

UNITED STATES OFFICE OF PERSONNEL MANAGEMENT



# 2013 Strategic Sustainability Performance Plan

June 2013

*a New Day for Federal Service*



# 2013 Strategic Sustainability Performance Plan

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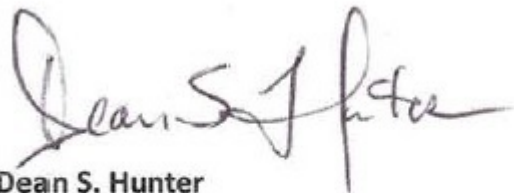
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## Policy Statement

It is the policy of the Office of Personnel Management (OPM) that all Agency business and operations will be conducted in a manner that allows it to achieve its mission to *Recruit, Retain and Honor a World-Class Workforce to Serve the American People*, while minimizing environmental impacts in accordance with all Federal statutes, regulations, policies and Executive Orders.

OPM will incorporate sustainability into planning and operations so as to meet or exceed its environmental goals, including lowering greenhouse gas emissions; improving energy and water efficiency; reducing waste; reducing use of petroleum; promoting acquisition of sustainable products and services; and ensuring that electronic assets are managed and disposed of in an environmentally responsible manner. In addition to setting and achieving annual sustainability targets, OPM recognizes that climate change can have an impact on its operations and ability to achieve its mission and will work to build its resilience and adaptive capacity to address climate risks and vulnerabilities.

The Office of Personnel Management's mission and unique role within the Federal community also provides an opportunity to have an impact across the government. OPM will continue to support all Federal agencies by developing policies and programs that enable telework, flexible work environments, training opportunities, and other means to enhance their abilities to achieve their agency missions while improving government-wide environmental performance.



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## Executive Summary

### Vision for Sustainability at OPM

The U.S. Office of Personnel Management (OPM) is the Federal Government's chief human resources agency and personnel policy manager of the Federal workforce. OPM achieves its mission to *Recruit, Retain and Honor a World-Class Workforce to Serve the American People* by directing human resources and employee management, administering retirement, healthcare and insurance programs, overseeing merit-based and inclusive hiring into the civil service, and providing a secure employment process.

OPM's sustainability programs and strategies ensure that the Agency can achieve its mission and reduce impacts on the environment through efficient management of resources. OPM aims to accomplish these goals by integrating sustainability into agency operations, including improving the efficiency of its buildings, using renewable energy, managing its fleet to reduce petroleum used in agency vehicles, promoting purchasing of environmentally-preferable products and services, managing electronic assets in an environmentally-sensitive manner, and enhancing the Agency's capacity to plan for and respond to the impacts of climate change.

OPM currently maintains offices in 57 locations across the United States; however, the Agency has direct responsibility for managing building operations at three facilities: the Theodore Roosevelt Building (TRB), OPM's headquarters office in Washington, DC; the Federal Executive Institute (FEI) campus located in Charlottesville, Virginia, which provides training for federal employees; and an office in Macon, Georgia that houses a data center and information technology services. OPM's efforts to reduce building energy, water use, and waste are focused at these three locations where OPM has responsibility for managing sustainability performance.

### Leadership and Implementation

OPM's Senior Sustainability Officer (SSO) leads planning and implementation of the Agency sustainability strategy, coordinating with the Office of the Director, Chief Financial Officer, and heads of offices that manage functions critical to achieving sustainability goals, including:

- the Director of Facilities Management, responsible for building operations and strategies to reduce energy, water, and waste, as well as oversight of fleet management;
- the Chief Information Officer, responsible for ensuring that OPM meets electronic stewardship requirements;
- the Director of Contracting Management, responsible for implementation of policies and programs to achieve sustainable acquisition goals.

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## Performance Review

### Greenhouse Gas Reductions

#### Scope 1 & 2

In FY 2012, OPM reduced Scope 1 and 2 greenhouse gas (GHG) emissions by 15.7% compared to FY 2011. This represents a reduction of 10.5%, or 1,953 metric tons of carbon dioxide equivalent (CO<sub>2</sub>e), compared to the FY 2008 baseline. The reduction in Scope 1 and 2 emissions is primarily the result of lower electricity use at TRB, which is midway through a multi-year renovation and modernization project to improve energy efficiency. A reduction in fuel use since the FY 2008 baseline year also contributed to the reduction in emissions for FY 2012.

OPM's strategy to continue reducing Scope 1 and 2 GHG emissions focuses on improving building energy performance, which currently accounts for 62% of the total emissions in this category, and implementing fleet management practices to minimize petroleum use, which accounts for almost 38%. In 2012, OPM completed energy audits at each of its three facilities, which identified energy conservation measures (ECMs) that included upgrades to lighting systems; new



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heating, ventilation, and cooling (HVAC) equipment; and process changes to improve efficiency and reduce energy use. In FY 2014, OPM plans to enter into an energy savings performance contract (ESPC) to implement these projects at its two federally-owned facilities, TRB and FEI. OPM's office in Macon plans to make improvements to its HVAC systems, lighting, and increase the efficiency of operations in its data center. To achieve petroleum reduction goals, OPM's strategy focuses on improving the efficiency of the fleet and increasing use of alternative fuels, discussed in more detail under Goal 3, *Fleet Management*.

### **Scope 3**

In FY 2012, OPM achieved a 13.5% reduction in Scope 3 GHG emissions compared to the FY 2008 baseline, surpassing its 2020 reduction target. This reflects an absolute reduction of 4,132 metric tons of CO<sub>2</sub>e. The major source of the reduction is a drop in emissions from employee commuting, which account for 84% of total Scope 3 emissions. OPM has supported commuting alternatives by offering the maximum transit subsidy, promoting carpooling, and providing bicycle infrastructure. The recent reductions in emissions from commuting are most likely to be explained by an increase in telework—at the end of FY 2012, 93% of eligible employees had a telework agreement in place, and in response to a survey conducted in September of that year, almost 40% of those employees indicated that they had teleworked during the two week period indicated. With the average teleworker at OPM saving more than 2,500 miles and 1,300 pounds of CO<sub>2</sub>e per year (based on an analysis of FY 2012 commuter survey results) the Agency anticipates that telework will continue to contribute to emissions reductions.

Although OPM has already exceeded its reduction goal, it will continue implementing strategies to further reduce Scope 3 emissions. In FY 2014 OPM will enhance its telework programs by creating a new telework policy and improving its capabilities to track and analyze telework data. Emissions from air travel were down 16% in FY 2012 compared to FY 2011 and are on track for further reductions this year, and in FY 2014 OPM will promote use of video and teleconferencing as an alternative to travel for training and meetings. To inform commuter reduction planning, OPM will issue an annual commuter survey and use the results to improve and expand upon existing programs supporting alternative commuting methods.

### **Sustainable Buildings**

OPM's strategy for sustainable buildings focuses on reducing energy intensity in the three facilities where it manages operations. As of FY 2012, OPM has reduced energy intensity by 2.8% compared to the FY 2003 baseline. While reaching the 30% reduction goal by 2015 will be a challenge, significant progress has been made. In FY 2012, OPM reduced total building energy by more than 9% over FY 2011. This is in large part due to improved energy efficiency at TRB, which began a major renovation under the American Recovery and Reinvestment Act (ARRA). Halfway through the project, the Agency is already realizing energy savings due to improvements and upgrades to lighting, window insulation, and HVAC systems.

OPM has a strong plan in place to move the Agency forward in the next few years under the ESPC to be implemented at TRB and FEI. Based on preliminary assessments, projects completed under the ESPC, added to additional energy savings realized through the ARRA project, should put OPM on track to achieve a 30% energy intensity reduction. The ESPC project implementation plan and timeline for installation of specific ECMs will be determined after completion of an investment grade audit in quarter one of FY 2014.

OPM leases all of its office space and is exempt from the green buildings performance goal; however, agency policies and facilities planning incorporate the *Guiding Principles for Federal Leadership in High Performance and Sustainable Buildings* into leasing, space planning, and renovation decisions. Green building specifications and sustainable acquisition requirements are included in all construction and renovations contracts as well as the agency's own building standards policy. In FY 2014, OPM will update its space requirements to ensure that all solicitations to the General Services Administration (GSA) for leased office space indicate preference for locations that meet all Federal sustainable building standards.

