations, particularly climate change's effects on water which may impact energy use.	No	While there are significant dependencies between water and energy on Department operations, this is not one of the top 5 strategies for this SSPP.	
Consistent with State law, maximize use of grey-water and water reuse systems that reduce potable and ILA water consumption.	Yes	The Departments bureaus maximize the use of grey-water and water reuse systems that reduce potable and ILA water consumption through the use of performance contracting and facility design processes.	The OFAS will implement multiple water conservation measures at the MIB, Washington, DC, including groundwater harvesting for cooling tower make-up and rainwater harvesting for landscape irrigation.
Consistent with State law, identify opportunities for aquifer storage and recovery to ensure consistent water supply availability.	No	The Department supports opportunities for aquifer storage and recovery to ensure consistent water supply availability; however, it is not one of the top 5 strategies for this SSPP.	
Ensure that planned energy efficiency improvements consider associated opportunities for water conservation.	No	Energy and water audits identify life-cycle cost effective water conservation measures.	
Where appropriate, identify and implement regional and local drought management and preparedness strategies that reduce agency water consumption including recommendations developed by Regional Federal Executive Boards.	No	The Department participates in the National Drought Resilience Partnership with the CEQ and several other agencies to prepare for and reduce the impact of drought.	

## Goal 5: Fleet Management

### Fleet Per-Mile Greenhouse Gas Emissions Goal

E.O. 13693 section 3(g) states that agencies with a fleet of at least 20 motor vehicles will improve fleet and vehicle efficiency and management. E.O. 13693 section 3(g)(ii) requires agencies to take actions

that reduce fleet-wide per-mile greenhouse gas emissions from agency fleet vehicles relative to a new, FY 2014 baseline and sets new goals for percentage reductions: not less than 4% by the end of FY 2017; not less than 15 % by the end of FY 2020; and not less than 30% by then end of FY 2025.

E.O. 13693 section 3(g)(i) requires that, as a part of the Sustainability Planning process agencies should determine the optimum fleet inventory, emphasizing eliminating unnecessary or non-essential vehicles. This information is generally available from the agency Vehicle Allocation Methodology (VAM) process that is completed each year. To satisfy this requirement for 2015, please include the VAM results and the appropriate agency fleet management plan to the appendix of this document. Future versions of this plan will require similar submissions by agencies.

**Table 5-1: Strategies – Fleet Management**

<b>(A) Strategy</b>	<b>(B) Top Five? Yes/No/NA</b>	<b>(C) Strategy Narrative</b>	<b>(D) Specific targets/metrics to measure success including milestones in next 12 months</b>
<b>Required Strategies under E.O. 13693</b>			
Collect and utilize agency fleet operational data through deployment of vehicle telematics " as soon as is practicable, but not later than two years after date of order 3(g)(iii)	Yes	The Department is collaborating with the GSA to determine a Federal Government solution for the acquisition and implementation of telematics technology in the Departments light-duty vehicle acquisitions. The Department is also working with the private sector to establish solutions for telematics implementation.	Establish and deploy a telematics pilot for select Department locations. (By December 2015)
Ensure that agency annual asset-level fleet data is properly and accurately accounted for in a formal Fleet Management System as well as submitted to the Federal Automotive Statistical Tool reporting database, the Federal Motor Vehicle Registration System, and the Fleet Sustainability Dashboard (FLEETDASH) system 3(g)(iv)	Yes	The Department has implemented the FBMS as the fleet management information system which contains all of the departmental information with regard to fleet data. FBMS is also used in the VAM.	Successfully generate the annual motor vehicle report in FBMS. (By November 2015)

<b>(A) Strategy</b>	<b>(B) Top Five? Yes/No/NA</b>	<b>(C) Strategy Narrative</b>	<b>(D) Specific targets/metrics to measure success including milestones in next 12 months</b>
Plan for agency fleet composition such that 20% of passenger vehicle acquisitions are zero emission or plug-in hybrid vehicles by 2020, and 50% by 2025. Vehicles acquired in other vehicle classes count double toward this target 3(g)(v)	Yes	Collaborate with GSA to develop strategies, including vehicle acquisition planning and budget planning, to develop the infrastructure necessary to accommodate the increase in plug-in hybrids, and to acquire the required vehicles in locations that can support the technology.	Develop a departmental strategic plan to acquire, integrate, and support the acquisition of zero emission/plug-in hybrid vehicles. (By December 2015)
Plan for appropriate charging or refueling infrastructure for zero emission or plug-in hybrid vehicles and opportunities for ancillary services to support vehicle-to-grid technology 3(g)(vi)	Yes	Require that each bureau with the capability of supporting plug-in hybrid stations request funding in the budget to install these stations.	Develop budget language for bureaus to request funding for the development and installation of plug-in hybrid vehicle charging stations. (By March 2016)
<b>Recommended Strategies</b>			
Optimize/Right-size the composition of the fleet (e.g., reduce vehicle size, eliminate underutilized vehicles, acquire and locate vehicles to match local fuel infrastructure).	Yes	Conduct a VAM, which includes an analysis of departmental vehicle, and eliminate underutilized or excess vehicles.	Decrease the fleet by 3% in FY 2015, relative to FY 2014.
Increase utilization of alternative fuel in dual-fuel vehicles.	No	1) Increase utilization of E-85 in flex-fuel vehicles; (2) Locate dual-fuel vehicles where they have access to alternative fuel; (3) Use B20 or greater in diesel vehicles.	
Use a Fleet Management Information System to track fuel consumption throughout the year for agency-owned, GSA-leased, and commercially-leased vehicles.	No	The Department has a fleet management information system, FBMS.	

<b>(A) Strategy</b>	<b>(B) Top Five? Yes/No/NA</b>	<b>(C) Strategy Narrative</b>	<b>(D) Specific targets/metrics to measure success including milestones in next 12 months</b>
Increase GSA leased vehicles and decrease agency-owned fleet vehicles, when cost effective.	No	The Department will continue to study and use a cost benefit analysis when making lease vs. purchase decisions. These analyses will help the Department make the most cost effective and fuel-efficient decisions in acquiring vehicles that meet mission requirements.	
Implement vehicle idle mitigation technologies.	No	The Department plans to conduct a pilot to implement telematics technology to assist with reducing idling.	
Minimize the use of "law enforcement" vehicle exemption and implementing the GSA Bulletin FMR B-33, Motor Vehicle Management, Alternative Fuel Vehicle Guidance for Law Enforcement and Emergency Vehicle Fleets of November 15, 2011.	No	The Department is committed to exploring all avenues to improve the efficiency and effectiveness of our motor vehicle fleet, which includes our law enforcement vehicles.	
Where State vehicle or fleet technology or fueling infrastructure policies are in place, conform with the minimum requirements of those policies.	No	The Department will comply with all applicable federal, state, and local motor vehicle laws.	
Reduce miles traveled (e.g., share vehicles, improve routing with telematics, eliminate trips, improve scheduling, use shuttles, etc.).	No	The Department continues to strive to achieve cost reduction goals that comply with mission-related requirements.	

## Goal 6: Sustainable Acquisition

### Sustainable Acquisition Goal

E.O. 13693 section 3(i) requires agencies to promote sustainable acquisition by ensuring that environmental performance and sustainability factors are considered to the maximum extent practicable for all applicable procurements in the planning, award and execution phases of acquisition.

