

**DEPARTMENT OF HOMELAND SECURITY
2015 STRATEGIC SUSTAINABILITY
PERFORMANCE PLAN**



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Strategic Sustainability Performance Plan Policy Statement

The Department of Homeland Security (DHS) is committed to becoming a leader in sustainability. DHS continues to ensure that its operations and actions are carried out in an environmentally, economically, and fiscally sound manner. Incorporating sustainable practices into the DHS mission conserves energy and natural resources, reduces pollution and contamination releases, enhances the workplace through less exposure to hazardous materials and chemicals, and strengthens national security by encouraging energy independence. Employees at all levels must be responsible and accountable for integrating environmental stewardship into their day-to-day activities in order to reduce the environmental impact of their activities and to protect natural resources. These precepts are integral aspects of all Departmental activities. Incorporating sustainability into day-to-day business processes and decision-making is an important step in enhancing mission performance and demonstrating our commitment to compliance with environmental and energy statutes, regulations, and Executive Orders and to protecting the nation's natural resources.

To this end, sustainability has emerged as a central, organizing concept for DHS. This common conceptual thread ties together diverse mission-related operations, projects, stakeholders, and issues. This concept also addresses the need for responsible expenditure of taxpayers' dollars and the need

to proactively evaluate sustainable alternatives for Department activities and initiatives. Sustainability is embraced by DHS leadership and is incorporated into mission operations, supporting projects and business processes related to contracting, acquisition, financial planning, information technology, and project and program execution. At DHS, the approach to sustainability balances cost, schedule, operations, maintenance, safety requirements, and employee morale with creating and maintaining conditions that fulfill the economic, environmental, social, and security needs of the American people.

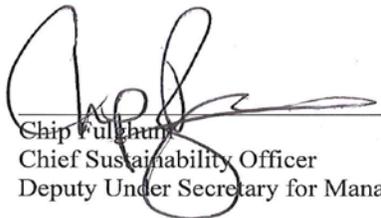
EO 13693, Planning for Federal Sustainability in the Next Decade, offers the opportunity to develop successful initiatives to strengthen the Department's sustainability and efficiency goals while helping to further secure the nation. To ensure that the Department's sustainability efforts are well coordinated across the functional lines of business within DHS, the Management Directorate is responsible for developing the sustainability program and the Deputy Under Secretary for Management serves as the Department's Chief Sustainability Officer.

The Department's 2015 Strategic Sustainability Performance Plan includes strategies at the agency and Component levels. Each operational Component develops an Operational Sustainability Performance Plan that sets forth the Component's strategy for integrating sustainability into its mission and how the Component will support the DHS Sustainability Plan. Each Component designates a Senior Accountable Officer for Sustainability and maintains a council, committee, or work group to guide its efforts. Information from Components' Operational Sustainability Performance Plans is incorporated into the DHS Sustainability Plan.

DHS is developing systems to assist in measuring and reporting our progress, and will initiate course corrections to achieve our goals. In support of these goals, the Department will comply with all environmental and energy laws, regulations, and Executive Orders.

To increase success in this endeavor, awareness training is available to every Department employee, and employees are empowered to contribute to the success of the Sustainability Plan. The Department's Sustainable Practices Awards Program recognizes individuals and groups that make significant contributions towards achieving sustainability goals. DHS also informs the public of its efforts and provides for public involvement in meeting sustainability goals.

DHS is committed to pursuing and achieving the strategies and goals established in the DHS Sustainability Plan.



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Date

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Executive Summary

1) Vision

The DHS Strategic Sustainability Performance Plan (SSPP) reflects the Department's strategic vision for doing business in a more efficient and sustainable way. Components develop and deploy tactical implementation plans in accordance with their mission objectives. Those plans are called Operational Sustainability Performance Plans (OSPPs), and they support the Department's sustainability efforts by helping to drive sustainability at the Component level. The latest versions of OSPPs were incorporated into this year's DHS Sustainability Plan.

2) Leadership

Strong leadership remains the key to achieving the sustainability goals. Sustainability strengthens the departmental unity of effort through improved accountability between strategic objectives, budgeting, acquisition, decisions, operational planning and mission execution. The SSPP includes goals and establishes responsibility and accountability to achieve those goals. The Department leadership and accountability roles for the Sustainability Plan are as follows: The Deputy Under Secretary for Management (DUSM) was designated by the Secretary to serve as Chief Sustainability Officer (CSO) for the Department. The DUSM is accountable for DHS conformance with EO 13693. The following key functions, referred to as the CXOs, report to the DUSM and are responsible for implementing the Sustainability Plan:

- Chief Readiness Support Officer (CRSO) with responsibility for fleet, energy, personal property, real estate, operations support, sustainability and environmental management;
- Chief Financial Officer (CFO);
- Chief Human Capital Officer (CHCO);
- Chief Procurement Officer (CPO);
- Chief Information Officer (CIO); and
- Chief Security Officer.

The Sustainability Council consists of the CXOs and appropriate Component managers. The Council guides EO 13693 implementation efforts and as such will meet quarterly. The CRSO provides coordination and management for the CSO on the Sustainability Plan and performs the following functions:

- Maintains the Sustainability Plan and coordinates inputs from the Sustainability Council, Sustainability and Environmental Committee, CXOs, and Components;
- Reports progress on the Sustainability Plan to the CSO, Sustainability Council, and others as required;
- Monitors and reports on EO 13693 compliance; and
- Prepares required reports and metrics for submittal to OMB and the Council on Environmental Quality.

The Sustainability and Environmental Committee was chartered in March 2013 in accordance with the Readiness Support Council within the CRSO. It is an advisory body that operates under the authority of the CRSO and the CSO to formulate policy, assess effectiveness and efficiencies, develop metrics, track performance, establish strategic plans, integrate program planning, and provide guidance on the sustainability program. Members of the Committee represent the

operational Components. The CXOs are non-appointed members that serve in an advisory role. The Operational Components are responsible for maintaining an OSPP that implements the goals, targets, and objectives of the Sustainability Plan. Components provide updates and metrics to the CRSO as requested. The following Components are included in the committee:

Customs and Border Protection (CBP)	Science and Technology Directorate (S&T)
DHS Headquarters (HQ)	Transportation Security Administration (TSA)
Federal Law Enforcement Training Center (FLETC)	US Coast Guard (USCG)
Federal Emergency Management Agency (FEMA)	US Citizenship and Immigration Services (USCIS)
Immigration and Customs Enforcement (ICE)	US Secret Service (USSS)
National Protection and Programs Directorate (NPPD)	