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### **Fleet Management**

OPM reduced petroleum consumption by 41,000 gallons in FY 2012; however, overall petroleum use is up 76.3% over the 2005 baseline, and meeting the Federal reduction goal remains a significant challenge. Ninety-seven percent of OPM's vehicles are under the Federal Investigative Service, which conducts background investigations for security clearances for the Federal government. The number of investigations requested by Federal agencies has grown significantly since 2005, which has a direct impact on the miles driven by investigators. OPM cannot plan for a reduction in investigations, and to address this challenge has focused on converting to more fuel-efficient and alternative fuel vehicles in order to minimize petroleum use. OPM has reduced overall fleet inventory by 3%; in FY 2013, 299 vehicles were replaced with Low GHG and AFV models, this includes the downsizing of 214 compact and full size vehicles to subcompacts.

In FY 2014, the Agency will continue to reduce the number of vehicles and rightsize its fleet by converting sedans to subcompacts and acquiring only low greenhouse gas emitting and alternative fuel vehicles (AFVs), including hybrids and E85 flex-fuel vehicles, placing E85 vehicles in locations with adequate fuel infrastructure. In FY 2012, OPM used 6,248 gallons of E85, representing a 1,264% increase over the 2005 baseline and 0.9% of total fuel use. The Agency has begun using the Department of Energy's FleetDash program, which allows for tracking of fuel purchases and identifies when drivers miss opportunities to fuel up with E85. In FY 2014, OPM will leverage use of FleetDash to target driver education programs in order to encourage use of E85 in place of petroleum.

### **Water Use Efficiency & Management**

OPM reduced overall water use at each of its three facilities in FY 2012, but compared to the baseline year of FY 2007, water intensity has increased 33.1%. This is due primarily to a 50% increase at TRB starting in FY 2011. A recent audit indicated that there was no operational explanation for such a large increase and uncovered anomalies in the data provided by the utility, indicating that the meter readings may have been incorrect. OPM is currently reviewing historical documentation with the water utility and testing the meters at TRB, while continuing to implement conservation measures to support its water reduction goals.

In FY 2014, OPM will complete renovations at TRB, which will include installation of water efficient bathroom fixtures. The ESPC will be used to finance upgrades to additional restroom fixtures at TRB as well as FEI, install smart irrigation controls and sensors for TRB landscaping, and expand submetering capabilities at both locations. Each location already has procedures and controls to identify and immediately address leaks, and in FY 2014, FEI and TRB will conduct water conservation awareness programs for contracted janitorial and cafeteria staff.

### **Pollution Prevention & Waste Reduction**

Pollution prevention is fully integrated into all Agency operations and maintenance contracts to ensure recovery of fugitive emissions, minimize use of hazardous chemicals, and utilize integrated pest management and landscaping methods that favor organic materials. To manage waste at its facilities, OPM promotes reuse, recycling, and source reduction. In FY 2012, 40% of waste was diverted from landfills, and OPM is on track to increase diversion each year and reach 50% by FY 2015. Each location offers recycling services, and in FY 2012, the Federal Executive Institute began composting and disposing of remaining waste through a single stream processor that recycles up to 85% of materials received. TRB has begun sending non-recyclable materials to a waste-to-energy facility, saving an estimated 102 tons of CO<sub>2</sub>e to date. The Theodore Roosevelt Building also focuses on opportunities to reuse excess materials through its "Sustainability Room," which to date has collected almost \$50,000 worth of office supplies for redistribution. These successful strategies will be continued in FY 2014.

### **Sustainable Acquisition**

OPM promotes sustainable acquisition practices in line with Federal guidelines on procurement of products that meet environmental criteria, including products that are energy efficient, environmentally preferable, biobased, and made of recycled content. Sustainable acquisition progress is measured through quarterly contract reviews to ensure that acquisitions include environmental requirements. In FY 2012, OPM achieved 70-80% compliance in quarters 1, 2, and 4, and 100% compliance in quarter 3. OPM achieved 100% compliance for IT acquisitions and 50% for acquisitions relevant to biobased products.



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Increasing sustainable acquisitions will require increased awareness and training for acquisitions staff. Based on the results of quarterly contract reviews, specific areas will be identified where training or education is needed. In FY 2014, OPM will develop a new acquisitions training curriculum for both acquisitions staff and purchase card holders that includes green purchasing guidelines, with an emphasis on increasing biobased purchasing.

### **Electronic Stewardship & Data Centers**

OPM met two of the three electronic stewardship performance goals in FY 2012. Ninety-nine percent of computers and monitors purchased during the fiscal year were registered with the Electronic Product Environmental Assessment Tool (EPEAT), and 100% of applicable electronics were disposed of in an environmentally sound manner. OPM has power management enabled on 62% of eligible computers and monitors. Power management for PCs and laptops is enabled through the Windows 7 operating system, which is installed when new hardware is purchased, and reaching 100% compliance with power management standards is dependent upon availability of funds for new equipment.

As reported for the Federal Data Center Consolidation Initiative, OPM has identified four "core" data centers, with plans to achieve 75% virtualization in FY 2014 and consolidate to three data centers in FY 2015. A remaining challenge is implementation of duplex printing agency-wide. All newly acquired equipment is duplex ready, but the complete inventory of existing printers, copiers, and multifunctional devices with duplex capability is unknown. In FY 2014, OPM will identify network equipment with default duplex features as a step toward full implementation.

### **Renewable Energy**

Use of renewable energy is part of OPM's strategy to reduce GHG emissions. In FY 2012, OPM obtained 6.1% (1,259 megawatts) of total electricity from renewable sources, including green energy purchases and solar energy generated by photovoltaic panels installed on the roof of TRB, and it intends to increase this amount to at least 7.5% of the total in FY 2014. Because of the space available at OPM's facilities, there are limited options to implement additional renewable energy projects onsite. Potential for solar water heating at TRB will be evaluated as part of the investment grade audit currently underway for the planned ESPC.

### **Climate Change Resilience**

In FY 2011, OPM evaluated climate change risks and vulnerabilities of its facilities and in FY 2012 updated the Agency's Climate Change Adaptation Plan. In FY 2014 OPM will focus on increasing awareness of climate change adaptation within key departments of the Agency, incorporating climate-related risk into emergency response policies and procedures, and ensuring that the Agency is telework-ready to respond to extreme weather events.

Beyond its own operations, OPM also plays a lead role in determining the response of the Federal government to emergencies in the Washington, DC metropolitan area, including telework and office closures due to extreme weather. In this capacity it coordinates with other Federal agencies and regional bodies, and will work to further incorporate climate risk into planning.

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## **Progress on Presidential Priorities**

### **Climate Change Adaptation Plan**

OPM updated its Climate Change Adaptation Plan in FY 2012 and in February 2013 posted the plan on the Agency website for public comment. The plan focuses on continuity of operations and security of the three facilities managed by the Agency. A deeper analysis of potential climate change impacts on operations throughout the U.S., including leased space, is currently underway. In addition, OPM is forming a committee comprising representatives from facilities management, security, and other key departments to further integrate climate risk into relevant agency policies, procedures, and protocols, and will update its Climate Change Adaptation Plan in FY 2014.

### **Fleet Management Plan**

The Agency fleet management plan is updated each year in conjunction with annual submission of fleet data through the Federal Automotive Statistical Tool (FAST) system. The Plan outlines policies and procedures for fleet management in order to ensure that all vehicle requests are justified and that all vehicle orders are for the most-fuel efficient model practicable, with

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preference for small-bodied, low GHG-emitting, and alternative fuel vehicles. OPM plans to reduce the overall size of the fleet in FY 2013, and achieve a fleet consisting of all AFV and qualifying low-emitting vehicles by FY 2015.