**Table 6-1: Strategies – Sustainable Acquisition**

(A) Strategy	(B) Top Five? Yes/No/NA	(C) Strategy Narrative	(D) Specific targets/metrics to measure success including milestones in next 12 months
<b>Required Strategies under E.O. 13693</b>			
Meet statutory mandates that require purchase preference for recycled content products designated by EPA 3(i)(i)(A)	No	While the Department’s acquisition workforce consistently meets statutory mandates per FAR Part 23, it is not a top five strategy for the fiscal year.	
Meet statutory mandates that require purchase preference for energy and water efficient products and services, such as ENERGY STAR qualified and FEMP-designated products, identified by EPA and DOE 3(i)(i)(B)	No	While the Department’s acquisition workforce consistently meets statutory mandates per FAR Part 23, it is not a top five strategy for the fiscal year.	
Meet statutory mandates that require purchase preference for Biopreferred and biobased designated products designated by the USDA 3(i)(i)(C)	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 bio-based requirements in contract actions.
Purchase sustainable or products and services identified by EPA programs such as the ones outlined in 3(i)(ii)	No	While the Department is committed to this goal, it is not a top five strategy for the fiscal year. The Department will incorporate this new requirement into sustainable acquisition training for contracting personnel.	

<b>(A) Strategy</b>	<b>(B) Top Five? Yes/No/NA</b>	<b>(C) Strategy Narrative</b>	<b>(D) Specific targets/metrics to measure success including milestones in next 12 months</b>
Purchase Significant New Alternative Policy (SNAP) chemicals or other alternatives to ozone-depleting substances and high global warming potential hydrofluorocarbons, where feasible 3(i)(ii)(A)	No	While the Department is committed to this goal, it is not a top five strategy for the fiscal year. The Department will incorporate this new requirement into sustainable acquisition training for contracting personnel.	
Purchase WaterSense certified products and services (water efficient products) 3(i)(ii)(B)	No	While the Department is committed to this goal, it is not a top five strategy for the fiscal year. The Department will incorporate this new requirement into sustainable acquisition training for contracting personnel.	
Purchase Safer Choice labeled products (chemically intensive products that contain safer ingredients) 3(i)(ii)(C)	No	While the Department is committed to this goal, it is not a top five strategy for the fiscal year. The Department will incorporate this new requirement into sustainable acquisition training for contracting personnel.	
Purchase SmartWay Transport partners and Smartway products (fuel efficient products and services) 3(i)(ii)(D)	No	While the Department is committed to this goal, it is not a top five strategy for the fiscal year. The Department will incorporate this new requirement into sustainable acquisition training for contracting personnel.	
Purchase environmentally preferable products and services that meet or exceed specifications, standards, or labels recommended by EPA that have been determined to assist agencies in meeting their needs and further advance sustainable procurement goals of this order 3(i)(iii)(A)	No	While the Department is committed to this goal, it is not a top five strategy for the fiscal year. The Department will incorporate this new requirement into sustainable acquisition training for contracting personnel.	

<b>(A) Strategy</b>	<b>(B) Top Five? Yes/No/NA</b>	<b>(C) Strategy Narrative</b>	<b>(D) Specific targets/metrics to measure success including milestones in next 12 months</b>
Meet environmental performance criteria developed or adopted by voluntary consensus standards bodies consistent with section 12(d) of the National Technology Transfer and Advancement Act of 1995 3(i)(iii)(B)	No	While the Department is committed to this goal, it is not a top five strategy for the fiscal year. The Department will incorporate this new requirement into sustainable acquisition training for contracting personnel.	
Ensure contractors submit timely annual reports of their BioPreferred and biobased purchases 3(i)(iv)(B)	Yes	The Department is establishing a communication plan with contractors to ensure that they are submitting annual reports for all applicable contracts per FAR 23.	The Department will monitor applicable contracts in the System for Award Management (SAM) and will communicate to 100% of vendors who have not submitted timely reports in order to enforce this requirement.
Reduce copier and printing paper use and acquiring uncoated printing and writing paper containing at least 30 percent postconsumer recycled content or higher as designated by future instruction under section 4(e) of E.O. 13693 3(i)(v)	No	While the Department is committed to this goal, it is not a top five strategy for the fiscal year. The Department encourages our offices to reduce the number of desktop printers, thereby reducing the usage of paper.	
<b>Recommended Strategies</b>			
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 will be measured through compliance with bio-based purchasing requirements in contract actions, and the Department's ability to meet our targets for the fiscal year. 2) Department-wide training on green procurement will be offered four times in FY 2015, as well as by request.

<b>(A) Strategy</b>	<b>(B) Top Five? Yes/No/NA</b>	<b>(C) Strategy Narrative</b>	<b>(D) Specific targets/metrics to measure success including milestones in next 12 months</b>
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 2015 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.	No	The Department requires fulfillment of FAR Part 23 for all relevant product and service contracts.	
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.	No	The Department enforces the requirement for contractors to report use of biobased products in accordance with the FAR, and is implementing a new contractor communication plan to continually remind them of this requirement.	
Ensure that agency purchase-card holder policies direct the exclusive use of the GSA Green Procurement Compilation where desired products are listed in the Compilation.	No	Use of the GSA Green Procurement Compilation is encouraged in the Department's Charge Card Manual.	

<b>(A) Strategy</b>	<b>(B) Top Five? Yes/No/NA</b>	<b>(C) Strategy Narrative</b>	<b>(D) Specific targets/metrics to measure success including milestones in next 12 months</b>
Employ environmentally sound disposal practices with respect to agency disposition of excess or surplus electronics.	No	Where practicable, the Department includes environmentally sound disposal requirements in applicable contracts.	

## Goal 7: Pollution Prevention & Waste Reduction

### Pollution Prevention & Waste Reduction Goal

E.O. 13693 section 3(j) requires that Federal agencies advance waste prevention and pollution prevention. E.O. 13693 section 3(j)(iii) requires agencies to annually divert at least 50% of non-hazardous construction and demolition debris and section 3(j)(ii) requires agencies to divert at least 50% of non-hazardous solid waste, including food and compostable material, and to pursue opportunities for net-zero waste or additional diversion.

**Table 7-1: Strategies – Pollution Prevention & Waste Reduction**

(A) Strategy	(B) Top Five? Yes/No/NA	(C) Strategy Narrative	(D) Specific targets/metrics to measure success including milestones in next 12 months
<b>Required Strategies under E.O. 13693</b>			
Report in accordance with the requirements of sections 301 through 313 of the Emergency Planning and Community Right-to-Know Act of 1986 (42 U.S.C 11001-11023) 3(j)(i)	No	Fulfillment of EPCRA reporting requirements will continue to be assessed as part of environmental compliance audits.	
Reduce or minimize the quantity of toxic and hazardous chemicals acquired, used, or disposed of, particularly where such reduction will assist the agency in pursuing agency greenhouse gas reduction targets established in section 2 of E.O. 13693 3(j)(iv)	No	Data on GHG emissions, including those from HFCs, are collected for the GHG and Sustainability Data Report. There is currently no department-wide effort to reduce these emissions due to resource limitations; however, they are being managed at the bureau and office level.	
<b>Recommended Strategies</b>			
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 currently no department-wide effort to reduce these emissions due to resource limitations; however, they are being managed at the bureau and office level.	

<b>(A) Strategy</b>	<b>(B) Top Five? Yes/No/NA</b>	<b>(C) Strategy Narrative</b>	<b>(D) Specific targets/metrics to measure success including milestones in next 12 months</b>
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 50% waste diversion for non-hazardous, non-C and D, solid waste diversion for FY 2015. The Department's diversion rate was 59% for FY 2014.
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, 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 1,300 departmental facilities are asked to enter solid waste data each year. 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.	Continue to maintain waste diversion rates in excess of 50% for C and D waste.

<b>(A) Strategy</b>	<b>(B) Top Five? Yes/No/NA</b>	<b>(C) Strategy Narrative</b>	<b>(D) Specific targets/metrics to measure success including milestones in next 12 months</b>
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 EPA programs to reduce the use of toxic and hazardous chemicals is routinely forwarded to bureaus for consideration.	
Inventory of current HFC use and purchases.	No	Bureaus are asked to report data on amounts of HFCs released as part of the annual GHG and Sustainability Data Report. However, a separate system to inventory the current use and purchase of HFCs does not exist and there are insufficient resources to create one.	
Require high-level waiver or contract approval for any agency use of HFCs.	No	The Department currently does not have a policy requiring high-level approval for the use of HFCs.	
Ensure HFC management training and recycling equipment are available.	No	The Department currently does not have a program that provides HFC management training or recycling equipment. If training were made available to federal employees, the Department would gladly promote it, but the Department does not have the necessary resources to develop and provide the training itself.	