- 3) **Performance Review:** Performance reviews are conducted a number of ways within DHS.
- a) **Integration** - Every year the CSO reviews and updates the Sustainability Plan Policy. The DHS policy establishes and promotes sustainable practices and creates a culture for achieving sustainability goals at all levels of the organization. Components review and update their OSPP sustainability policy. The tasks described in the following paragraphs have been identified to facilitate the integration of sustainability:
- **Program Management Reviews:** The Program Management Review (PMR) was designed to gain an understanding of each Component’s performance, challenges and successes. The PMR provides an opportunity for an open dialogue between the Component and DHS HQ. PMRs are conducted annually with each Component and follow a power point template developed by DHS HQ. This template is developed with review and input from the Environmental and Sustainability Committee. Information obtained during the PMRs is used to score the Program Assessment.
 - **Program Assessments:** CRSO developed a program called the Program Assessment to determine the health of various functions, to include sustainability. The Program Assessment is designed to evaluate and score the following five primary areas with the Environmental/Sustainability functional areas: Operational Capability; Policy, Processes, and Controls; Data Collection; Data Analysis and Planning; and Performance. Scoring results of these five primary areas indicate the potential for achieving Federal and DHS goals, objectives and targets. Scoring is based on a scale of one to five with a five indicating the highest performance level, thus indicating the capability for future growth and a high likelihood of success with future requirements. Criteria and standards for performing the Program Assessment have been developed and socialized with the Components. Test evaluations and scoring were completed in 2014. In 2015, the Program Assessment will be conducted after the Component Program Management Review.
 - **Energy Round Table:** Each year the Sustainability and Environmental Programs Office sponsors the Energy Round Table. This event brings together Component energy and sustainability managers to discuss the latest trends in energy conservation. In addition, specific agenda items are raised focusing on achieving targeted goals. The FY2015 Round Table identified alternatives for compliance and associated resource implications towards achieving new requirements in EO 13693.
- b) **Evaluation Measures:** DHS maintains internal metrics that are tracked quarterly and are consistent with the Office of Management and Budget (OMB) metrics and EO 13693 goals. The

current CAO quarterly environmental metric reporting system was reviewed by the Environmental and Sustainability Committee and changes were made to the system as practicable. Under the CAO process, each Component is evaluated and rated to determine its status and progress. Metric results are reported to the CSO and Sustainability Council. Biannual metrics are collected for the OMB Sustainability/Energy scorecards.

c) Successes: There are a number of accomplishments throughout DHS that have made the sustainability program more successful.

- As required by OMB, DHS submits an Energy/Sustainability Scorecard biannually. The FY 2014 results are as follows:

Metric Item	FY 2014 Goal (as established in OMB Scorecard reporting)	DHS Status	Achieved Goal	Working Toward Goal
Scope 1&2 GHG	5%	21%	✓	
Scope 3 GHG	2%	31%	✓	
Water Intensity	14%	22%	✓	
Energy Intensity	27%	24%		✓
Sustainable Acquisitions	95%	97%	✓	
Renewable Energy	7.5%	6.9%		✓
Electronics Stewardship and Data Centers	EPEAT 95% Power Mgmt 100% End-of-Life 100%	EPEAT 95.8% Power Mgmt 100% End-of Life 100%	✓	
Fleet Petroleum	18%	238.6% increase		✓
Sustainable Buildings	13%	6%		✓

- Education, awareness and recognition efforts are helping DHS become even more successful. The Sustainability Awareness Training Curriculum was continued in FY 2014 by the Office of the Chief Human Capital Officer (CHCO) and the CRSO, Sustainability and Environmental Programs Office and is available to all DHS employees via the Department’s electronic learning management systems. Seven training modules are available: Sustainability: General Awareness; Electronics Stewardship; Greenhouse Gas Reduction; Sustainable Acquisitions; Pollution Prevention; Water Conservation; and Environmental Financial Liabilities. In FY 2014, 921 employees completed at least one of the available training modules.
- Five DHS Sustainable Practices awards were given to teams and individuals from FEMA, ICE and FLETC that helped to advance the Department’s sustainability goals. The five winning nominations were forwarded to participate in the 2014 Presidential GreenGov Awards.
- The efforts listed below provide the highlights of DHS’s success from each component as they are tied to specific goals listed in the 2015 Sustainability Plan.

	Title	Description
Goal 1: GHG Reduction Highlights	CBP Established Comprehensive Approach to Reduce GHG Emissions.	<ol style="list-style-type: none"> 1. CBP established a GHG Integrated Project Team to coordinate the compilation and preparation of the CBP GHG inventory; identify opportunities and plan efforts to streamline the Component's GHG inventory and Annual GHG and Sustainability Report preparation process; and integrate, plan, and facilitate energy management and GHG mitigation planning at CBP. 2. CBP initiated Phase II of its Mobile Workforce (MW) plan in FY 2014, which expanded telework opportunities, initiated facility design updates, and began mock hoteling in the National Capital Region. The MW team offered trainings and increased communications to ensure CBP employees were aware of the benefits and current state of Phase II. MW aims to reduce required facilities space and commuter travel by allowing employees to work off-site. 3. CBP continued to collaborate with DHS in FY 2014 on its Sustainable Performance Management (SPM) System, which collects utility data from each of DHS' Components. The collaboration has spurred account and metering data improvements in FY 2014, thereby improving energy and sustainability reporting.
	ICE Established Inventory and Reporting Process for Stationary Mixed Refrigerants	ICE successfully established a baseline refrigerant inventory for its- owned facilities, and intends to develop a mechanism to continue to track refrigerant use in FY 2015.
	NPPD Improved Workforce Mobility.	NPPD continues to redesign its spaces to reduce per employee footprint and implements work processes to improve mobility.
Goal 2: Sustainable Buildings Highlights	Title	Description
	High Performance Sustainable Buildings (HPSB) Implementation at the National Emergency Training Center	FEMA's vision is to achieve its mission while exercising responsible stewardship for resources and the environment by operating in High Performance (high efficiency and cost-effective) sustainable facilities. Through data collection and verification, FEMA was able to declare nine NETC buildings totaling 313,139 GSF in FY14 as HPSB. These buildings account for 15.3 percent of the Agency's owned and direct-leased buildings over 5,000 GSF, achieving FEMA's FY15 goal of 15 percent Guiding Principles compliance. HPSB implementation at NETC has and will continue to translate into sustainability benefits to FEMA, including cost savings from reduced energy and water consumption and avoiding maintenance costs.
	USCG Verified and Updated Existing Buildings inventory, 5,000 Square Feet and Above.	The Coast Guard existing buildings inventory is complete and accurate. There are 1,175 buildings in the Coast Guard inventory subject to sustainability requirements. This strategy will continue to be used in the short term.
	CBP improves process (HPSB)	In FY 2014, CBP HPSB Integrated Project Team worked with the Program Management Offices to finalize a HPSB New Construction and Major Renovation (NCRM) Handbook, including a Federal Requirement Checklist and Sustainable Features Tool. These products make Federal HPSB, energy efficiency, water efficiency, and benchmarking requirements accessible to construction project managers.
Goal 3: Fleet Management Highlights	Title	Description
	DHS Fleet	In FY14, DHS successfully facilitated the acquisition of over 1,900 replacement vehicles from GSA leasing, of which approximately 1,300 were alternative fuel vehicles. This helped DHS achieve a 119 percent Energy Policy Act (EPA) compliance ratio for its GSA leased fleet (law enforcement, emergency responders and non-MSA vehicles are excluded for ratio purposes). Additionally, DHS acquired 288 Low-Green House Gas (GHG) emitting vehicles, which will increased the EPACT compliance score to 150 percent since low-GHG vehicles can be counted as AFVs in areas where alternative fuel is not available.
	Vehicle Right Sizing Initiatives	CBP achieved vehicle reductions by eliminating a shuttle bus service and an executive transportation program in June 2013. CBP eliminated these programs after conducting a cost/benefit analysis that revealed savings by eliminating the vehicles used for these programs and instead reimburse CBP personnel for public transportation or cab fare when used in appropriate and approved circumstances.
	CBP Alternative Fuel and Hybrid Vehicles Purchased in FY 2014	In FY 2014, CBP purchased 2,310 vehicles, of which, 1,338 were alternative fuel and 18 were Hybrids.