### **Energy Savings Performance Contracts**

Financing energy conservation measures through an energy savings performance contract is critical to OPM achieving energy and water reductions at its two Federally-owned facilities, the Theodore Roosevelt Building and the Federal Executive Institute. A preliminary assessment completed in FY 2013 identified equipment upgrades and process improvements at both locations which are expected to result in significant progress toward energy and water reduction goals. The investment grade audit is underway and a task order is scheduled to be awarded in December 2013.

### **Biobased Purchasing Strategies**

In response to the February 2012 Presidential Memorandum, *Driving Innovation and Creating Jobs in Rural America through Biobased and Sustainable Product Procurement*, the Agency conducted an initial review of existing service contracts and determined that 50% included biobased purchasing requirements. In quarterly compliance reviews, OPM has and will continue to emphasize service contracts relevant to biobased purchasing in order to increase compliance to 80% in FY 2013. The Agency has also reviewed internal specifications on building renovations and found them compliant with biobased purchasing policy. In FY 2014, OPM will issue a biobased product procurement policy and include biobased requirements and strategies in its annual acquisition trainings. The Agency will also work with contractors to ensure that they report on the quantity of biobased products supplied using the established Federal reporting system and will incorporate biobased purchasing into contractor performance reviews.

## Size & Scope of Agency Operations

**Table 1: Agency Size & Scope**

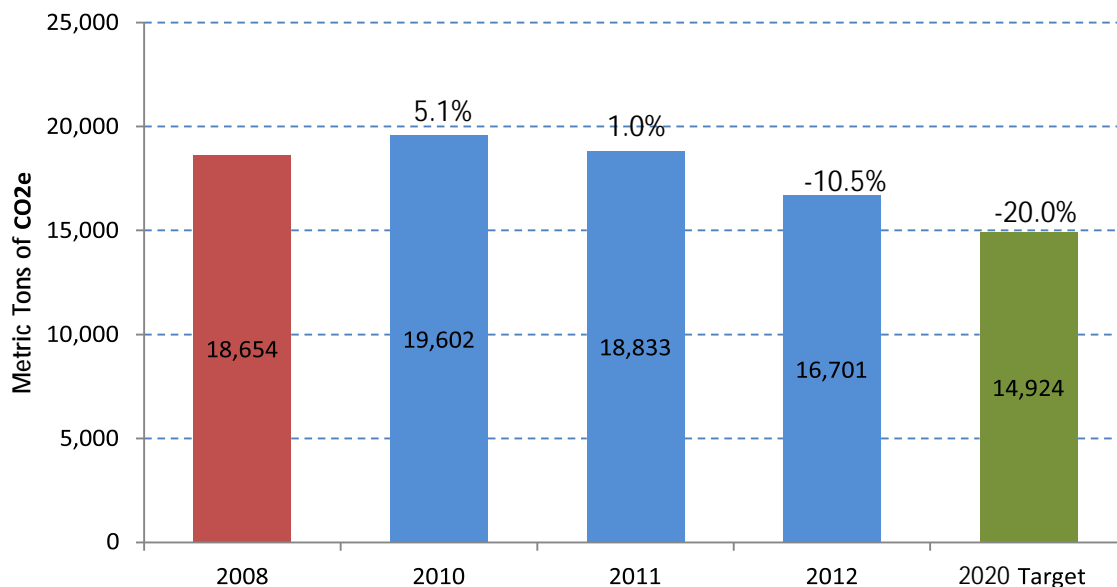
Agency Size & Scope	FY 2011	FY 2012
Total Number of Employees as Reported in the President's Budget	5,358	5,673
Total Acres of Land Managed	13	13
Total Number of Buildings Owned	0	0
Total Number of Buildings Leased (GSA and Non-GSA Lease)	66	65
Total Buildings Gross Square Feet (GSF)	1,697,848	1,755,884
Operates in Number of Locations Throughout U.S.	57	57
Operates in Number of Locations Outside of U.S.	0	0
Total Number of Fleet Vehicles Owned	1	1
Total Number of Fleet Vehicles Leased	1,707	1,663
Total Number of Exempted-Fleet Vehicles (Tactical, Law Enforcement, Emergency, Etc.)	0	0
Total Amount Contracts Awarded as Reported in FPDS (\$Millions)	1,548,325	1,610,661

## Goal 1: Greenhouse Gas (GHG) Reduction

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

E.O. 13514 requires each agency establish a Scope 1 & 2 GHG emission reduction target to be achieved by FY 2020. The red bar represents the agency's FY 2008 baseline. The green bar represents the FY 2020 target reduction. The blue bars represent annual agency progress towards achieving this target. The percentage at the top of each bar represents the reduction or increase from the FY 2008 baseline. A negative percentage value indicates that the emissions have decreased compared to the 2008 baseline.

**Figure 1-1**



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

Will the agency implement the following strategies to achieve this goal?	Top 5? Yes/No/NA	Strategy Narrative	Specific targets/metrics to measure strategy success including milestones to be achieved in next 12 months
Use the FEMP GHG emission report to identify/target high emission categories and implement specific actions to resolve high emission areas identified.	Yes	(1) Analyze and track progress in high emissions categories on a quarterly basis. (2) Track emissions generated at each goal-subject facility.	(1) Progress report issued two months after the end of each quarter, or when utility information is available. (2) Quarterly progress reports issued to each facility.
Ensure that all major renovations and new building designs are 30% more efficient than applicable code.	No	No major renovations or new building designs are planned for FY 2014.	
Implement in EISA 432 covered facilities all lifecycle cost effective ECMs identified.	Yes	Implement lifecycle cost effective ECMs at OPM's two federally-owned facilities, TRB and FEI, as part of the planned ESPC.	Award ESPC by December 2013. Implementation schedule for specific ECMs to be determined with the contractor as part of the project implementation plan.
Reduce on-site fossil-fuel consumption by installing more efficient boilers, generators, furnaces, etc. and/or use renewable fuels.	No	OPM does not plan to replace any fossil-fuel consuming equipment in FY 2014.	