<b>(A) Strategy</b>	<b>(B) Top Five? Yes/No/NA</b>	<b>(C) Strategy Narrative</b>	<b>(D) Specific targets/metrics to measure success including milestones in next 12 months</b>
Collect and report data on releases of HFCs in annual GHG and Sustainability Data Report.	Yes	The Department and our bureaus report data on the release of HFCs in our annual GHG and Sustainability Data Report.	As in previous years, the Department will assess the proportion of our GHG emissions from HFCs and determine whether further action to reduce the use and purchase of HFCs will significantly reduce our GHG emissions. The Department will continue to report HFC emissions in the annual GHG and Sustainability Data Report.
Maintain a tracking and reporting system for non-hazardous, non-construction and demolition, solid waste data.	Yes	Solid waste data are collected through an online database. Changes are made to the database annually to reflect changes in the data call. Almost 1,300 departmental facilities are asked to enter solid waste and green purchasing data each year. The data from individual facilities 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.	Improve the database to facilitate reporting and continue to make progress in improving the Department's waste diversion rate. The Department set a target of 50% waste diversion for non-hazardous, non-C and D, solid waste diversion for FY 2015. The Department's diversion rate was 59% for FY 2014.

## Goal 8: Energy Performance Contracts

### Energy Performance Contracting Goal

E.O. 13693 section 3(k) requires that agencies implement performance contracts for Federal buildings. E.O. 13693 section 3(k)(iii) also requires that agencies provide annual agency targets for performance contracting to be implemented in FY 2017 and annually thereafter as part of the planning of section 14 of this order.

**Table 8-1: Strategies – Energy Performance Contracts**

(A) Strategy	(B) Top Five? Yes/No/N A	(C) Strategy Narrative	(D) Specific targets/metrics to measure success including milestones in next 12 months
<b>Required Strategies under E.O. 13693</b>			
Utilize performance contracting to meet identified energy efficiency and management goals while deploying life-cycle cost effective energy and clean energy technology and water conservation measures 3(k)(i)	Yes	The Departments bureaus and offices utilize performance contracting to meet energy and water efficiency and renewable energy goals.	Award Phase 2 of the NPS National Capital Region ESPC.
Fulfill existing agency performance contracting commitments towards the \$4 billion by the end of calendar year 2016 goal established as part of the GPRA Modernization Act of 2010, Climate Change Cross Agency Priority process 3(k)(ii)	Yes	The Departments bureaus and offices have exceeded the performance contracting commitment of \$20 million by December 2016. The Department will continue to pursue performance contracting projects where appropriate.	Award Phase 2 of the OFAS MIB ESPC.
<b>Recommended Strategies</b>			
Evaluate 25% of agency's most energy intensive buildings for use with energy performance contracts.	No	Comprehensive energy and water evaluations are conducted on the Departments EISA-covered facilities, which represent 75% of the Department's facility energy use. Bureaus are encouraged to utilize ESPCs where cost effective.	

<b>(A) Strategy</b>	<b>(B) Top Five? Yes/No/N A</b>	<b>(C) Strategy Narrative</b>	<b>(D) Specific targets/metrics to measure success including milestones in next 12 months</b>
Prioritize top ten projects which will provide greatest energy savings potential.	No	The Department's ESPC pipeline is less than 10 projects deep. Any facility interested in pursuing an ESPC is encouraged to explore the opportunity.	
Cut cycle time of performance contracting process by at least 25%.	No	Due to the Department's small facility size and remote locations, bundling projects is often required to achieve a viable ESPC. Project bundling across jurisdictional and financial boundaries requires additional coordination and time.	
Assign agency lead to participate in strategic sourcing initiatives.	Yes	The Department has an assigned lead to participate in strategic sourcing initiatives.	Continued participation in strategic sourcing initiatives.
Devote 2% of new commitments to small buildings (<20k sq. ft.)	No	Over 39,000 Department buildings are less than 20,000 square feet. While the majority of the Department's ESPCs include these small buildings, it is unlikely that the Department will capture 2% of these buildings in new commitments.	
Identify and commit to include 3-5 onsite renewable energy projects in energy performance contracts, if economically feasible.	Yes	On-site renewable energy projects are implemented in energy performance contracts when economically and environmentally feasible.	The NPS will complete the evaluation of on-site renewable energy projects in the follow-on phase of the National Capital Region ESPC. The FWS will determine the viability of a UESC at Patuxent Research Refuge in Maryland which may incorporate two photovoltaic systems.
Ensure relevant legal and procurement staff are trained by FEMP ESPC/ UESC course curriculum	No	Appropriate legal and procurement staff are trained by FEMP ESPC and UESC course curriculum. FWS staff completed UESC training for use at their field stations.	
Provide measurement and verification data for all awarded projects.	No	Measurement and verification is conducted on all awarded ESPC projects.	

<b>(A) Strategy</b>	<b>(B) Top Five? Yes/No/N A</b>	<b>(C) Strategy Narrative</b>	<b>(D) Specific targets/metrics to measure success including milestones in next 12 months</b>
Enter all reported energy savings data for operational projects into MAX COLLECT (max.gov).	Yes	All energy savings data for ESPC projects will be entered into MAX Collect.	Continue to report energy savings data in MAX Collect.

## Goal 9: Electronic Stewardship

### Electronic Stewardship Goal

E.O. 13693 section 3(l) requires that agencies promote electronics stewardship and requires ensuring procurement preference for environmentally sustainable electronic products as established in section 3(i);(ii) establishing and implementing policies to enable power management, duplex printing, and other energy-efficient or environmentally sustainable features on all eligible agency electronic products; and (iii) employing environmentally sound practices with respect to the agency's disposition of all agency excess or surplus electronic products.

**Table 9-1: Strategies – Electronic Stewardship**

(A) Strategy	(B) Top Five? Yes/No/NA	(C) Strategy Narrative	(D) Specific targets/metrics to measure success including milestones in next 12 months
<b>Required Strategies under E.O. 13693</b>			
Establish, measure, and report procurement preference for environmentally sustainable electronic products 3(l)(i)	No	Department policy requires the procurement of environmentally sustainable electronic products, but there is no system to record purchases of those products.	
Establish, measure, and report policies to enable power management, duplex printing, and other energy-efficient or environmentally sustainable features on all eligible agency electronic products 3(l)(ii)	Yes	The Department's OCIO continues to work with bureaus and offices to implement power management at the lowest level. Departmental Print Management policy is under review.	The Department is developing policy following the guidance provided in GSA Bulletin B-37.
Establish, measure, and report sound practices with respect to the agency's disposition of excess or surplus electronic products 3(l)(iii)	Yes	The Department will continue to report this information, as required in the OMB Sustainability/Energy Scorecard	OMB Sustainability/Energy Scorecard Electronics Stewardship Progress Template

(A) Strategy	(B) Top Five? Yes/No/NA	(C) Strategy Narrative	(D) Specific targets/metrics to measure success including milestones in next 12 months
<b>Recommended Strategies</b>			
Continue established policies to use environmentally sound practices for disposition of all agency excess or surplus electronic products and monitor compliance.	Yes	The Department is continuing to use the GSA Bulletin B-34, Disposal of Federal Electronic Assets guidance on using R2/e-Steward certified recyclers. The Department updated the ESIP and EMS electronics stewardship action plan to reflect this requirement and plans to continue to register additional Department federal employees to use the USPS Blue Earth Federal Recycling Program and UNICOR Federal Recycling Program.	Goals for calendar year 2015: 1) Continue 100% 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) Continue to register Department employees to use the USPS Blue Earth Federal Recycling Program and UNICOR Federal Recycling Program.
Ensure acquisition of 95% EPEAT registered and 100% of ENERGY STAR qualified and FEMP designated electronic office products.	Yes	Continue to use the Department-issued policy adopting NASA Solutions for Enterprise Wide Procurement contract as mandatory source to provide EPEAT registered and ENERGY STAR qualified products.	Adopted the GSA Federal Schedules for Imaging Equipment and project to adopt GSA Federal Schedules when it becomes available for televisions.