Goal 4: Water Use Efficiency & Management Highlights	Title	Description
	USCG Water Meters	In line with EISA 2007, the Coast Guard continues to add advanced water meters to its infrastructure.
	CBP Energy Program Action Plan	CBP developed an Energy Program Action Plan with objectives and milestones designed to streamline the comprehensive energy and water evaluation process, the compilation of CTS reporting data, the analysis of energy conservation measures and water conservation measures , the evaluation and selection of high priority projects, and the benchmarking efforts utilizing EPA Portfolio Manager.
	FEMA Advanced Water Meters	FEMA installed 24 advanced water meters at the Center for Domestic Preparedness (CDP) Anniston facility. Additionally, FEMA is developing a strategic water management plan which will be implemented in FY15. The plan will include water audits at predetermined/targeted campus sites. The water management plan will allow FEMA to conduct detailed water analysis, understand its water usage and develop an auditing process for better management of water systems and their operations.

Goal 5: Pollution Prevention & Waste Reduction Highlights	Title	Description
	FEMA Storage Tank Management Program (STMP)	The FEMA STMP Program worked diligently and effectively to reduce pollution potential at FEMA facilities through reduction of non-compliance fuel storage tanks, reduction in total tank financial liability through removal/replacement and improvement in emergency response for tank spills or ruptures.
	CBP Improved Waste Reduction and Recycling	CBP updated its Waste Reduction and Recycling Handbook and Recycling Policy. As a result, CBPs waste and recycling consumption data was more accurate compared to using the DHS Waste Estimator Tool and produced a higher response rate for personnel and recycling programs data requested from the Program Management Offices.
	DHS Instruction Manual 023-02-002-01, DHS Environmental Management Manual	DHS Instruction Manual 023-02-002-01, DHS Environmental Management Manual was completed in April 2015.
Goal 6: Sustainable Acquisition Highlights	Title	Description
	Sustainable Acquisition Successes at FEMA	FEMA experienced the following successes in sustainable acquisitions: <ol style="list-style-type: none"> 1. Sustainable Acquisition Working Group participates in the DHS Sustainable Acquisition Working Group to improve FEMA’s sustainable acquisition. 2. Sustainable Acquisition Desk Guides were created to improve knowledge of sustainable acquisition. The guides were distributed to headquarters and regional Contract Specialists and COs. 3. Training – Sustainable Acquisition for Contract Specialists and COs completed DHS, Defense Acquisition University (DAU) Training, and Federal Acquisition Institute (FAI) sustainable acquisition trainings. 4. Sustainable Acquisition Alerts are sent to acquisition personnel in order to increase awareness of new sustainable requirements and new tools for identifying “green” products and services. Action Plan for Sustainable Acquisition Improvement was developed to improve performance on sustainable acquisition.
	USSS Implemented Efforts to Increase Biobased Purchasing.	The USSS Procurement Division awarded a new contract for laundry and dry cleaning services for uniforms that includes clauses and requirements for the use of bio-based products and products that have limited or improved environmental qualities. The USSS Procurement Division awarded a new contract for janitorial services that included the use of bio-based cleaning products. The USSS JJRTC awarded a new Forestry Management Services contract that includes clauses and requirements for the use of bio-based products and products that have limited or improved environmental qualities.
	S&T Improved Tracking for Sustainable Acquisitions	S&T’s National Urban Security Technology Laboratory and Transportation Security Laboratory use electronic tracking systems that record sustainable purchasing and Plum Island Animal Disease Center has administrative systems to track green purchases.

Goal 7: Electronic Stewardship & Data Center Highlights	Title	Description
	USCIS – Energy Efficient Management of Servers and Data Centers.	USCIS collocated its data centers with DHS data centers and operate with the same energy efficient management practices.
	FLETC Decreased Single Purpose Devices	112 Multi-Function Devices were installed replacing about 400 single purpose electronics devices.
DHS Received Award for EPEAT Purchasing	In April 2015 the Green Electronics Council awarded DHS an “EPEAT Purchaser Award.” The award was given to entities that had robust programs in policy, contracting and tracking EPEAT purchases. EPEAT purchasing is required under the Federal Acquisition Register and DHS has been a leader in this area. In FY2014 DHS purchased 40,200 products that were EPEAT registered.	

Goal 8: Renewable Energy Highlights	Title	Description
	USCG Major Renewable Energy Projects	<p>The USCG continually evaluates renewable energy projects for economic viability as part of planning of new design and major retrofits. In FY 2014, the following major renewable energy projects were in operation:</p> <p>Solar Water Heating:</p> <ul style="list-style-type: none"> • Housing units in Honolulu, HI • Indoor swimming pool in Alameda, CA • Swimming pool in Petaluma, CA • Gymnasium and Naval Engineering Support Building in Portsmouth, VA <p>Photovoltaics (PV):</p> <ul style="list-style-type: none"> • 875 kW ground mount array in Petaluma, CA • 125 kW of roof mounted panels in Petaluma, CA • Roof Panels in Southwest Harbor • Lighted aids to navigation – approximately 4.8 thousand solar panel/battery powered light-buoys; approximately 11.5 thousand solar panel/battery powered lighted-fixed aids to navigation • 2.89 MW of roof mount PV in Puerto Rico • Roof Panels at Net Zero Cutter NARWHAL facility <p>Other:</p> <ul style="list-style-type: none"> • Ground source heat pumps in Cape Cod, MA • Landfill gas combined heat and power generation at the USCG Yard • Biomass heat in Southwest Harbor • Major Renewable Energy Projects in Process • Recapitalization and improvement of the Renewable Energy Center at the USCG Yard to increase electric and steam output • Planning for a potential increase to the array in Petaluma, CA
	FLETC to Purchase Renewable Energy Credits and Explore Solar Power	Until one or more solar projects come on-line, FLETC will purchase 5-7 percent renewable energy credits annually. FLETC will seek small scale solar projects when funding is available.
	CBP – Renewable Energy Assessment and Technology Deployment	The CBP High Performance Sustainability Buildings Integrated Project Team continued its engagement and collaboration with National Renewable Energy Labs Subject Matter Experts to refine a new renewable energy assessment and technology deployment approach. This screening and deployment approach is being integrated into the HPSB requirements for all future projects of more than \$200,000.
Goal 9: Climate Change Resilience Highlights	Title	Description
	National Strategy for the Arctic Region (NSAR).	Published by the White House in January 2014, the Coast Guard and DHS Office of Policy (PLCY) continue to work together to implement the NSAR.
	Establish an Arctic Centers of Excellence (COE).	The <i>Center for Arctic Study and Policy</i> was established at the Coast Guard Academy.
	CBP Begins Climate Adaptation and Resilience Strategy	CBP is engaging subject matter experts to work on enhancing its climate adaptation and resilience strategies. In FY 2014, CBP identified a climate change adaptation technical lead and secured contract support in climate change risk, resilience, and adaptation. In doing so, CBP started the process of developing a Climate Adaptation and Resilience Strategy, and exploring options for a tailored a risk-informed decision making approach.