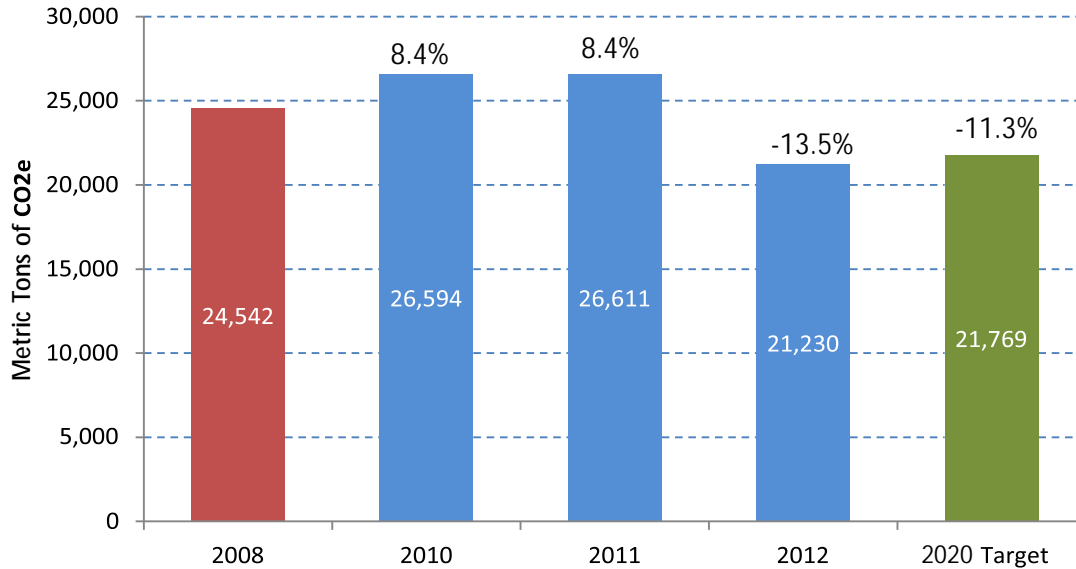
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Will the agency implement the following strategies to achieve this goal?	Top 5? Yes/No/NA	Strategy Narrative	Specific targets/metrics to measure strategy success including milestones to be achieved in next 12 months
Reduce grid-supplied electricity consumption by improving/upgrading motors, boilers, HVAC, chillers, compressors, lighting, etc.	Yes	<ul style="list-style-type: none"> <li>(1) Upgrade HVAC, lighting, and building automation system at TRB (floors 2, 3, and 6), including efficient lighting and occupancy sensors in office space, and new HVAC air handlers, motors, fans, and controls.</li> <li>(2) Limit use of energy-consuming, personal appliances at TRB.</li> <li>(3) Under the ESPC: a) replace chillers, install upgraded lighting in corridors and restrooms on floors 1-7 at TRB; b) replace rooftop HVAC units, replace parking lot lights with LEDs, and upgrade interior lighting fixtures at FEI.</li> <li>(4) Macon: Implement automatic shutoff of outside air, install lighting occupancy sensors, and implement full computer room hot/cold aisle arrangements.</li> </ul>	<ul style="list-style-type: none"> <li>(1) Upgrades completed by February 2014.</li> <li>(2) Implement appliance policy following completion of upgrades in February 2014.</li> <li>(3) Award ESPC by December 2013.</li> <li>(4) Implement automatic air shut off at Macon by January 2014; install occupancy sensors by end of FY 2014; complete hot/cold aisles by December 2013.</li> </ul>
Employ operations and management best practices for energy consuming and emission generating equipment.	Yes	<ul style="list-style-type: none"> <li>(1) Employ regular sequencing and tuning of the building automation system at TRB to continually improve efficiency and ability to respond to changing site conditions.</li> <li>(2) Commission HVAC and lighting systems after completion of renovations at TRB.</li> <li>(3) FEI: Power down buildings when training courses are not in session.</li> </ul>	<ul style="list-style-type: none"> <li>(1) Complete tuning of building automation systems monthly.</li> <li>(2) Commissioning completed by February 2014.</li> <li>(3) Power down implemented during holiday breaks (May, July, November, and December).</li> </ul>
Install building utility meters and benchmark performance to track energy and continuously optimize performance.	Yes	<ul style="list-style-type: none"> <li>(1) Track utilities, overall energy use, and energy intensity and benchmark building performance using EPA Portfolio Manager and reports generated by utility data management service (note: all utilities are currently metered).</li> <li>(2) Conduct regular review and analysis of building energy performance.</li> </ul>	<ul style="list-style-type: none"> <li>(1) Portfolio Manager updated quarterly.</li> <li>(2) Quarterly reports issued to building managers.</li> </ul>

### Agency Progress towards Scope 3 GHG Goal

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

Figure 1-2





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

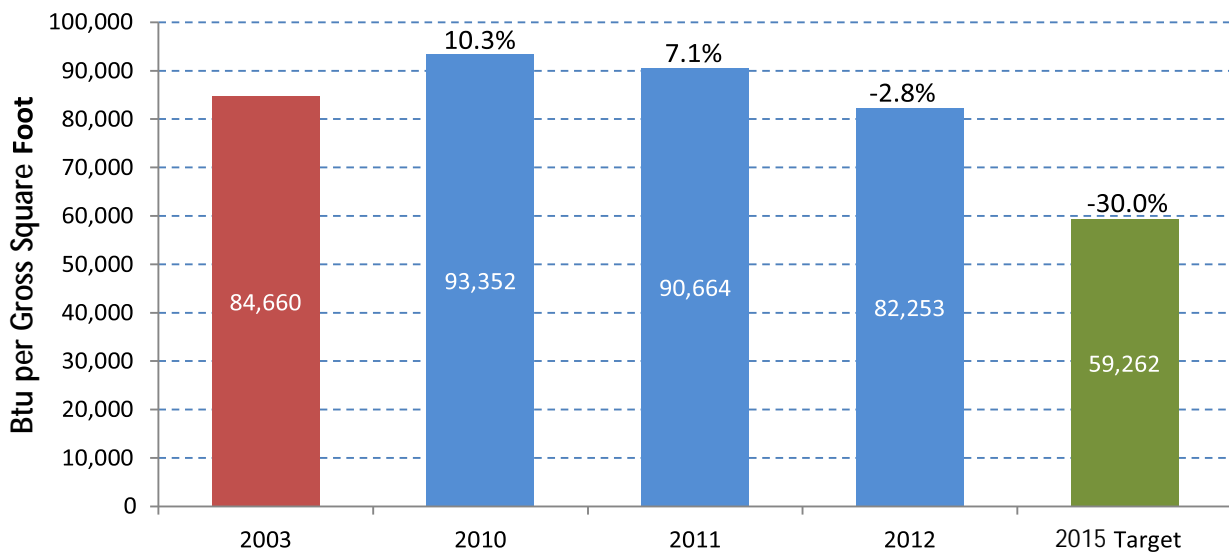
Will the agency implement the following strategies to achieve this goal?	Top 5? Yes/No/NA	Strategy Narrative	Specific targets/metrics to measure strategy success including milestones to be achieved in next 12 months
Reduce employee business ground travel.	Yes	Decrease need for travel by expanding access to video and teleconferencing (VTC).	Reallocate existing VTC equipment by end of FY 2014.
Reduce employee business air travel.	Yes	Decrease need for travel by expanding access to VTC.	Reallocate existing VTC equipment by end of FY 2014.
Develop and deploy employee commuter reduction plan.	Yes	(1) Increase employee awareness of commuting options and carpool matching. (2) Offer memberships for Washington, DC city bike share program. (3) Develop programs and activities to promote biking in conjunction with employee wellness program and Bike to Work Day.	(1) Integrate into employee onboarding information sessions by July 2013 and implement agency-wide communications plan by September 2013. (2) Increase employee enrollments by 10% in FY 2014. (3) Launch programs in May 2014.
Use employee commuting survey to identify opportunities and strategies for reducing commuter emissions.	Yes	Use GSA Carbon Footprint Tool commuter survey; include questions to collect information related to telework, alternative work schedules, and alternative commuting opportunities.	Deploy survey by December 2013.
Increase number of employees eligible for telework and/or the total number of days teleworked.	Yes	(1) Develop an agency telework policy to include requirements in the Telework Enhancement Act. (2) Develop an interactive database to enhance capabilities to track and analyze telework data.	(1) Create and vet draft policy by September 2013; initiate discussion with employee union in Q1 of FY2014. (2) Research options for telework tracking within the agency personnel system in Q1 of FY2014.
Develop and implement bicycle commuter program.	No	Bicycle commuter programs will be part of the overall commuter reduction plan.	
Provide bicycle commuting infrastructure.	No	Bicycle commuting infrastructure, including bike racks, lockers, and shower facilities, are already installed at OPM's offices in Washington, DC and Charlottesville, VA.	

## Goal 2: Sustainable Buildings

### Agency Progress toward Facility Energy Intensity Reduction Goal

E.O. 13514 Section 2 requires that agencies consider building energy intensity reductions. Further, the Energy Independence and Security Act of 2007 (EISA) requires each agency to reduce energy intensity 30 percent by FY2015 as compared to the FY 2003 baseline. Agencies are expected to reduce energy intensity by 3 percent annually to meet the goal. The red bar represents the agency's FY 2003 baseline. The green bar represents the FY 2015 target reduction. The blue bars show annual agency progress on achieving this target. The percentage at the top of each bar represents the reduction or increase from the FY 2003 baseline. A negative percentage value indicates that the energy intensity has been decreased compared to the FY 2003 baseline.

Figure 2-1



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

E.O. 13514 requires that by FY 2015, 15 percent of agencies' new, existing, and leased buildings greater than 5,000 square feet meet the Guiding Principles.

OPM does not manage any buildings subject to this goal.