## Goal 10: Climate Change Resilience

**Table 10: Strategies – Climate Change Resilience**

(A) Strategy	(B) Top Five? Yes/No/N A	(C) Strategy Narrative	(D) Specific targets/metrics to measure success including milestones in next 12 months
<b>Required Strategies under E.O. 13693</b>			
Update agency external programs and policies (including grants, loans, technical assistance, etc.) to incentivize planning for, and addressing the impacts of, climate change. (In column C, identify names of agency programs or policies)	Yes	Climate change considerations have been incorporated into the USBR's Drought Response Program, the FWS' State Wildlife Grant Program and Boating Infrastructure Grant Program, the Office of Wildland Fire's Resilient Landscape initiative, and the BIA's Climate Adaptation Grant Program.	Bureaus will identify updates to programs and policies that incentivize planning for, and address impacts of, climate change. Bureaus will demonstrate progress and report on the status of these updates quarterly through the climate resilience priority goal reporting requirement.
<b>Recommended Strategies</b>			
Update agency emergency response procedures and protocols to account for projected climate change, including extreme weather events.	No	With respect to emergencies, the Department works with other agencies, including the FEMA. 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.	The Department has issued guidance to its bureaus for incorporating climate change considerations into workforce safety and health policies and protocols. The guidance sets a deadline of December 31, 2015, for bureaus to assess the extent to which policy updates are needed. Bureaus will also demonstrate progress and report on the status of these updates quarterly through the climate resilience priority goal reporting requirement.

<b>(A) Strategy</b>	<b>(B) Top Five? Yes/No/NA</b>	<b>(C) Strategy Narrative</b>	<b>(D) Specific targets/metrics to measure success including milestones in next 12 months</b>
Update agency external programs and policies (including grants, loans, technical assistance, etc.) to incentivize planning for, and addressing the impacts of, climate change.	NA	This repeats the Required Strategy under E.O. 13693 at the beginning of this section	
Ensure agency principals demonstrate commitment to adaptation efforts through internal communications and policies.	Yes	The Departments Climate Change Adaptation Policy identifies the Deputy Secretary as the Co-Chair of the Departments Energy and Climate Change Task Force, as well as the responsible official for overseeing the Department's compliance with the policy.	The Deputy Secretary will ensure compliance with the Departments 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: <a href="http://elips.doi.gov/elips/0/doc/3741/Page1.aspx">http://elips.doi.gov/elips/0/doc/3741/Page1.aspx</a> . Bureaus will also demonstrate progress and report on the status of these updates quarterly through the climate resilience priority goal reporting requirement.
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.	

<b>(A) Strategy</b>	<b>(B) Top Five? Yes/No/N/A</b>	<b>(C) Strategy Narrative</b>	<b>(D) Specific targets/metrics to measure success including milestones in next 12 months</b>
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 already requires 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 infrastructure to account for the potential impacts of projected climate change.	Yes	The Department's Climate Change Adaptation Policy directs bureaus and offices to "address the vulnerability of mission critical and mission dependent infrastructure and facilities."	The Department has established a Facilities/Infrastructure Climate Change Adaptation Working Group and has issued guidance on vulnerability assessments for real property across the Department. Bureaus will demonstrate progress and report on the status of these updates quarterly through the climate resilience priority goal reporting requirement.
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."	

<b>(A) Strategy</b>	<b>(B) Top Five? Yes/No/N/A</b>	<b>(C) Strategy Narrative</b>	<b>(D) Specific targets/metrics to measure success including milestones in next 12 months</b>
<p>Ensure climate change adaptation is integrated 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.</p>	<p>The bureaus will demonstrate progress in advancing measures for this strategy, which align with the Department's Climate Change Adaptation Policy. Bureaus will report to the Department on a quarterly basis on their progress and achievements in implementing this strategy.</p>

## Appendix 1: List of Abbreviations and Acronyms

<u>Abbreviation or Acronym</u>	<u>Full Name</u>
AF	Alternative Fuel
AFV	Alternative Fuel Vehicle
ANSI	American National Standards Institute
BIA	Bureau of Indian Affairs
BLM	Bureau of Land Management
BOEM	Bureau of Ocean Energy Management
BOR	Bureau of Reclamation
BPA	Blanket Purchase Agreement
BSEE	Bureau of Safety and Environmental Enforcement
Btu	British Thermal Unit
C and D	Construction and Demolition
CEQ	Council on Environmental Quality
Council	Sustainability Council
CSO	Chief Sustainability Officer
DLA	Defense Logistics Agency
DM	Departmental Manual
DOE	Department of Energy
DOI	Department of the Interior
ECM	Energy Conservation Measure
EISA	Energy Independence and Security Act
EMS	Environmental Management System
EO	Executive Order
EPA	Environmental Protection Agency
EPAct	Energy Policy Act of 2005
EPCRA	Emergency Planning and Community Right-to-Know Act of 1986
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
FBMS	Financial and Business Management System
FCHS	Foundation Cloud Hosting Services
FDCCI	Federal Data Center Consolidation Initiative
FEA	Federal Electronic Assets
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
FY	Fiscal Year
GHG	Greenhouse Gas
GPs	Guiding Principles for High Performance and Sustainable Buildings
GSA	General Services Administration
gsf	Gross Square Feet
GWP	Global Warming Potential
HFC	Hydrofluorocarbon
IADS	Interior Asset Disposal System
IBC	Interior Business Center
IDIQ	Indefinite Delivery/Indefinite Quantity
ILA	Industrial, Landscaping and Agricultural
IPM	Integrated Pest Management
kW	Kilowatt
LEED	Leadership in Energy and Environmental Design
MIB	Main Interior Building
MWh	Megawatt-hours
NASA	National Aeronautics and Space Administration
NCR	National Capital Region
NFH	National Fish Hatchery
NPS	National Park Service
NREL	National Renewable Energy Laboratory
NRHP	National Register of Historic Places
NWR	National Wildlife Refuge
OCIO	Office of the Chief Information Officer
OEPC	Office of Environmental Policy and Compliance
OFAS	Office of Facilities and Administrative Services
OHTA	Office of Historical Trust Accounting
OMB	Office of Management and Budget
OSH	Office of Occupational Safety and Health
OSMRE	Office of Surface Mining Reclamation and Enforcement
PV	Photovoltaic
R2	Responsible Recycling

REC	Renewable Energy Certificates
SaaS	Software as a Service
SAM	System for Award Management
SBIP	Sustainable Building Implementation Plan
SCCM	System Center Configuration Manager
SF	Square Feet
SI-CASHE	Sustainability Inspection Condition Assessment Safety Health and Environment
SSO	Senior Sustainability Officer
SSPP	Strategic Sustainability Performance Plan
Tool	Sustainable Buildings Assessment and Compliance Tool
TWG	Technical Work Group
UESC	Utility Energy Service Contract
USGS	U.S. Geological Survey
USPS	U.S. Postal Service
VAM	Vehicle Allocation Methodology
W	Watt

## **FY 2015 FLEET MANAGEMENT PLAN AND BUDGET NARRATIVE**

Developing a Fleet Management Plan is critical to an agency in defining and describing how the motor vehicle fleet serves their mission needs. A Fleet Management Plan maps out over a number of years a systematic approach to vehicle acquisition, use, maintenance, refueling, and replacement. This plan anticipates changes in mission, organization, and resulting vehicle demand. The plan must establish a strategy for achieving 100 percent compliance with mandates to acquire alternative fueled vehicles, utilize alternative fuels including bio-based fuels, acquire low greenhouse gas vehicles, and reduce petroleum. The plan must also define how vehicle selection is determined to advance sustainable acquisition, achieve maximum fuel efficiency, and limit motor vehicle body size, engine size and optional equipment to what is essential to meet the agency's mission. The plan should guide the programming of funds necessary to continue fleet operations.