Goal 10: Energy Performance Contracts	Title	Description
	FLETC Performance Contracting	FLETC demonstrated the ability to enter into a geographically-dispersed multi-site performance contract for energy conservation measures. The successful implementation of this project is now showing benefits that will continue to accrue throughout the life of the systems. FLETC is also pursuing follow-on projects at its Cheltenham, MD facility for upgrading boiler systems and implementing photovoltaics.
CBP Energy Savings Performance Contract ENABLE	CBP reissued a solicitation and is in the process of awarding a contract for high efficiency border lighting upgrades.	

d) Challenges:

- **Performance Contracting:** While the Department has significant opportunity to leverage private sector funding to enter into performance contracts for energy conservation, project award remains complicated and resource intensive. While these efforts are important and improve the operational capability of the Department, the required resources must be balanced with mission requirements.
- **GHG Reduction Metrics:**
 - Integration of data systems - Truly successful reductions require quality data from which action can be taken and results measured. There are several external sources of supporting data required for measuring and reporting GHG progress. While these systems function for the intended purpose, integration with GHG data has become challenging because of differences in granularity and definitions. In order to effectively integrate the data streams, these differences must be addressed.
 - Data quality has emerged as a significant issue. Resolving differences in data granularity has revealed gaps in reporting capability at a facility level and reduces the ability to adequately benchmark facility performance. As data quality improves going forward, it is anticipated that fluctuations in measured performance will be encountered.
- **Renewable Energy Systems Contracting:** The Department has land holdings that are potential candidates for on-site renewable energy generation. Contracting for these systems, however, is complicated by differing legal interpretations and complicated contracting mechanisms. Consistent government-wide guidance indicating approved (preferred) methods of contracting for onsite renewable generation and addressing ownership of the systems and attributes (including RECs) is needed.
- **Fleet Management:**
 - Many of the Federal mandates pertaining to motor vehicle management are conflicting, for example, agencies are required to acquire all light duty AFV's by 2015 and place them where alternative fuel is available. However, the lack of accessible alternative fuel infrastructure makes it difficult for DHS to fully comply. The cost of AFV's is another hindrance in incorporating more them into the DHS Fleet Program
 - Lack of sufficient appropriated funds to replace owned vehicles result in an older fleet. An older fleet requires more maintenance, is less fuel efficient, and emits more greenhouse gases, these realities increase operating costs and make compliance with sustainability mandates difficult to achieve.
- **Renewable Energy:**
 - The Department has land holdings that are potential candidates for on-site renewable energy generation. Contracting for these systems, however, is complicated by differing legal interpretations and complicated contracting mechanisms. Consistent government-wide guidance indicating approved (preferred) methods of contracting for on-site renewable generation and addressing ownership of the systems and attributes (including RECs) would be tremendously helpful.
 - Low commodity cost in many market areas reduces the number of potential projects.
 - The Armed Services Board of Contract Appeals interpretation that RECs are personal property and are accordingly required to be disposed of through the GSA process may significantly impact project financials.
- **Petroleum Usage:** Due to congressionally mandated increases in mission requirements and related increases in staffing, the vehicle fleet expanded considerably between 2005 and 2011

to meet the increased mission demand. This presented a challenge with meeting the reduction in fleet petroleum goal of 10 percent with a base year of 2005. In accordance with federal mandates, DHS established a Fleet Management Plan and conducted a Vehicle Allocation Methodology (VAM) in FY 2012 which helped to determine the optimal fleet inventory size. Once met, the reduction targets outlined in the VAM will help with petroleum reduction efforts. Additionally, the Plan objectives are to strategically move toward achieving a properly scaled, fuel efficient, low emission, alternate fuel vehicle fleet based on a vehicle by vehicle inventory and performance metrics. Component operations have also been encouraged to deploy their vehicles to maximize mission effectiveness while improving management of the total miles driven. Individual Components have developed specific targets for each of these categories. The fuel consumption data reported in the 2005 baseline year, as well as the years' 2006-2009, was unreliable and underreported; therefore the consumption totals are questionable at best. In late 2009, DHS developed a Fuel Management Analysis and Reporting System (FMARS) to track fuel data acquired on the DHS Fleet Fuel Card. Since the implementation of FMARS, data integrity has significantly improved and DHS will continue to work on petroleum reduction efforts.

- **Sustainable Buildings:** The sustainable building goal of 15 percent remains a challenge. Without a significant investment in facility construction and major renovation, this goal is difficult to meet. It is unlikely that DHS will achieve the goal in this area given current budget challenges. New construction is being designed to meet sustainability requirements and the reduction in real estate footprint improves the percentage of sustainable buildings overall.

e) Lessons Learned

- **Scope 1&2 GHG Reduction:** The Department's significant progress towards reduction of Scopes 1 and 2 greenhouse gases is attributable to several factors, such as the implementation of energy conservation projects, reductions in space, reductions in fuel used for mobile assets, and data quality improvements.
- **Fleet Management:** Although many of DHS's law enforcement Components have conducted analysis on AFV's versus gasoline fueled vehicles and have determined that the performance is significantly reduced when using alternative fuel, DHS will continue to acquire AFV's and use the fuel wherever practicable.
- **Water Use Efficiency & Management:** Components are working with GSA to ensure water reduction technologies are incorporated in leased space. Components have been very effective at reducing water use through education and conservation technologies. A portion of the Department's progress is attributable to improved data quality.
- **Renewable Energy:** Renewable commodity and REC purchases are effective methods of meeting the requirements where resource or other limitations prevent on-site generation. Contracting for onsite generation requires much planning and significant resource time.

f) Planned Actions

- **Scope 1&2 GHG Reductions:** The Department will continue to pursue performance contracting to implement energy conservation measures and incorporate renewable energy generation as resources permit. Additionally, the Department will look for opportunities to partner with other Federal agencies on these efforts.
- **Fleet Management:**

- The DHS Vehicle Fleet Assessment (VFA) Integration Team (iTeam) will develop a 3-year plan focusing on implementation of the requirements of the Vehicle Allocation Methodology to determine the optimal fleet size.
- Additionally, DHS will analyze current policies to determine ways of increasing pooling, car sharing, and shuttle bus consolidation initiatives.
- **Water Use Efficiency & Management:** The Department will continue education efforts to engage facility occupants. FEMA's advanced metering pilot will be evaluated for effectiveness and potential replication as a best practice.
- **Renewable Energy:** The Department is working with FLETC to identify procurement and ownership strategies to implement on site generation for FLETC facilities. DHS Components have been actively pursuing cost-effective renewable energy installations through performance contracting mechanisms.
- **ESPCs:** The Department will work with Components to improve performance contract data. The Department will continue to pursue establishing an Energy Savings Contract Center of Excellence to facilitate project planning and implementation.