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Table 2: Goal 2 Strategies – Sustainable Buildings

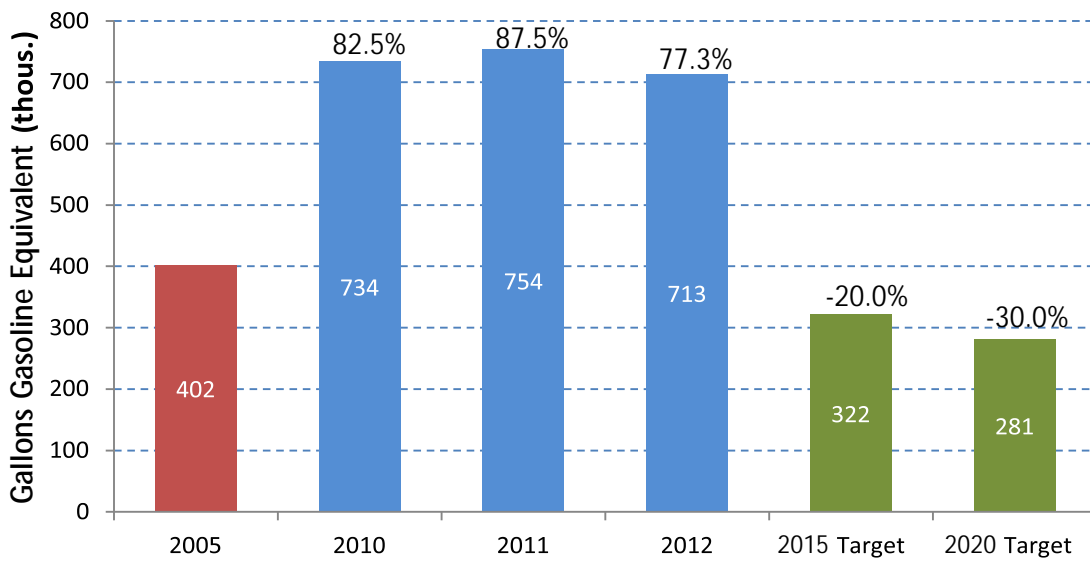
Will the agency implement the following strategies to achieve this goal?	Top 5? Yes/No/NA	Strategy Narrative	Specific targets/metrics to measure strategy success including milestones to be achieved in next 12 months
Incorporate green building specifications into all new construction and major renovation projects.	Yes	Include specifications in planned renovation of Human Resources Services offices in TRB, and any additional renovations.	Green building specifications included in statement(s) of work.
Redesign or lease interior space to reduce energy use by daylighting, space optimization, sensors/control system installation, etc.	Yes	<ol style="list-style-type: none"> <li>(1) Deploy space planning software tool for increased utilization and optimization.</li> <li>(2) Redesign and optimize space with increased utilization at Boyers, PA office.</li> <li>(3) Under the planned ESPC, install daylighting controls in perimeter offices at TRB; install sensors/controls in FEI guest rooms.</li> </ol>	<ol style="list-style-type: none"> <li>(1) Complete space utilization analysis for TRB in FY 2014.</li> <li>(2) Complete work at Boyers by December 2014.</li> <li>(3) Award ESPC by December 2013.</li> </ol>
Deploy CEO's Implementing Instructions - Sustainable Locations for Federal Facilities.	Yes	<ol style="list-style-type: none"> <li>(1) Standardize space requirements to include Sustainable Locations criteria in all solicitations for leased space.</li> <li>(2) Require justification for site selections outside of central cities and town centers.</li> </ol>	<ol style="list-style-type: none"> <li>(1) Update solicitation templates by July 2013.</li> <li>(2) Justification documented in files, where applicable.</li> </ol>
Include in every construction contract all applicable sustainable acquisition requirements for recycled, biobased, energy efficient and environmentally preferable products.	Yes	Ensure applicable sustainable acquisition requirement are included in construction contracts.	Achieve 95% compliance on new contract actions.
Develop and deploy energy and sustainability training for all facility and energy managers.	Yes	Provide sustainability training for all facility managers and relevant building operations staff.	Facility managers receive at least four hours of training in FY 2014.

### Goal 3: Fleet Management

#### Agency Progress toward Fleet Petroleum Use Reduction Goal

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

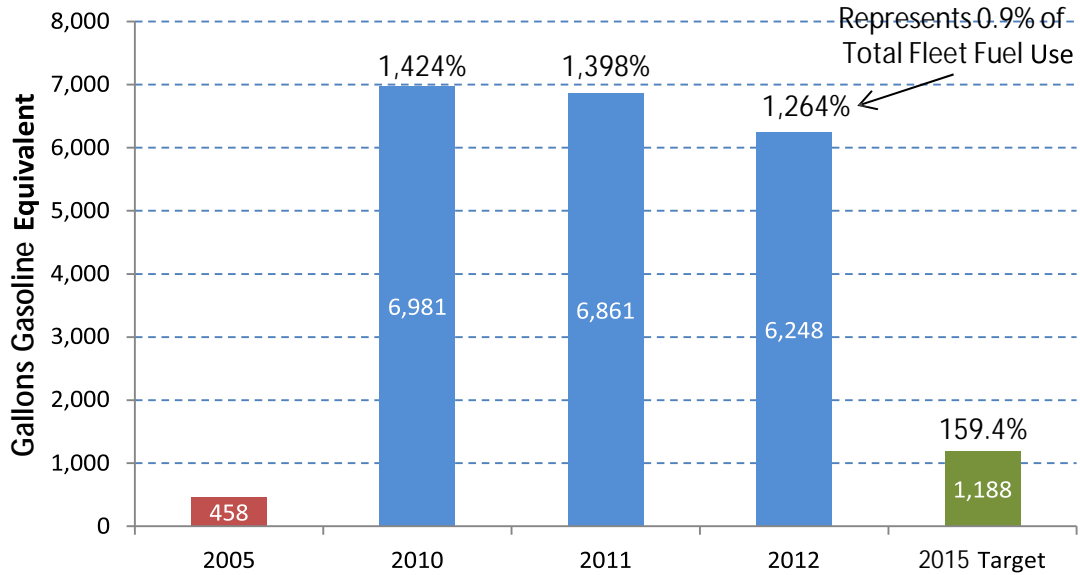
Figure 3-1



### Agency Progress toward Fleet Alternative Fuel Consumption Goal

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

Figure 3-2



## 2013 Strategic Sustainability Performance Plan

Table 3: Goal 3 Strategies – Fleet Management

Will the agency implement the following strategies to achieve this goal?	Top 5? Yes/No/NA	Strategy Narrative	Specific targets/metrics to measure strategy success including milestones to be achieved in next 12 months
Optimize/Rightsize the composition of the fleet (e.g., reduce vehicle size, eliminate underutilized vehicles, acquire and locate vehicles to match local fuel infrastructure).	Yes	<ol style="list-style-type: none"> <li>(1) Require review of all vehicle requests by the agency fleet manager and justification for vehicles larger than subcompact.</li> <li>(2) Conduct quarterly utilization analysis and eliminate underutilized vehicles.</li> <li>(3) Reassign alternative fuel vehicles in the fleet to locations with greater access to E85 infrastructure.</li> </ol>	<ol style="list-style-type: none"> <li>(1) Downsize at least 35% of sedans to subcompacts in the FY 2014 ordering cycle.</li> <li>(2) Reduce total vehicle inventory 5% in FY 2014 compared to FY 2012.</li> </ol>
Reduce miles traveled (e.g., share vehicles, improve routing with telematics, eliminate trips, improve scheduling, use shuttles, etc.).	Yes	Increase awareness of vehicle utilization and planning among drivers and managers.	Develop and launch education and communications program by September 2013.
Acquire only highly fuel-efficient, low greenhouse gas-emitting vehicles and alternative fuel vehicles (AFVs).	Yes	Acquire only highly fuel-efficient, low GHG-emitting, E85 flex fuel, and hybrid vehicles, based on local fuel infrastructure.	<ol style="list-style-type: none"> <li>(1) All vehicle replacement orders include only qualifying low GHG-emitting vehicles and AFVs.</li> <li>(2) Acquire 25 hybrids in FY 2014.</li> </ol>
Increase utilization of alternative fuel in dual-fuel vehicles.	Yes	<ol style="list-style-type: none"> <li>(1) Use Department of Energy FleetDash program to track fuel purchases and identify opportunities to increase use of E85.</li> <li>(2) Increase driver awareness of alternative fuel requirements.</li> <li>(3) Reassign alternative fuel vehicles in the fleet to locations with greater access to E85 infrastructure.</li> </ol>	<ol style="list-style-type: none"> <li>(1) Develop and launch education and communications program by September 2013.</li> <li>(2) Increase E85 purchases by 25% in FY 2014 compared to FY 2013.</li> </ol>
Use a Fleet Management Information System to track fuel consumption throughout the year for agency-owned, GSA-leased, and commercially-leased vehicles.	Yes	Use GSA Fleet Drive Thru to track fuel consumption of each GSA-leased vehicle; analyze consumption on a regular basis to inform fleet management decisions and vehicle assignments.	Analysis conducted monthly.
Increase GSA leased vehicles and decrease agency-owned fleet vehicles, when cost effective.	No	OPM has only one agency-owned and one commercially-leased vehicle; conversion of the lease to a GSA vehicle will be evaluated at the end of the current lease term (November 2014).	