This document provides the template for Executive Branch agencies to prepare and update Fleet Management Plans to obtain an optimal fleet inventory and document the steps being taken to operate those fleets most effectively and efficiently. Agency adherence to this guidance will ensure compliance with the May 24, 2011, Presidential Memorandum's requirement to develop a Fleet Management Plan to achieve optimal inventory targets, and incorporate it into the agency Annual Strategic Sustainability Performance Plan prepared in compliance with Executive Order 13514. It will also satisfy the instructions in OMB Circular A-11 entitled "Fleet Data Reporting in FAST" for a narrative section to explain and support inventory and cost data.

Instructions: Address each of the 12 areas listed below clearly and completely. Take as much space as needed. Please view this as your opportunity to tell your agency's story, to profile your agency's fleet operations, to explain its unique challenges, and to present its successes and failures. Read the introductory material carefully and address all of the questions. If something does not apply to your agency, say so; if the question misses something important that sheds light on your agency's fleet, add it. Be aware that not everyone reading your document may be a fleet expert so communicate clearly as if writing for the layman. You may leave the questions in place, or delete them once you have addressed each of the 12 areas.

**FY 2015 FLEET MANAGEMENT PLAN AND BUDGET NARRATIVE  
FOR  
(US Department of the Interior)**

**(A) Introduction that describes the agency mission, organization, and overview of the role of the fleet in serving agency missions.**

- (1) Briefly, what is the agency's primary/core mission and how is the fleet configured to support it?
- (2) Please describe the organizational structure and geographic dispersion of your fleet.
- (3) What are the ancillary missions, such as administrative functions, and how are they supported?
- (4) How are vehicles primarily used, and how do mission requirements translate into the need for particular vehicle quantities and types?

The Department of the Interior uses its motor vehicle fleet to accomplish its diverse mission, often in remote locations throughout the country. DOI currently manages approximately 70,000 employees and 280,000 volunteers and owns and operates approximately 46,400 buildings, 106,300 structures, and approximately 32,000 vehicles at 2,400 locations in over one-half billion acres across the United States, Puerto Rico, and U.S. Territories.

The Department's fleet management program provides support to the management of over 33,000 fleet motor vehicles nationwide, including nearly 8,000 alternative fueled vehicles and over 1,100 hybrid vehicles. The DOI's fleet serves a vital supporting role in DOI mission accomplishment. Vehicles are used by Interior employees and authorized volunteers to support multiple mission activities, many in remote areas.

The vehicles are used to support and transport Agency staff, scientific and mission-related equipment, law enforcement, emergency response, maintenance, and off-road and on-road collection of scientific data. Some vehicles use haul trailers and carry heavy loads of specialized equipment.

Due to the nature of DOI mission requirements, rugged terrain and remote locations, the DOI fleet has and continues to mainly consist of light and medium-duty trucks, vans and sport-utility vehicles (approximately 81 percent). Approximately 11 percent of the DOI fleet are heavy-duty trucks over 16,000 lbs. Light-duty passenger sedans account for the remaining 8 percent of the DOI fleet. DOI has passenger buses, used to transport school children and park/refuge/recreation site visitors. Due to these usages, DOI owns approximately 72 percent of its vehicles. Many vehicles DOI uses in its operations are more economical and available as owned vehicles rather than GSA-leased. GSA-leased vehicles play a vital role in the composition of the DOI fleet, when the right size and type vehicle are available. DOI Bureaus/Offices conduct cost analysis prior to making purchase versus lease decisions. Vehicles are purchased from the most cost effective source. If there is a need for a commercial leased vehicle, it is only due to the vehicle, or a comparable substitute, not being provided by GSA Automotive or Fleet.

In some locations, government vehicles are provided to support service contractors. The average operational location has fewer than 10 employees, several of whom are out in the field each day, using a government vehicle to get from their office to their work site. Interior manages its diverse fleet with guidance, policy, and oversight provided at the Department level. DOI has established a portfolio management approach to operating the motor fleet program.

**(B) Criteria for justifying and assigning vehicles (including home-to-work vehicle assignments).**

- (1) What are the factors and considerations used for assigning vehicles?
- (2) Are vehicles assigned to individuals, offices, job classifications?
- (3) What alternatives are considered to meet mission requirements before adding a vehicle or vehicles to the fleet?
- (4) How are home-to-work vehicles justified, assigned, and what steps are taken to limit HTW use?

In the Strategic Sustainability Performance Plan (SSPP) and in the vehicle allocation methodology (VAM) analysis, the Department requires that all vehicles be tied to specific Agency/Bureau mission. The Bureaus justify each vehicle in accordance with its mission requirements. Each Bureau is required to develop, implement, and update its Bureau-level Fleet Management Plans annually to improve efficiencies and effectiveness in their respective fleet programs. Bureaus must complete a vehicle justification document detailing the need for the vehicle and how the vehicle will fulfill specific mission requirements. The mission need and justification must be determined prior to the acquisition of a new or additional vehicle. DOI developed a Lease vs. Purchase analysis for its Bureaus to use to assist with the acquisition method decision-making process. Adjustments to the DOI/Bureau fleet size and composition are made according to these analyses. Agency and Bureau-level fleet managers have oversight and authority into the vehicle acquisition process. Adjustments are recorded in this DOI Fleet Management Plan, Bureau fleet management plans, SSPP, and VAM.

The Secretary approves Home-to-Work authorizations on limited basis. The levels of review for Home-to-Work approval must flow through the highest levels of Bureau and Departmental management. The approval process goes through many management chains, including the Assistant Secretary for Policy, Management and Budget and the Solicitor's Office prior to being presented for Secretarial approval. Employees are encouraged to use means other than Home-to-Work to accomplish mission requirements.

**(C) Vehicle Allocation Methodology (VAM) target development and explanation for reported fleet size and cost changes or not meeting agency VAM targets.**

- (1) Provide information on the methods used to produce your agency's VAM targets. (Recommendation #2 from GAO report: GAO-13-659. See FMR Bulletin B-30 for guidance on conducting a VAM study and developing VAM targets)

## Appendix 2

(a) From your most recent VAM study, what was the specific utilization criteria used to determine whether to retain or dispose of a vehicle? Provide the miles, hours, vehicle age or other means used to make this determination. If a different criterion was used in different Bureaus or program areas, provide the criteria for each.

(b) From your most recent VAM study, what were the questions used to conduct the VAM survey? If different questions were used in different Bureaus or program areas, provide the questions for each.

(2) Provide an explanation for any measurable change in fleet size and/or cost or if you are not meeting your annual VAM targets. What are the plans to correct any deficiencies, and indicate factors that hinder attainment of your annual VAM targets (e.g., budgetary, other resource issues, mission changes, etc.)?

DOI has improved its fleet management program review over the past decade, and specifically during these VAM reporting cycles. Bureaus have reduced fleet size during these reporting cycles. The performance measures DOI implemented have realized a marked decrease in the size and an increase in the efficiency of the fleet. DOI has also had the ability to strategically place vehicles in locations where they will be most efficient and effective. DOI is trending towards attaining its optimal fleet size by the end of FY 2015. DOI integrating performance analytics from its fleet management information system to provide data to make more efficient decisions regarding fleet size, composition, and leave vs. purchase analysis. DOI will continue to improve upon performance measures and implement best practices with the goal to further reduce the size of the fleet, increase the use of alternative fuels, and decrease the use and dependence on petroleum based fuels.