4) Progress on Administration Priorities

a) Federal Agency implementation of Water Efficiency and Management Provisions of Executive Order 13514 of July 10, 2013:

CBP: In FY 2014, the CBP Water Use Efficiency and Management program team updated its Water Use Efficiency and Management Implementation Plan and continued the development of the Water Use Efficiency and Management Handbook. The handbook is intended to increase facility managers' awareness of CBP water goals and objectives, conservation opportunities, the EISA Section 432 comprehensive energy and water evaluation process and resources, and detailed best management practices.

The CBP Water Use Efficiency and Management program team continued to collaborate with the CBP centralized utilities program team to enhance water data standardization, query, and analysis capabilities. The Energy Audit Program staff started revising its comprehensive evaluation data collection sheet to include identified data and mechanisms to calculate business case metrics.

FEMA: FEMA's efforts to monitor and manage on site water conservation are evolving. The concerted efforts of FEMA's campus community continue to hold consumption levels at nearly a third of baseline benchmarks, enabling FEMA to exceed targets set by EO 13514. In FY14, FEMA reduced its water consumption by 10 percent compared to FY13 (27,090Kgal) to 24,356Kgal and have already achieved a 27 percent reduction in water usage since initial benchmarking efforts. The improved performance can be attributed to implementing water management processes, ECM development, and increasing smart metering at component sites.

FEMA installed 24 advanced water meters at the Center for Domestic Preparedness Anniston facility. Additionally, FEMA is developing a strategic water management plan which will be implemented in FY15. The plan will include fully scoped water audits at predetermined/targeted campus sites. The water management plan will allow FEMA to conduct detailed water analysis, understand water usage and develop an auditing process for better management of water systems and their operations.

FLETC: FLETC has installed 259 water meters, at a cost of approximately \$1.2 million, at the Glynco campus. This has allowed the Glynco campus to realistically quantify water usage, so that water consumption “Best Management Practices” can be implemented and efficiencies can be measured. In FY 2014, the FLETC averaged 21.35 gallons per SF, a decrease of 41.6 percent as compared to the FY 2007 FLETC baseline of 36.5 gallons per SF.

NPPD: NPPD occupies leased space. NPPD does not directly control the water use or appliances at the facilities it occupies. NPPD works with GSA to incorporate water conservation in leases where appropriate.

S&T: The S&T Plum Island, NY water supply consists of treated groundwater extracted from on-site, government-owned water supply wells, not from a municipal water supply system. Therefore, there is no associated water cost. On-going efforts to conserve water include a general awareness of water conservation among researchers and support staff. The conversion from 50-plus year old and temporary boilers to the three new boilers coupled with repairs to or replacement of older, leaking steam lines have decreased water usage. In addition, procedural changes in some operational areas such as cleaning of animal holding pens; enforcing water accountability; and conversion to low-flow fixtures and water saving appurtenances all help conserve water.

USCG: In FY 2007, the USCG established a baseline of water intensity of 38.4 Gal/GSF. FY 2014 showed a decrease of 22.3 percent compared to the FY 2007 baseline. This reduction is attributed to the completion of water conservations projects included as part of ESPCs and UESCs, the identification and mitigation of water leaks, proactive water management programs at major facilities, and the inclusion of water conservation in energy projects. Additionally, through better data transparency and validity, the USCG has been able to remove a large amount of non-water data from water purchases, leading to an additional reduction in water use when compared to the baseline.

b) President's Performance Contracting Challenge:

DHS continues to move forward with implementing performance contracts in an effort to meet the \$73.2M commitment. Currently, DHS is conducting program management reviews with Components which include updated plans of action and milestones for performance contracts. The newly appointed Deputy Under Secretary for Management/Chief Sustainability Officer has indicated he will conduct quarterly sustainability meetings at which performance contract status updates will be discussed. DHS Components have reported that challenges include resource limitations in the contracting and legal professional areas.

c) Climate Change Adaptation Plan:

In 2012, DHS published the Climate Change Adaptation (CCA) Roadmap to satisfy the requirements of EO 13514, *Federal Leadership in Environmental, Energy, and Economic Performance*. Its chief intent was to integrate CCA into both the culture and operations of the Department. In 2013, DHS revised the 2012 CCA Roadmap to help implement the vision of both the President’s Climate Action Plan and objectives of Executive Order 13653, *Preparing the*

United States for the Impacts of Climate Change. With its focus shifting from inward (i.e., Departmental operations) to outward (i.e., external stakeholder engagement and communications), the revised plan also considers DHS programs that serve the public, protect critical infrastructure, and secure the nation's interests generally.

In the DHS 2014 Quadrennial Homeland Security Review (QHSR) comprehensive examination of the homeland security strategic environment and identification of strategic shifts and areas of ongoing priority and renewed emphasis for the Nation's long-term homeland security strategy, climate change was identified as a major area of homeland security risk and threat multiplier. Accordingly, DHS has advanced a number of climate change initiatives within headquarters offices and operational Components in support of *EO 13653, Preparing the United States for the Impacts of Climate Change (Nov. 1, 2013).*

As a member of the State, Local, and Tribal Leaders Task Force on Climate Preparedness and Resilience, in FY 2014 FEMA sponsored a webinar focused on expanding tribal leader engagement in disaster recovery and resilience. Data provided by tribal representatives informed the Task Force's recommendations to the President issued in November 2014.

In response to the June 2, 2014 Presidential Memorandum, Response to the Influx of Unaccompanied Alien Children Across the Southwest Border, described the influx as an "urgent humanitarian situation requiring a unified and coordinated Federal response" the Department prepared a broadly based Programmatic Environmental Assessment (PEA) to evaluate the potential impacts to the human environment, including impacts related to climate change, resulting from increased Departmental activities necessary to process, detain, and transport unaccompanied alien children and family units who had crossed the southwest border of the United States.

The Department aims to improve the entire nation's ability to prepare for climate impacts. In FY 2014, FEMA led an interagency Mitigation Framework Leadership Group focused on the evaluation of a coordinated federal approach to promote the adoption and enforcement of building codes. Furthermore, the DHS Intergovernmental Affairs Tribal Office actively supported climate change efforts through participation in the White House Council on Native American Affairs and its Climate Change Sub-Group established in FY 2014 in response to EO 13653.

Response to Section 13(a) and (b) of E.O. 13693: The proposed FY 2016 DHS budget invests \$616 million to support the President's Climate Resiliency Initiative, including flood mapping and risk analysis, Pre-Disaster Mitigation grants for hazard mitigation planning and projects, analyses of climate change impacts on critical infrastructure, FEMA climate workshops, and regional resilience coordination.

Climate Action Plan Milestones

DHS has a number of ongoing efforts to identify and address the projected impacts of climate change on mission critical water, energy, communication, and transportation demands. Significant consideration is given to climate impacts in operational preparedness planning of facilities and operations.

DHS has climate change equities throughout the enterprise at both the headquarters and component levels. Climate change and resilience initiatives are advancing in emergency response, critical infrastructure, research, arctic operations and rising sea levels, goods movement.

In support of the President's Climate Action Plan of 2013 and agencies improve the nation's resilience to flooding and better prepare for the impacts of climate change, DHS developed a Flood Risk Management Plan (Plan). The Plan reinforces the important flood management tenets and concepts, such as avoiding actions in or impacting the floodplain and minimizing potential harm if an action must be located in the floodplain.