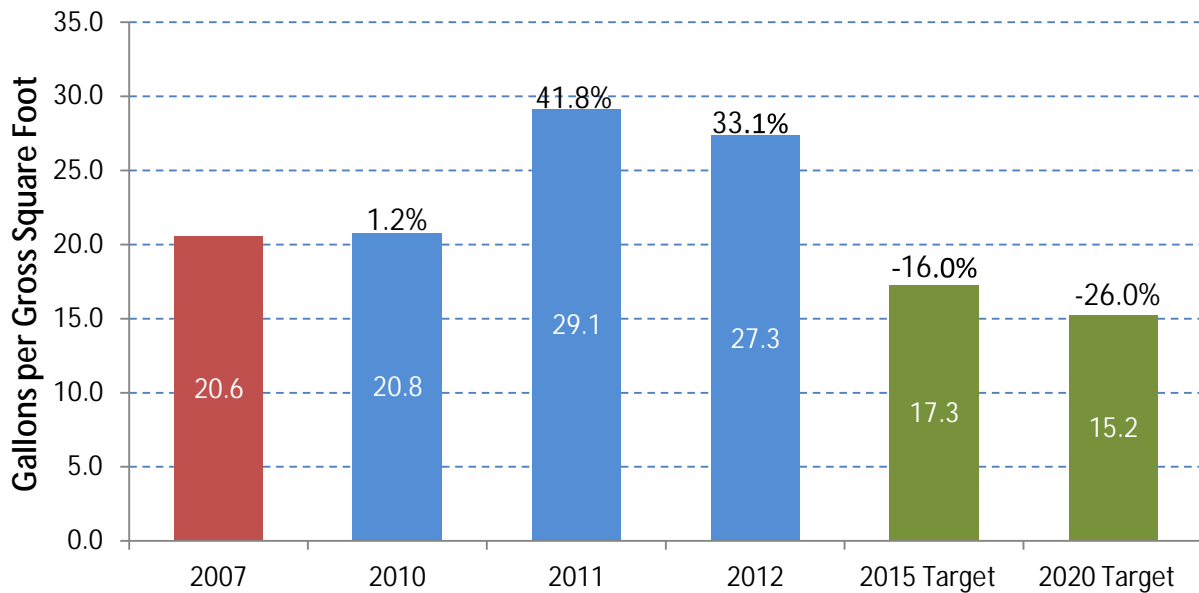


## Goal 4: Water Use Efficiency & Management

### Agency Progress toward Potable Water Intensity Reduction Goal

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

Figure 4-1



## 2013 Strategic Sustainability Performance Plan

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

Will the agency implement the following strategies to achieve this goal?	Top 5? Yes/No/NA	Strategy Narrative	Specific targets/metrics to measure strategy success including milestones to be achieved in next 12 months
Purchase and install water efficient technologies (e.g., Waterwise, low-flow water fixtures and aeration devices).	Yes	<ol style="list-style-type: none"> <li>(1) Install water efficient bathroom fixtures on floors 2, 3, and 6 of TRB.</li> <li>(2) Under the planned ESPC, install water efficient fixtures in locker rooms, restrooms in the health unit, and restrooms on ground, basement, and subbasement levels of TRB.</li> <li>(3) Replace bathroom fixtures in common/public spaces at FEI.</li> </ol>	<ol style="list-style-type: none"> <li>(1) Install fixtures by January 2014.</li> <li>(2) Award ESPC by December 2013.</li> <li>(3) Install fixtures by August 2013.</li> </ol>
Develop and deploy operational controls for leak detection including a distribution system audit, leak detection, and repair programs.	Yes	<ol style="list-style-type: none"> <li>(1) Conduct daily tours of building systems at TRB to monitor for and immediately address leaks.</li> <li>(2) Monitor water treatment chemicals at TRB for heating and cooling system.</li> <li>(3) Provide comment cards at FEI for guests/occupants to flag maintenance issues.</li> <li>(4) Ensure that operations and maintenance (O&amp;M) contractors at FEI conduct property tours and perform preventative maintenance as scheduled.</li> </ol>	<ol style="list-style-type: none"> <li>(1) Daily reports submitted by building engineers.</li> <li>(2) Water treatment reports submitted and reviewed weekly by building manager.</li> <li>(3) Maintenance requests reviewed daily with appropriate follow up.</li> <li>(4) Monitor O&amp;M contractor to ensure services are performed.</li> </ol>
Design, install, and maintain landscape to reduce water use.	Yes	Install smart irrigation controls and sensors at TRB under the planned ESPC.	Award ESPC by December 2013.
Design and deploy water closed-loop, capture, recharge, and/or reclamation systems.	No	These strategies were not recommended during the EISA audits conducted in 2012; rainwater capture for TRB will be further evaluated as part of the ESPC investment grade audit.	
Install meters to measure and monitor industrial, landscaping, and agricultural water use.	Yes	Under the planned ESPC: <ol style="list-style-type: none"> <li>(1) Install irrigation meter at TRB.</li> <li>(2) Install meter on discharge of cooling tower at TRB.</li> <li>(3) Upgrade submeters at FEI.</li> </ol>	Award ESPC by December 2013.
Develop and deploy water conservation awareness program on for janitorial and cafeteria staff	Yes	Provide water conservation awareness programs for janitorial and cafeteria staff and monitor water use practices.	Conduct assessment of current practices at TRB by December 2013; implement conservation awareness programs at FEI and TRB by end of FY 2014.

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## Goal 5: Pollution Prevention & Waste Reduction