DOI continues to eliminate vehicles from its fleet. In FY15 and 16, new internal goals and milestones for further fleet reductions will be set and implemented into Bureau fleet management plans. DOI will monitor Bureau fleets, future acquisitions, and disposals to meet the goals we have identified through the VAM analysis.

DOI will use this information for acquisition planning, making decisions for vehicle replacement process based on funding or current vehicle conditions. One Bureau realized a significant increase due to a past reporting error. This error caused an increase in the inventory for this Bureau, and caused DOI to have an overall increase from FY13 to 14. Other Bureaus identified no reductions or increases in fleet size due to increased mission requirements, including new parks and refugees, increased law enforcement personnel, and new employees. DOI will realize overall reductions and costs savings by offsetting any Bureau increases with Bureau reductions in other areas.

### **(D) Description of efforts to control fleet size and cost.**

(1) How and why have the size, composition, and cost of your agency's fleet changed, and how are they projected to change in the future?

## Appendix 2

(2) Does the agency ever acquire vehicles from other than the most cost-effective source and, if so, explain why? (3) Discuss any trends toward larger, less fuel-efficient vehicles and the justifications for such moves.

(4) Discuss the basis used for your reported future cost projections (published inflation estimates, historical trends, flat across-the-board percentage increases, mission changes, etc.)

The size of the DOI fleet has decreased as a result of the VAM analysis. This annual snap-shot into the DOI fleet has given the Agency a method to reflect on the size and composition of the fleet, look at historical trends in a manner where DOI can make adjustment to the fleet in future years, and allowed DOI the ability to target areas of inefficiency. The VAM process has resulted in DOI setting a goal of a 5 percent reduction in the fleet size over the analysis period. DOI will set a similar internal goal for implementation in FY 15 and 16 that aim to reduce and right size the fleet.

The first two cycles of the analysis afforded DOI the opportunity to see directly where we could make improvements in the efficiency and effectiveness of the fleet, while setting the parameters for “right-sizing” the fleet in future years. DOI realized significant reduction in our fleet size in FY 2013. This directly correlated to the implementation of past performance measures designed to achieve DOI’s fleet optimization level for most DOI Bureaus. DOI is working closely with the Bureau that had the inventory reporting error to correct the data going forward.

DOI policy states that Bureaus must acquire the smallest, most efficient vehicle, which will meet mission requirements. As stated previously due to the nature of the DOI mission and the locales where DOI operates vehicles, DOI’s fleet mainly consists of light, medium and heavy-duty truck. These vehicles do not have the efficiency of smaller passenger vehicles. The justification for the composition of the fleet can be seen on the terrain and locations where DOI manages. DOI will only acquire a larger, less-efficient vehicle if the smaller option is not a viable option due to mission requirements.

The costs estimates provided during this cycles are largely estimates based on the best knowledge fleet managers have at this time. DOI anticipates more accurate estimates may be provided during the normal budget submission timeframe at the end of the end. DOI Bureaus and Offices are still in the formulation stages for the FY2017 budget.

### **(E) Explanation of how law enforcement vehicles are categorized within the agency (See FMR Bulletin B-33).**

(1) Does your agency use the law enforcement (LE) vehicle classification system described in GSA Bulletin FMR B-33?

(2) Does your agency exempt only Level 1 LE vehicles from Energy Policy Act and VAM reporting?

(3) If your agency does not use the LE vehicle classification system, explain how LE vehicles are categorized and which are exempted from Energy Policy Act and VAM requirements.

## Appendix 2

DOI does not exempt any vehicles from VAM analysis, including vehicles used for law enforcement purposes. Additionally, law enforcement vehicles are also not exempt from acquiring alternative fuel vehicles and hybrids in locations and fleet where the use of the AFV and/or hybrid vehicles are practical and applicable.

### **(F) Justification for restricted vehicles.**

- (1) If your agency uses larger than class III (midsize) vehicles, is the justification for each one documented?
- (2) Are executive fleet vehicles posted on your agency's website as required by the Presidential Memorandum of May 2011?
- (3) If your agency reports limousines in its inventory, do they comply with the definition in GSA Bulletin FMR B-29? (4) For armored vehicles, do you use the ballistic resistance classification system of National Institute of Justice (NIJ) Standard 0108.01, and restrict armor to the defined types?
- (5) Are armored vehicles authorized by appropriation?

DOI has identified two (2) executive vehicles in the fleet, which are posted on the DOI website. These vehicles are used solely for the Secretary and Deputy Secretary. Interior does not have limousines in the fleet. Any "large" vehicles are used for law enforcement purposes. Most Bureaus do not have vehicles larger than the Class III (midsize) vehicle. DOI has no armored vehicles, but identifies cost for vehicle reinforcement and retrofitting to enable the vehicle to sustain in rough terrain.

### **(G) Description of vehicle replacement strategy and results.**

- (1) Describe the schedule the agency will follow to achieve its optimal fleet inventory, including plans for acquiring all light duty Alternative Fueled Vehicles (AFVs) by December 31, 2015.
- (2) Describe agency plans and schedules for locating AFVs in proximity to AFV fueling stations.
- (3) What is the agency's approach in areas where alternative fuels are not available?
- (4) Are AFVs that are not dependent on infrastructure, such as electric vehicles and qualifying low greenhouse gas (LGHG) vehicles, being placed in such areas?
- (5) Describe the agency's vehicle sourcing decision(s) for purchasing/owning vehicles compared with leasing vehicles through GSA Fleet or commercially. When comparing cost of owned vehicles to leased vehicles, compare all direct and indirect costs projected for the lifecycle of owned vehicles to the total lease costs over an identical lifecycle. Include a rationale for acquiring vehicles from other than the most cost effective source.

Bureaus implement best practices to ensure the fleet is operating at the most efficient level. Each Bureau has developed a motor vehicle baseline to ensure that vehicle size is kept at a minimum. DOI will revisit these baselines and performance measures in FY15 for adjustment and implementation in FY16. Interior developed an internal vehicle useful life table to best determine the age composition of the fleet. The Department continues to work with GSA and the Bureaus to develop vehicle replacement strategies to optimize the size and efficiency of the fleet. Replacement strategies and guidelines are included in Bureau fleet management plans.

## Appendix 2

The plans will be updated in the 3<sup>rd</sup> quarter of FY15, for implementation in FY16. As a result of the annual VAM analysis, DOI is achieving its reduction goals. DOI can also more readily adjust its plans to be flexible enough to accommodate changing dynamics, i.e., the new Executive Order.

DOI and its Bureaus will further develop strategic plans in conjunction with DOI and Bureau specific fleet management plans, which will address the acquisition, placement and reallocation of vehicles in the Bureau.