The DHS Office of Health Affairs manages and provides oversight of the Community Health Resilience Initiative (CHRI). In FY 2014, the CHRI developed an online community health resilience guide and toolkit that provides communities, the public and the private sector, information to develop and/or improve health resilience in the face of disasters. The goal of the CHR Toolset is to provide practitioners and experts from all sectors, disciplines, and functional areas who have roles, responsibilities, or interests in CHRI, access to guidance and resources to make their community (or organization) more resilient. The CHRI received substantial input from the U.S. Department of Health and Human Services, the Centers for Disease Control and Prevention and participants from across the country. Furthermore, it encompassed the health effects of climate change on individuals with access and functional needs.

In FY 2014, the DHS Office of Intergovernmental Affairs Tribal Desk actively supported the DHS EJ Strategy and related climate change efforts through participation in the White House Council on Native American Affairs (WHCNA) and its Climate Change Sub-Group. The WHCNA established the Climate Change Sub-Group in FY 2014 in response to EO 13653.

In FY 2014 FEMA:

- Participated in the Interagency Building Code Adoption & Enforcement Strategy Workgroup focused on creating uniform mechanisms for federal agencies to encourage and/or aid State and local communities in the nationwide adoption of the most recent International Building Codes, International Residential Codes, and other codes that will increase community resilience.
- Launched the development of a Comprehensive Preparedness Guide for Climate Change Adaptation Planning. The Guide will provide general planning considerations to aid communities, including whole community partners, assess risk, conduct short and long term planning, and determine climate mitigation strategies. FEMA afforded stakeholders the opportunity to review and comment on the draft Guide, planned for release in 2015.
- Conducted a federal interagency Climate Adaptation, Preparedness, and Resilience Workshop to identify and assess federal agency readiness capabilities and gaps related to climate change impacts. FEMA held additional workshops in Houston, Texas; Fort Collins, Colorado; Anchorage, Alaska; and Hampton Roads, Virginia to further explore nationwide climate change preparedness and resilience capabilities, gaps, and unique regional and local challenges.

d) Fleet Management Plan:

The DHS Fleet Management Plan was submitted to GSA in March, as required.

- DHS has implemented a Fuel Sharing Pilot Program along the Southwest Border where fuel owned by CBP will be available to other DHS Components in an effort to increase operational efficiencies. While many of our vehicles must meet defined specifications, particularly our law enforcement fleet, in areas where we have more flexibility, DHS has exceeded AFV acquisition requirements. Additionally, to help the Federal Government meet petroleum consumption reduction goals, GSA is offered opportunities to convert conventionally-fueled vehicles to hybrid electric sedans at no additional cost. USCG, USCIS, TSA, and FLETC have taken advantage of this program resulting in the acquisition of over 1,900 alternative fuel and hybrid vehicles. DHS will continue to take advantage of these type opportunities as they arise, without impacting the ability to meet the Department mission.
- DHS updated the Motor Vehicle Acquisition Guide. This “Acquisition Guide” was developed to provide acquisition procedures for the DHS Motor Vehicle Fleet Program, which requires Components to justify acquisitions prior to additional or replacement vehicles being ordered, to ensure compliance with sustainability mandates. The Acquisition Guide also includes a checklist for new and replacement vehicles that must be approved by the DHS Fleet Manager before vehicles are acquired.

e) Energy Savings Performance Contracts:

An additional \$25.2M in projects has been identified for the second phase of the Presidential Performance Contracting Challenge. Project planning to implement these projects is underway. Implementation of projects by the Components has been quite successful. The Department is working with Components to balance resource limitations and mission priorities.

f) Biobased Strategies:

The Office of the Chief Procurement Officer will use the standard sustainability report found in the Federal Procurement Data System-Next Generation (FPDS-NG) to conduct quarterly contract reviews and identify areas for improvement or correction. The contract reviews include biobased purchasing requirements. In an effort to increase awareness, biobased purchasing is included in the DHS Sustainable Acquisitions training module which is available electronically to every employee within DHS. In FY 2014, a biobased purchasing goal was included in the Component level Operational Sustainability Performance Plan Template. These goals will be discussed during the 2015 program management reviews to ensure alignment with Department and Federal goals.

Size & Scope of Agency Operation – Table 1: Agency Size & Scope

Instructions: Enter the appropriate FY 2014 data for your agency.

Agency Size and Scope	FY 2013	FY 2014
Total Number of Employees as Reported in the President's Budget	228,564	228,994
Total Acres of Land Managed	85,000	85,022
Total Number of Buildings Owned ¹	9,095	8,809
Total Number of Buildings Leased (GSA and Non-GSA Lease)	4,648	4,539
Total Building Gross Square Feet (GSF)	43,080,000	42,817,609
Operates in Number of Locations Throughout U.S.	6,622	5,775
Operates in Number of Locations Outside of U.S.	23	33
Total Number of Fleet Vehicles Owned	46,973	44,565
Total Number of Fleet Vehicles Leased	7,100	8,440
Total Number of Exempted-Fleet Vehicles (Tactical, Law Enforcement, Emergency, Etc.)	32,768	32,286
Total Amount Contracts Awarded as Reported in FPDS (\$Millions)	12,237	12,837

¹ Building information should be consistent with FY 2013 and FY 2014 data submitted into the Federal Real Property Profile (FRPP).

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. A negative percentage value indicates that the emissions have decreased compared to the 2008 baseline.