### Agency Progress toward Pollution Prevention & Waste Reduction

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

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

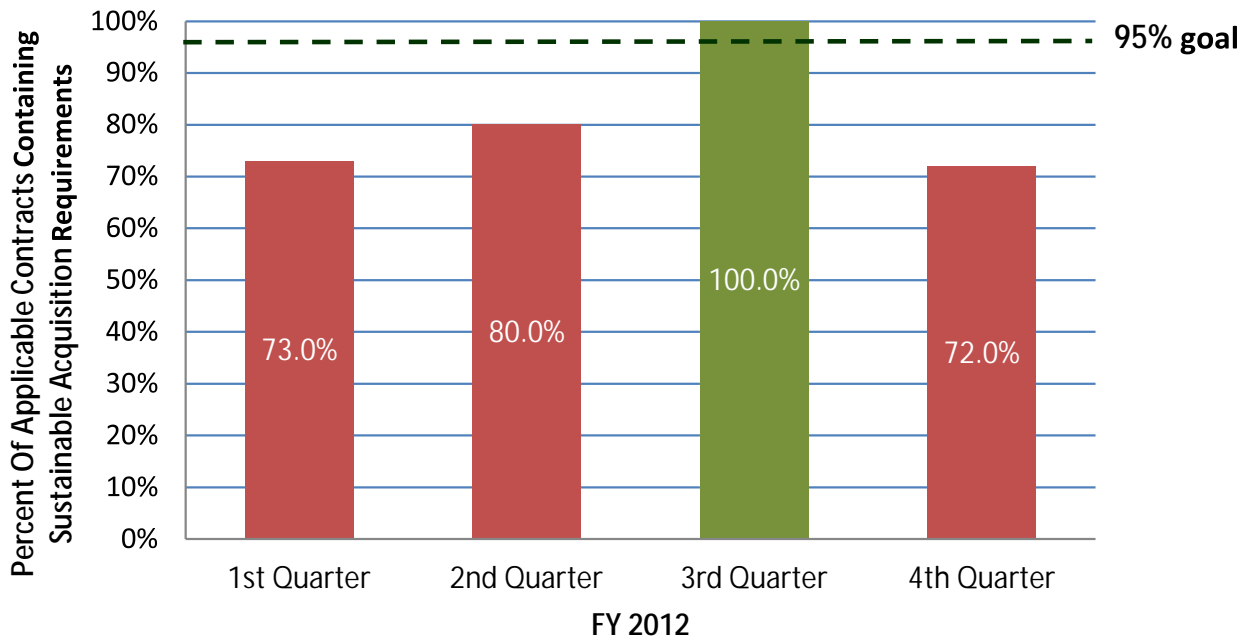
Will the agency implement the following strategies to achieve this goal?	Top 5? Yes/No/NA	Strategy Narrative	Specific targets/metrics to measure strategy success including milestones to be achieved in next 12 months
Eliminate, reduce, or recover refrigerants and other fugitive emissions.	Yes	Require contractors providing operations, maintenance, and disposal services to track and reclaim refrigerants and other materials that generate fugitive emissions.	Requirements included in all relevant contracts.
Reduce waste generation through elimination, source reduction, and recycling.	Yes	(1) Implement recycling programs at all goal-subject facilities; compost kitchen and landscaping waste at FEI. (2) Recover office supplies to be redistributed through TRB's "Sustainability Room," track inventory and usage.	(1) Divert at least 45% of waste in FY 2014. (2) Divert excess supplies with a total value of at least \$10,000 in FY 2014.
Implement integrated pest management and improved landscape management practices to reduce and eliminate the use of toxic and hazardous chemicals/materials.	Yes	Ensure that landscaping and pest management contracts include provisions to maximize use of organic and nontoxic materials and monitor usage.	Requirements included in all new contracts in FY 2014.
Establish a tracking and reporting system for construction and demolition debris elimination.	Yes	Coordinate with GSA to require that contracted vendors track and report debris diversion. (Note: all construction contracts are executed by GSA.)	Requirements included in all new contracts in FY 2014.
Develop/revise Agency Chemicals Inventory Plans and identify and deploy chemical elimination, substitution, and/or management opportunities.	Yes	Require operations and maintenance contractors to develop and supply chemicals inventory plans.	Requirements included in relevant vendor contracts.

## Goal 6: Sustainable Acquisition

### Agency Progress toward Sustainable Acquisition Goal

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

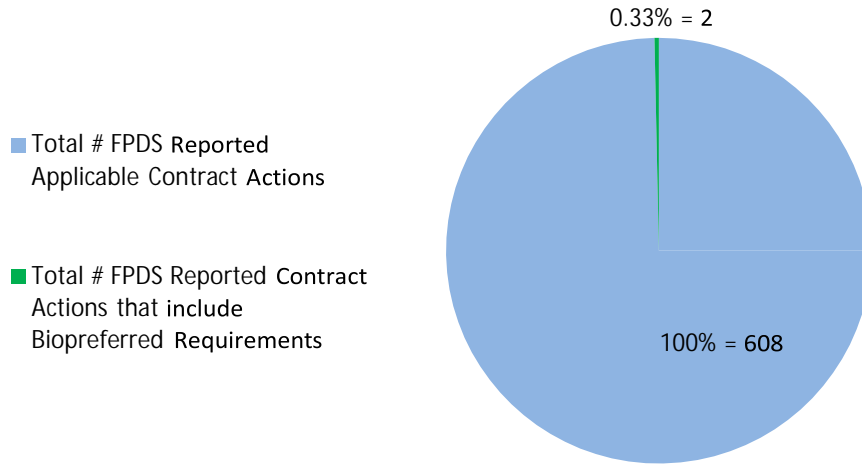
Figure 6-1



### Federal Procurement Data System Standard Reports on Biopreferred Procurement Actions

The Federal Procurement Data System (FPDS) is used by federal agencies to record and manage contract actions. On the pie chart below, the blue area represents the total number of contract actions reported by the agency in FPDS in FY 2012 that are applicable to the sustainable procurement requirements. The green area represents the total number of applicable contract actions that the agency reported in FPDS as containing biobased product requirements.

Figure 6-2



## 2013 Strategic Sustainability Performance Plan

Table 6: Goal 6 Strategies – Sustainable Acquisition

Will the agency implement the following strategies to achieve this goal?	Top 5? Yes/No/NA	Strategy Narrative	Specific targets/metrics to measure strategy success including milestones to be achieved in next 12 months
Update and deploy agency procurement policies and programs to ensure that federally-mandated designated sustainable products are included in all relevant procurements and services.	Yes	Update OPM's Green Procurement Policy to reflect the latest Federal sustainable acquisition guidelines.	Complete policy revision by September 2014.
Deploy corrective actions to address identified barriers to increasing sustainable procurements with special emphasis on biobased purchasing reviews.	Yes	<ol style="list-style-type: none"> <li>(1) Assess need for corrective actions based on results of quarterly contract compliance reviews and address barriers with contract officers.</li> <li>(2) Ensure that at least 50% of new contract actions related to biobased purchasing are included in the contract reviews.</li> <li>(3) Conduct annual sustainability training for acquisitions staff and purchase card holders and address identified barriers.</li> </ol>	<ol style="list-style-type: none"> <li>(1) Results reported to contracting supervisors and corrective actions identified after completion of quarterly reviews.</li> <li>(2) Develop FY 2014 training content by September 2013; conduct staff trainings by December 2013.</li> </ol>
Include biobased and other FAR sustainability clauses in all applicable construction and other relevant service contracts.	Yes	Include FAR clauses for energy efficient, recycled content, biobased and other relevant sustainability factors in all new service contract actions and conduct quality assurance through quarterly contract reviews.	<ol style="list-style-type: none"> <li>1) Increase contract compliance for sustainable purchases by 10% in FY 2014 relevant to FY 2013.</li> <li>2) Achieve 90% contract compliance for biobased purchasing in FY 2014.</li> </ol>
Review and update agency specifications to include and encourage biobased and other designated green products to enable meeting sustainable acquisition goals.	No	OPM has already reviewed the relevant agency specifications for building renovation standards, which included sustainable acquisition requirements.	
Use Federal Strategic Sourcing Initiatives, such as Blanket Purchase Agreements (BPAs) for office products and imaging equipment, which include sustainable acquisition requirements.	Yes	Establish a BPA for office products that includes sustainable acquisition requirements.	Award BPA by September 2013.
Report on sustainability compliance in contractor performance reviews.	Yes	Incorporate sustainability compliance, including biobased reporting, into contractor performance reviews; provide corrective instruction in instances of noncompliance.	Begin including sustainability compliance in contractor performance reviews by June 2014.