Bureaus have identified measures in their fleet management plans to realize the requirement to purchase 100 percent AFVs for light-duty operations beginning in January 2016. DOI has also identified the following measures to ensure fleet efficiency:

- Identify fleet reductions in excess of 5 percent by the end of FY15
- DOI monitors Bureau vehicle acquisition, and works closely with GSA to place vehicles in locations where the alternative fuel is available
  - DOI assists with identifying alternative fueling stations in area at time of the vehicle purchase in Auto Choice
  - Placing vehicles in close proximity of areas with AFV fuel station(s)
- Bureaus opt to purchase and modify vehicles over leasing in most cases when vehicles need specialized equipment
  - Fleet vehicles not needing specialized equipment are leased from GSA
- DOI is partnering with GSA to conduct a study to assist with determining optimal fleet size, composition for one of DOI largest Bureau fleets
  - This study will assist with determining Lease vs. Purchase criteria, and help to right-size the fleet
- DOI Fleet manager collaborates with the Bureau/Office headquarters on fleet vehicle purchases.
- Install alternative fuel station in locations where there are concentrations of AFVs
- DOI uses the Department of Energy Dashboard to assist with the decision making process of efficiency, placement, and to determine which vehicles to acquire

DOI continues to implement innovative measures to increase the use of alternative fuels. Although the infrastructure for alternative fuels is limited, DOI has and will continue to use alternative fuels wherever possible. Specifically, DOI has/ will implement strategies to increase alternative fuel use. As the Agency of the environment, DOI is dedicated to acquiring alternative fuel vehicles and promoting the use of alternative fuels. DOI has nearly 8,000 AFVs in its fleet. DOI met or exceeded the alternative fuel consumption goal for seven reporting years. DOI acknowledged in last year's plan that the goal for an eighth year will be extremely challenging due to the constraints on alternative fuel infrastructure, and the 10 percent compounding goal was becoming unachievable for most Agencies. In order to mitigate the uncertainty of achieving this goal in future years, DOI will continue to implement the current strategy of working with

## Appendix 2

GSA, DOE and forming other public and private partnerships to assist with the placement of AFVs in locations where the alternative fuel is available.

DOI constantly shares information with its Bureaus regarding the locations for alternative fuel stations. DOI will redouble its efforts to partner with the DOE to use the fleet optimization tool, Alternative Fuels Data Center and the fleet Dashboard to make more strategic placements for alternative fuel vehicles. DOI checks vehicle orders to ensure they meet GHG requirements, and place the most fuel-efficient vehicle. DOI also commits to:

- Update and implement the AFV acquisition plan annually, or as needed
- Request additional funding to increase the infrastructure for alternative fueling stations at DOI fueling sites

Develop public and private partnerships to increase the availability and use of alternative fuel and fueling stations

As stated above, due to the nature of DOI mission requirements, rugged terrain and remote locations, the DOI fleet has and continues to mainly consist of light and medium-duty trucks, vans and sport-utility vehicles (approximately 81 percent). Approximately 11 percent of the DOI fleet are heavy-duty trucks over 16,000 lbs. Light-duty passenger sedans account for the remaining 8 percent of the DOI fleet. DOI has passenger buses, used to transport school children and park/refuge/recreation site visitors. Due to these usages, DOI owns approximately 72 percent of its vehicles. Many vehicles DOI uses in its operations are more economical and available as owned vehicles rather than GSA-leased.

Many vehicles DOI uses in its operations are more economical and available as owned vehicles rather than GSA-leased. GSA-leased vehicles play a vital role in the composition of the DOI fleet, when the right size and type vehicle are available. DOI Bureau/Offices conduct cost analysis prior to making purchase versus lease decisions. Vehicles are purchased from the most cost effective source. If there is a need for a commercial leased vehicle, it is only due to the vehicle, or a comparable substitute, not being provided by GSA Automotive or Fleet.

### **(H) Description of the agency-wide Vehicle Management Information System (See FMR 102-34.340)**

(1) Is there a vehicle management information system (MIS) at the Department or Agency level that:

- (a) Identifies and collects accurate inventory, cost, and use data that covers the complete lifecycle of each motor vehicle (acquisition, operation, maintenance, and disposal); and
- (b) Provides the information necessary to satisfy both internal and external reporting requirements, including:
  - Cost per mile;
  - Fuel costs for each motor vehicle; and
  - Data required for FAST reporting (see FMR 102-34.355.)

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(2) If the agency does not have such a system, what is being used to capture vehicle information, or is there no MIS at all?

(3) If there is no MIS, what obstacles are preventing implementation and compliance with §102-34.340, “Do we need a fleet management information system?”

The Department-wide Financial and Business Management System (FBMS) is DOI’s Fleet Management Information System. The system is fully deployed Department-wide. The system has the capability to complete all the required reporting elements detailed in FMR 102-34.340.

### **(I) Plans to increase the use of vehicle sharing.**

(1) Describe efforts to share vehicles internally or with other Federal activities.

(2) Describe pooling, car sharing, and shuttle bus consolidation initiatives.

(3) Describe efforts to reduce vehicles assigned to a single person.

Many DOI Bureaus share vehicles between offices in the same geographic locations. Bureaus also share fleet vehicles between offices and districts in most states, whenever possible. In Washington, DC, DOI shares shuttle bus service both inter and intra-Agency for locations in the Washington, DC area. DOI will increase the use of vehicle sharing, nation-wide, whenever feasible. DOI is interested in partnering with Federal, state, local governments to increase the use of vehicle sharing and shuttle bus program expansion. DOI has two vehicles that are assigned to a single person(s); the vehicles are provided for the Secretary and the Deputy Secretary.

### **(J) Impediments to optimal fleet management.**

(1) What obstacles does the agency face in optimizing its fleet?

(2) In what ways is it hard to make the fleet what it should be, operating at maximum efficiency?

(3) If additional resources are needed, have they been documented and requested?

(4) Do you feel hampered by specific laws, Executive Orders, GSA’s government-wide regulations or internal agency regulations, budget issues, or organizational obstacles? What exactly are they and how do they constrain you? Be specific and include examples. If you have a solution, describe it and indicate whether we can share the solution with other agencies as a potential best practice.

Interior has a decentralized fleet operation. The improvement plan calls for the Department to centralize more fleet function for improve efficiency, reporting and accountability. Consolidating the fleet program into a more central operation is a significant cultural and fundamental change to normal business practices.

The remote nature of fieldwork poses challenges to fleet management. Many Bureaus have seasonal missions, with the majority of work done during summer months and vehicle usages are determined by seasonal and climate changes making it difficult to maintain vehicle balances. Consequently, DOI will have more vehicles in the inventory on September 30 than in February when the VAM analysis is conducted.

## Appendix 2

Alternative fueling infrastructure continues to be the primary reason for the lack of use of alternative fuels. Alternative fuel vehicles (AFV) fueling stations are often not available in remote and rural areas making AFV purchases difficult. The exponential increase in the alternative fuel consumption goal has been particularly challenging. The alternative fuel infrastructure is not adequate to continue to meet mandates.

When fleet initiatives are implemented, they are skewed towards making federally owned sedan more efficient. For instance, the recent initiative by GSA to swap out an owned vehicle for a GSA leased one would have been more beneficial to DOI if there was a SUV or small truck available. The universe of inefficient DOI sedans is relatively small compared to the opportunities to make a real difference if there were other options available. Lastly, the growing number of DOI employees and the increase in mission requirements makes it challenging to realize further reduction in the fleet management program.

### **(K) Anomalies and possible errors.**

- (1) Explain any real or apparent problems with agency data reported FAST.
- (2) Discuss any data fields highlighted by FAST as possible errors that you chose to override rather than correct. Examples would be extremely high annual operating costs or an abnormal change in inventory that FAST considers outside the normal range, or erroneous data in prior years causing an apparent discrepancy in the current year.
- (3) Any flagged, highlighted, or unusual-appearing data within FAST should be explained.

As previously mentioned, one Bureau misreported its vehicle inventory in FY13, but corrected its data in FY14. The use of the Departmental fleet management information system has allowed DOI unique insight into its fleet management data. DOI will continue to use the automated system to improve the quality of DOI fleet data, make management decisions regarding fleet compositions based upon the analytics contained in the system, and reduce and right size the fleet based upon the information DOI receives from the system.

The timing of this report created significant challenges for DOI. The traditional timeframe for the A-11 submission gives insufficient time for the appropriate fleet/program managers, departmental and bureau budget officers, and senior level management to review the data and to provide solid requests for funding expenditures and projections. Many of the budget forecasts may need to be amended during the normal A-11 budget cycle in July/August.

Any other budget related errors will be corrected in the August submission.

### **(L) Summary and contact information.**

Who should be contacted with questions about the agency fleet? Provide the name and contact information for the agency headquarters fleet manager and the budget office reviewing official. Indicate whether the budget officer participated in the VAM and A-11 processes.