Figure 1-1

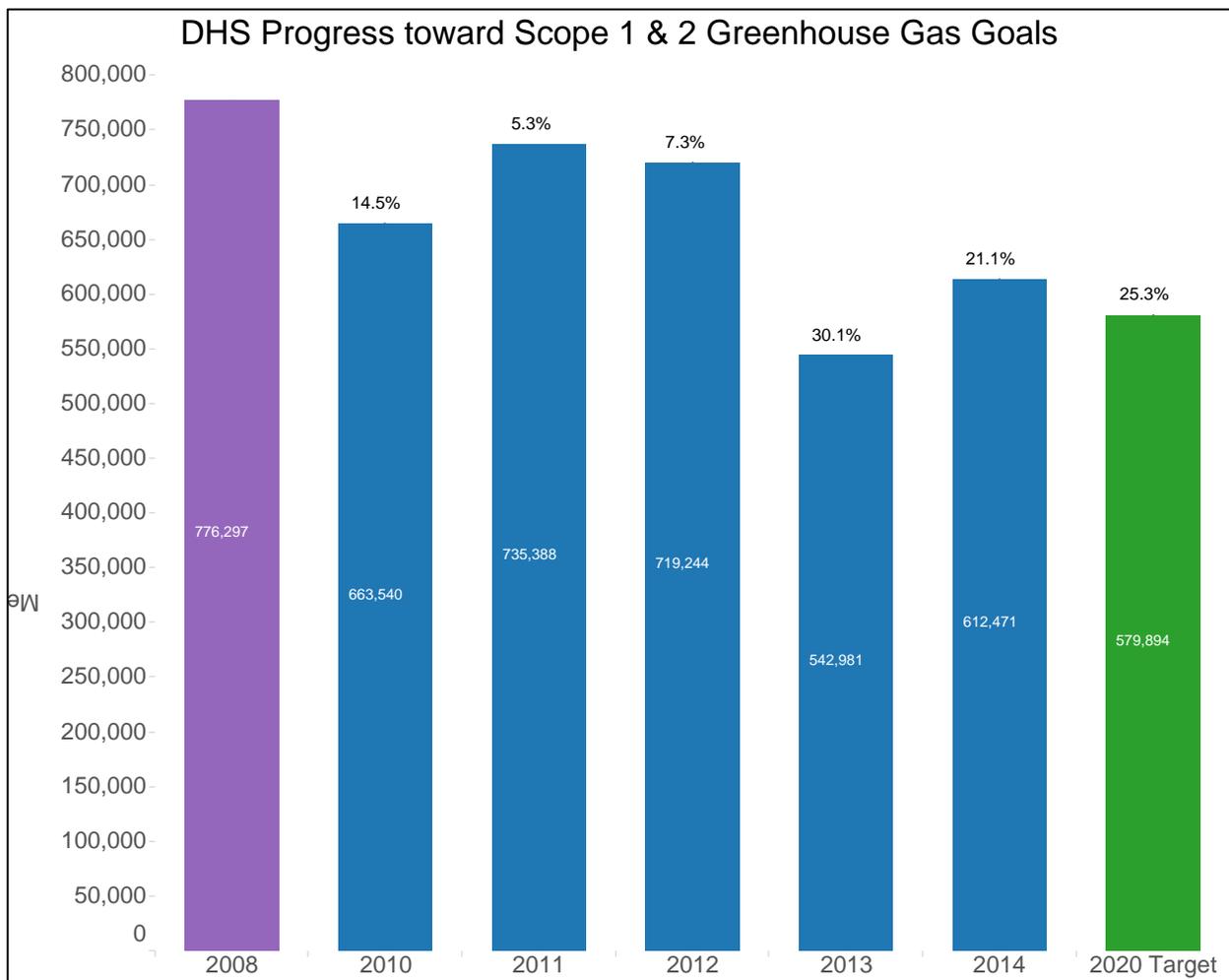


Table 1-1: Scope 1 & 2 GHG Reduction Strategies for FY 16

(A) Strategy Required Strategy under E.O. 13693	(B) Top Five? Yes/No/NA	(C) Strategy Narrative (100 word limit)	(D) Specific targets/metrics to measure success including milestones in next 12 months
<p>Use the FEMP GHG emission report to identify/target high emission categories and implement specific actions to resolve high emission areas identified.</p>	<p>Yes</p>	<p>The Department has established mechanisms for acquiring data inputs to calculate GHG emissions from sources including stationary combustion, mobile emissions, fugitive emissions, purchased electricity, and purchased renewable energy. Components are required to maintain a comprehensive GHG inventory and use the DOE FEMP-developed GHG emissions calculation tool to update and report annually to the Department.</p>	<p>Acquire 100 percent of data required to track GHG emissions and complete the GHG inventories for FY15 and FY16.</p>

(A) Strategy Required Strategy under E.O. 13693	(B) Top Five? Yes/No/NA	(C) Strategy Narrative (100 word limit)	(D) Specific targets/metrics to measure success including milestones in next 12 months
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.	Yes	The Coast Guard plans to employ Energy Logistics Support Plans (ELSPs). Energy and fuel commodities are allocated through various military and commercial distribution systems that vary by geographical and economic constraints. ELSPs will be developed for two basic levels of support: recurring and emergent. The ELSPs will optimize use of DoD and DHS logistic operations that ensure the right energy and/or fuel commodity and/or product is being delivered at the right place at the right price. To maximize procedural efficiencies associated with fuel/energy procurement, all Headquarters units, Training Center Petaluma, Area, District, Base and Sector command staff will develop ELSPs.	<ol style="list-style-type: none"> 1) In accordance with the Coast Guard’s Energy Management Policy, the annual recurring submission deadline for ELSPs is by the end of Q2. 2) ELSP Workshops were held with Districts 1, 5, and 9 at the Energy and Fuel Logistics Training events executed in Q1-Q2 FY 15. CG-46 plans to use District 9 as a pilot and deep dive into their ELSP development process. District 9 will be completed by the end of Q4 FY 15. 3) ELSP webinars will be provided to the remaining Districts to walk through the finalized development process and review their FY 15 submissions. Webinars will be scheduled throughout FY 16 and the program will continue to be executed in FY 16.

(A) Strategy Required Strategy under E.O. 13693	(B) Top Five? Yes/No/NA	(C) Strategy Narrative (100 word limit)	(D) Specific targets/metrics to measure success including milestones in next 12 months
	Yes	1) Web-based DHS Sustainability Greenhouse Gas Reduction Awareness training. 2) The Coast Guard will provide training on energy efficiency, water conservation, renewable energy, and alternatively financed contracts in order to comply with federal requirements. Targeted individuals for training will be engineering leadership, engineers, specification writers, facility managers, contracting officers, lawyers, shop foreman, maintenance leaders, certified energy managers, etc.	1) Web-based DHS Sustainability Greenhouse Gas Reduction Awareness will continue to be made available to all employees throughout FY 16. 2) The Coast Guard training will continue to be determined on a case-by-case basis in accordance with the Coast Guard's guidance on travel, conference, training, and community outreach.
Conceptualize the goals of E.O. 13693 within a projected cost-benefit framework to identify low-hanging fruit.	No	Although this may be considered in the future, it is not a priority for DHS at this time.	NA
Isolate successful measures applied toward the goals of E.O. 13514 that could be expanded to meet the goals of E.O. 13693.	No	Although this may be considered in the future, it is not a priority for DHS at this time.	NA

(A) Strategy Required Strategy under E.O. 13693	(B) Top Five? Yes/No/NA	(C) Strategy Narrative (100 word limit)	(D) Specific targets/metrics to measure success including milestones in next 12 months
Determine unsuccessful programs or measures to be discontinued to better allocate agency resources, human and otherwise.	Yes	The Coast Guard established the Public-Private Partnership for Petroleum Logistics Working Group (P3PL WG). The establishment of a P3 supports all current and future operational units by leveraging the buying power of annual Coast Guard energy spending. Petroleum fiscal stewardship is achieved by implementing infrastructure enhancements that enable enterprise-wide data capture, measurement and analytic tools. These efforts historically have not competed well for capital investment funds. Establishment of a P3 may offer privately funded comprehensive infrastructure modernization, while enabling Coast Guard personnel to focus on core mission and mission support functions. It may also increase energy reliability goals by providing access to investment in modern equipment and technology that enables off-grid, renewable energy powered fuel distribution facilities.	<p>1) P3PL WG will meet at least monthly or more often as needed throughout FY 2015 – FY 2016.</p> <p>2) P3PL WG will develop a feasibility analysis throughout FY 2015 – FY2016. Preliminary objectives to support the feasibility analysis include:</p> <ul style="list-style-type: none"> • Identify cost elements for consideration and document in a LCCE for Coast Guard Petroleum Logistics; • Assess financial feasibility and document in a Business Case Analysis; • Identify the partnership (e.g. infrastructure and service) requirements; • Establish risk management program. <p>3) The P3PL WG will develop a plan of action to explore such a partnership for leadership review and report to the SEERSC by 31 August 2015.</p>

(A) Strategy Required Strategy under E.O. 13693	(B) Top Five? Yes/No/NA	(C) Strategy Narrative (100 word limit)	(D) Specific targets/metrics to measure success including milestones in next 12 months
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	Although this may be considered in the future, it is not a priority for DHS at this time.	NA
Employ operations and management best practices to reduce and minimize fugitive mixed refrigerant emissions.	Yes	<ol style="list-style-type: none"> 1) The ICE Sustainability Program will establish a mechanism for tracking refrigerants in use, purchased, charged, recaptured, and released or disposed of. 2) The ICE Sustainability Program will use implemented refrigerant tracking procedures to identify and correct instances where leakages or overuse is occurring. 	<ol style="list-style-type: none"> 1) Establish a refrigerant tracking mechanism by September 2015. 2) Monitor established refrigerant tracking data to detect any overuse or leakage of refrigerants. Repair any equipment as necessary and/or apparent through refrigerant tracking data.