## Goal 7: Electronic Stewardship & Data Centers




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

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




Figure 7-1

EPEAT	POWER MANAGEMENT	END-OF-LIFE	COMMENTS
			




**EPEAT:**

	95% or more Monitors and PCs/Laptops purchased in FY2011 was EPEAT Compliant Agency-wide
	85-94% or more Monitors and PCs/Laptops purchased in FY2011 was EPEAT Compliant Agency-wide
	84% or less Monitors and PCs/Laptops purchased in FY2011 was EPEAT Compliant Agency-wide

**Power Management:**

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

**End-of-Life:**

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

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

Will the agency implement the following strategies to achieve this goal?	Top 5? Yes/No/NA	Strategy Narrative	Specific targets/metrics to measure strategy success including milestones to be achieved in next 12 months
Identify agency "Core" and "Non-Core" Data Centers.	No	OPM has already identified core and non-core data centers based on the criteria set by the Federal Data Center Consolidation and Portfolio Stat Initiatives.	
Consolidate 40% of agency non-core data centers.	N/A	OPM has no non-core data centers.	
Optimize agency Core Data Centers across total cost of ownership metrics.	Yes	(1) Reduce the number of data centers. (2) Reduce physical server footprint and move to a virtual environment.	(1) Move Enterprise Human Resources Integration data center from commercial provider to OPM's Boyers location by September 2014; consolidate from four to three data centers by September 2015. (2) Achieve 75% virtualization by the end of FY 2014.
Ensure that power management, duplex printing, and other energy efficiency or environmentally preferable options and features are enabled on all eligible electronics and monitor compliance.	Yes	(1) Increase the total quantity of imaging equipment with default duplex features enabled (printers, copiers, and multifunctional devices). (2) Enable power management on desktops and laptops via agency-wide group policy settings.	(1) All newly acquired equipment has default duplex capability; identify network attached printers with duplex capability by end of FY 2014; default duplex settings enabled on capable equipment. (2) Power management features meeting Energy Star standards enabled on equipment with Windows 7 and maximum power management settings enabled on those with Windows XP.
Update and deploy policies to use environmentally sound practices for disposition of all agency excess or surplus electronic products, including use of certified eSteward and/or R2 electronic recyclers, and monitor compliance.	Yes	Dispose of electronic assets through transfer to GSA, Computers for Learning, Unicor, or other certified recycler; track disposition.	100% of agency assets disposed of using environmentally sound practices.
Ensure acquisition of 95% EPEAT registered and 100% of ENERGY STAR qualified and FEMP designated electronic office products.	Yes	Ensure that purchased equipment is EPEAT registered and meets ENERGY STAR and FEMP energy efficiency standards.	For FY 2014 acquisitions, a minimum of 95% of products are EPEAT-registered and gold rated, and 100% of computers, monitors, servers, and printers meet energy efficiency requirements.
Implement policies and procedures on printers and print management practices.	Yes	Limit use of local printers except when justified by business needs.	All new local printers approved by the CIO or Deputy CIO.

## Goal 8: Renewable Energy

### Agency Renewable Energy Percentage of Total Electricity Usage

E.O. 13514 requires that agencies increase use of renewable energy. Further, EPACT 2005 requires agencies to increase renewable energy use such that 7.5 percent of the agency's total electricity consumption is generated by renewable energy sources for FY 2013 and beyond. For FY 2012, the required target was 5 percent of an agency's total electricity consumption.

Figure 8-1

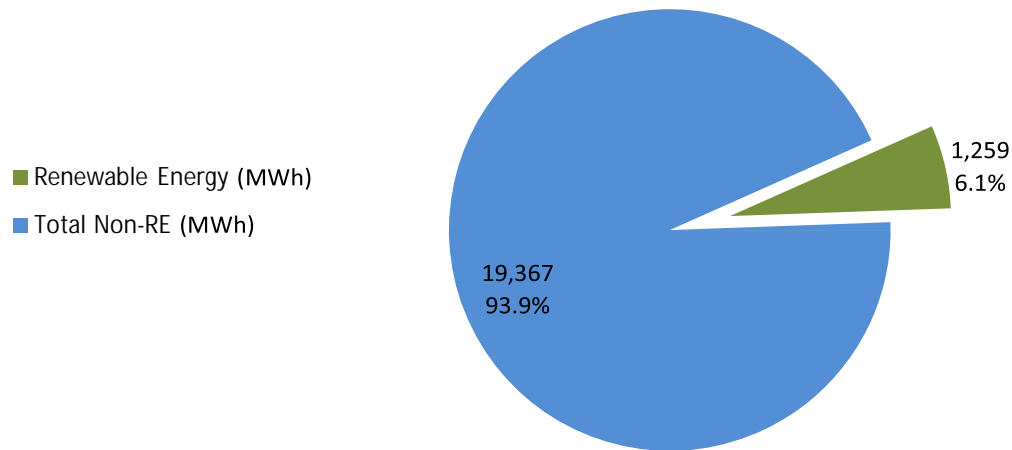


Table 8: Goal 8 Strategies – Renewable Energy

Will the agency implement the following strategies to achieve this goal?	Top 5? Yes/No/NA	Strategy Narrative	Specific targets/metrics to measure strategy success including milestones to be achieved in next 12 months
Purchase renewable energy directly or through Renewable Energy Credits (RECs).	Yes	Purchase renewable energy at all goal-subject facilities.	At least 7.5% of total electricity is from renewable sources in FY 2014.
Install onsite renewable energy on federal sites.	Yes	Evaluate feasibility of a solar water heater for TRB as part of ESPC investment grade audit.	Evaluation included in ESPC investment grade audit.
Lease land for renewable energy infrastructure.	N/A	OPM does not own any land that can be leased.	
Develop biomass capacity for energy generation.	N/A	Facility audits conducted in 2012 did not identify biomass as a feasible option for energy generation.	
Utilize performance contracting methodologies for implementing ECMs and increasing renewable energy.	Yes	Evaluate feasibility of a solar water heater for TRB as part of the ESPC investment grade audit.	Evaluation included in ESPC investment grade audit.
Work with other agencies to create volume discount incentives for increased renewable energy purchases.	Yes	Utilize GSA area-wide agreement for TRB renewable energy purchases.	Renewable energy for TRB purchased through the area-wide agreement in FY 2014.

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**Goal 9: Climate Change Resilience**

**Agency Climate Change Resilience**

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

**Table 9: Goal 9 Strategies – Climate Change Resilience**

Will the agency implement the following strategies to achieve this goal?	Top 5? Yes/No/NA	Strategy Narrative	Specific targets/metrics to measure strategy success including milestones to be achieved in next 12 months
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.	Yes	Coordinate with Federal agencies and regional bodies on planning for response to extreme weather events, including Department of Homeland Security, Federal Emergency Management Agency, Federal Protective Service, Maryland Area Transportation Operations Center and Metropolitan Washington Council of Governments (MWCG).	OPM participation in annual Continuity of Government exercise and quarterly MWCG meetings.
Update agency emergency response procedures and protocols to account for projected climate change, including extreme weather events.	Yes	Update Continuity of Operations Plan, using available climate data.	Annual update completed in FY 2014.
Ensure workforce protocols and policies reflect projected human health and safety impacts of climate change.	Yes	(1) Ensure policies on agency operating status (e.g., DC office closures/delayed arrivals) take into account impacts on employee health and safety. (2) Ensure employees are telework-ready to respond to emergency closures.	(1) Annual policy review completed in FY 2014. (2) Periodic telework readiness exercises conducted, as determined by need.
Update agency external programs and policies (including grants, loans, technical assistance, etc.) to incentivize planning for, and addressing the impacts of, climate change.	N/A	OPM does not provide external assistance relevant to climate change planning.	
Ensure agency principals demonstrate commitment to adaptation efforts through internal communications and policies.	Yes	Ensure climate change adaptation is incorporated into planning processes of key departments.	Briefings held with key departments by December 2013.

2013 Strategic Sustainability Performance Plan

Will the agency implement the following strategies to achieve this goal?	Top 5? Yes/No/NA	Strategy Narrative	Specific targets/metrics to measure strategy success including milestones to be achieved in next 12 months
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	OPM's mission is focused on serving the Federal government and its employees, and risks to these groups are already addressed by each individual agency.	
Ensure that agency climate adaptation and resilience policies and programs reflect best available current climate change science, updated as necessary	Yes	Assess risks and potential impacts on agency operations on a biannual basis, using best available climate science.	Assessments incorporated into climate change adaptation planning in FY 2014.
Design and construct new or modify/manage existing agency facilities and/or infrastructure to account for the potential impacts of projected climate change.	No	OPM does not plan any major facility or infrastructure projects in FY 2014.	
Incorporate climate preparedness and resilience into planning and implementation guidelines for agency-implemented projects.	No	OPM does not have any relevant projects planned in FY 2014.	



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