## Appendix 2

Each Bureau submitted explanatory narratives to the DOI fleet manager to better define their fleet management program. In historical Exhibit 33's, reporting years 2005-2010, Bureau leased vehicle data was reported at the Department level. Since the FY10 report, Bureaus were required to report its GSA-leased vehicles. Consequently, historical data in FAST may not be accurate. Each year, the reporting data improves and errors in reporting are held at a minimum. Even with improved reporting, historical reporting errors may linger in this report. Bureau reporting continues to improve with each report.

**VAM/FAST Inventory Year-to-Year Comparison**

**Department of the Interior**

This report compares the most recent VAM Summary provided by your agency against the actual inventory (for years available) and planned inventory numbers reported by your agency during the annual FAST data call. It is expected that these two data sets will follow each other over the life of the VAM as your agency works toward an optimal fleet. Significant differences between the two (greater than 20%) will be highlighted in yellow and should be addressed in your Fleet Management Plan and Budget Summary document to be submitted to GSA/OMB each year.

	<b>VAM Summary</b>							<b>FAST Data Summary</b>						
	Sedan	Other Passenger	Truck	Other	Total	% Mix	Sedan	Other Passenger	Truck	Other	Total	% Mix		
<b>VAM 2011 Baseline Fleet</b>							<b>2011 Actual Inventory</b>							
Conventional Fuel Vehicles	1,519	6,182	18,008	457	26,166	79%	1,319	5,075	18,520	439	25,353	75%		
Alternative Fuel Vehicles	1,121	2,927	2,644	82	6,774	21%	1,635	3,623	2,923	111	8,292	25%		
Exempted Vehicles	0	0	0	0	0									
<b>Total</b>	<b>2,640</b>	<b>9,109</b>	<b>20,652</b>	<b>539</b>	<b>32,940</b>		<b>2,954</b>	<b>8,698</b>	<b>21,443</b>	<b>550</b>	<b>33,645</b>			
<b>% Mix</b>	<b>8%</b>	<b>28%</b>	<b>63%</b>	<b>2%</b>			<b>9%</b>	<b>26%</b>	<b>64%</b>	<b>2%</b>				
<b>VAM 2012 Plan</b>							<b>2012 Actual Inventory</b>							
Conventional Fuel Vehicles	1,514	6,040	17,736	459	25,749	79%	1,116	4,650	17,936	425	24,127	73%		
Alternative Fuel Vehicles	1,153	2,972	2,771	83	6,979	21%	1,693	3,650	3,591	132	9,066	27%		
<b>Total</b>	<b>2,667</b>	<b>9,012</b>	<b>20,507</b>	<b>542</b>	<b>32,728</b>		<b>2,809</b>	<b>8,300</b>	<b>21,527</b>	<b>557</b>	<b>33,193</b>			
<b>% Mix</b>	<b>8%</b>	<b>28%</b>	<b>63%</b>	<b>2%</b>			<b>8%</b>	<b>25%</b>	<b>65%</b>	<b>2%</b>				
<b>VAM 2013 Plan</b>							<b>2013 Actual Inventory</b>							
Conventional Fuel Vehicles	1,498	5,915	17,508	458	25,379	78%	1,256	4,543	16,967	343	23,109	72%		
Alternative Fuel Vehicles	1,148	2,985	2,833	82	7,048	22%	1,548	3,677	3,832	139	9,196	28%		
<b>Total</b>	<b>2,646</b>	<b>8,900</b>	<b>20,341</b>	<b>540</b>	<b>32,427</b>		<b>2,804</b>	<b>8,220</b>	<b>20,799</b>	<b>482</b>	<b>32,305</b>			
<b>% Mix</b>	<b>8%</b>	<b>27%</b>	<b>63%</b>	<b>2%</b>			<b>9%</b>	<b>25%</b>	<b>64%</b>	<b>1%</b>				
<b>VAM 2014 Plan</b>							<b>2014 Actual Inventory</b>							
Conventional Fuel Vehicles	1,510	5,864	17,310	456	25,140	78%	1,379	4,311	16,918	533	23,141	69%		
Alternative Fuel Vehicles	1,167	3,059	2,914	82	7,222	22%	1,471	4,213	4,526	144	10,354	31%		
<b>Total</b>	<b>2,677</b>	<b>8,923</b>	<b>20,224</b>	<b>538</b>	<b>32,362</b>		<b>2,850</b>	<b>8,524</b>	<b>21,444</b>	<b>677</b>	<b>33,495</b>			
<b>% Mix</b>	<b>8%</b>	<b>28%</b>	<b>62%</b>	<b>2%</b>			<b>9%</b>	<b>25%</b>	<b>64%</b>	<b>2%</b>				
<b>VAM 2015 Plan</b>							<b>2015 Planned Inventory</b>							
Conventional Fuel Vehicles	1,483	5,822	17,145	454	24,904	77%	1,271	4,240	16,718	544	22,773	68%		
Alternative Fuel Vehicles	1,194	3,156	3,029	82	7,461	23%	1,500	4,227	4,679	146	10,552	32%		
<b>Total</b>	<b>2,677</b>	<b>8,978</b>	<b>20,174</b>	<b>536</b>	<b>32,365</b>		<b>2,771</b>	<b>8,467</b>	<b>21,397</b>	<b>690</b>	<b>33,325</b>			
<b>% Mix</b>	<b>8%</b>	<b>28%</b>	<b>62%</b>	<b>2%</b>			<b>8%</b>	<b>25%</b>	<b>64%</b>	<b>2%</b>				
<b>VAM Optimal Fleet</b>							<b>2015 Planned Inventory (FY 2014 FAST Report)</b>							
Conventional Fuel Vehicles	1,417	5,767	16,989	452	24,625	79%	1,271	4,240	16,718	544	22,773	68%		
Alternative Fuel Vehicles	1,087	2,826	2,637	81	6,631	21%	1,500	4,227	4,679	146	10,552	32%		
<b>Total</b>	<b>2,504</b>	<b>8,593</b>	<b>19,626</b>	<b>533</b>	<b>31,256</b>		<b>2,771</b>	<b>8,467</b>	<b>21,397</b>	<b>690</b>	<b>33,325</b>			
<b>% Mix</b>	<b>8%</b>	<b>27%</b>	<b>63%</b>	<b>2%</b>			<b>8%</b>	<b>25%</b>	<b>64%</b>	<b>2%</b>				

**Department of the Interior Plans to Address Climate Preparedness and Resilience Requirements for Implementing Section 13(a) and (b) of Executive Order 13693**

The Department has initiated efforts to address section 13(a) and (b) of Executive Order 13693. The Department's Office of Policy Analysis, working closely with the Department's Climate Change Working Group, will coordinate these efforts. The Climate Change Working Group, which has members from each of the Department's bureaus and several Departmental offices, is responsible for coordinating the Department's climate resilience activities.

Section 13(a)

The Department will conduct an assessment to identify the climate risks to its critical supply chain, including the activities identified in section 13(a) of Executive Order 13693, and develop recommendations to address the risks. A work team consisting of staff from the Department's Office of Policy Analysis, Office of Emergency Management, Office of Property and Acquisition Management, and Office of Environmental Policy and Compliance will conduct the assessment. The Department expects to complete the assessment by October 1, 2015.

The Department will work through its Climate Change Working Group and other internal coordination bodies to implement recommendations for operational preparedness planning for major agency facilities and operations.

Section 13(b)

The Department is developing a framework to calculate the potential cost and risk to mission associated with agency operations that do not take into account the information collected in section 13(a) of Executive Order 13693. The Department will work with the Council of Environment Quality and Federal agency partners to develop a common understanding of the issues, activities, and tasks pertaining to section 13(b). The Department expects to complete an initial framework by December 31, 2015.