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. A negative percentage value indicates that the emissions have decreased compared to the FY 2008 baseline.

Figure 1-2

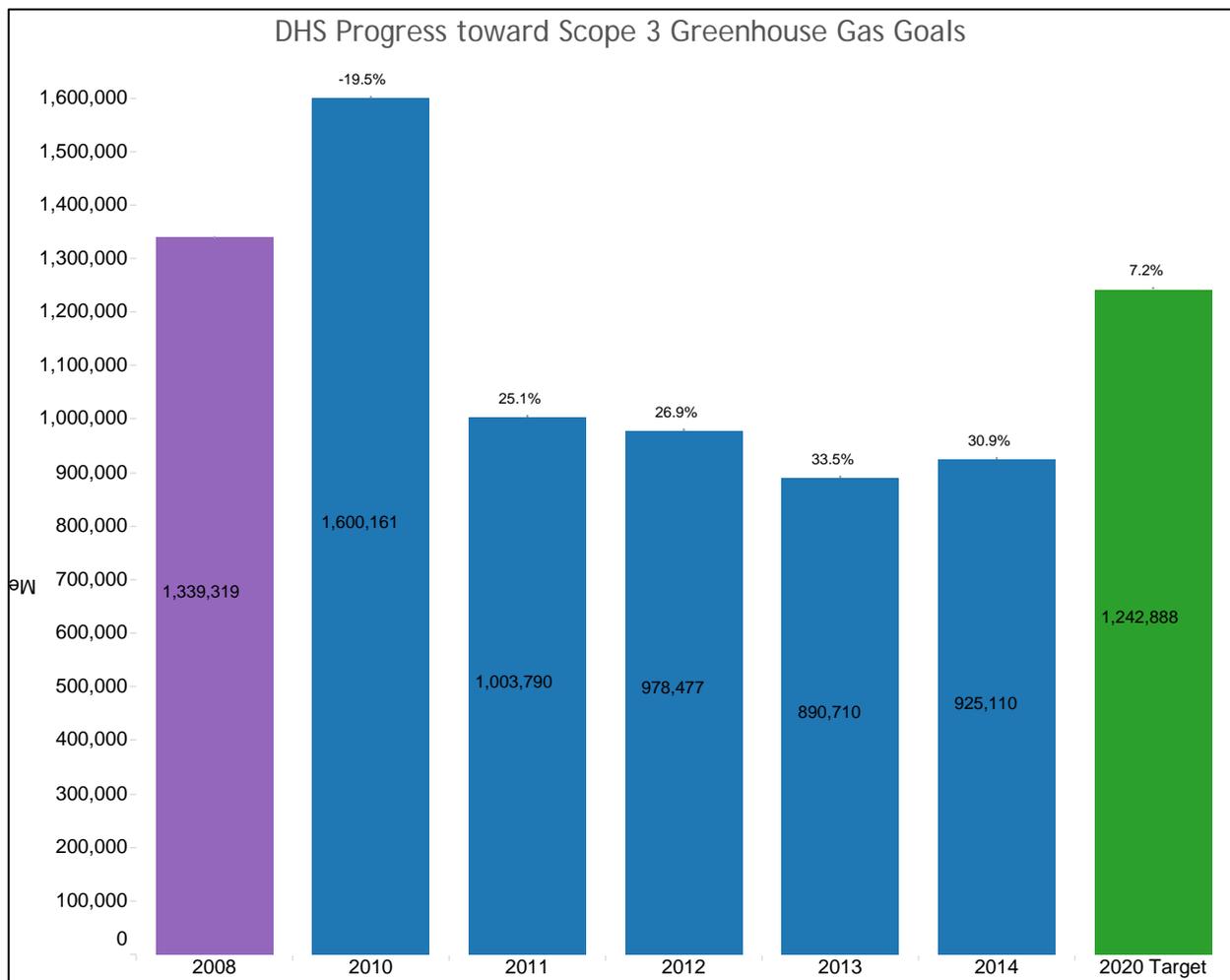


Table 1-2: Scope 3 GHG Reduction Strategies for FY 16

(A) Strategy Required Strategy under E.O. 13693	(B) Top Five? Yes/No/NA	(C) Strategy Narrative (100 word limit)	(D) Specific targets/metrics to measure success including milestones in next 12 months
Reduce employee business ground travel.	Yes	Only essential travel is approved throughout the Department. The ICE Sustainability Program will develop and implement a policy to reduce travel for meetings that can be held productively via telephone or video teleconferencing. The policy will encourage teleconferencing for meetings wherever possible.	ICE determined that developing and issuing guidance on greening meetings to agency employees would be a more effective strategy than attempting to implement a formal policy. ICE plans to prepare and distribute this guidance by September 2015. ICE already actively uses teleconference capabilities, and employees do not travel for meetings regularly.
Reduce employee business air travel.	Yes	Only essential travel is approved throughout the Department. The ICE Sustainability Program will develop and implement a policy to reduce travel for meetings that can be held productively via telephone or video teleconferencing. The policy will encourage teleconferencing for meetings wherever possible.	ICE determined that developing and issuing guidance on greening meetings to agency employees would be a more effective strategy than attempting to implement a formal policy. ICE plans to prepare and distribute this guidance by September 2015. ICE already actively uses teleconference capabilities, and employees do not travel for meetings regularly.
Develop and deploy employee commuter reduction plan.	No	Although this may be considered in the future, it is not a priority for DHS at this time.	NA

(A) Strategy Required Strategy under E.O. 13693	(B) Top Five? Yes/No/NA	(C) Strategy Narrative (100 word limit)	(D) Specific targets/metrics to measure success including milestones in next 12 months
Use employee commuting survey to identify opportunities and strategies for reducing commuter emissions.	Yes	DHS conducts the annual commuter survey and uses information to reduce commuter emissions. For example, the ICE Sustainability Program plans to: 1) Evaluate employee commuting habits and requirements and explore potential to reduce employee commuting times and/or distances. 2) Develop and implement a comprehensive commuting reduction strategy based on the results of the employee commuting methods evaluation.	1) Evaluate ICE employee commuting habits by September 2015 using the DHS Commuter Survey. 2) Develop a commuting reduction strategy by September 201 and implement commuting reduction strategy by September 2018.

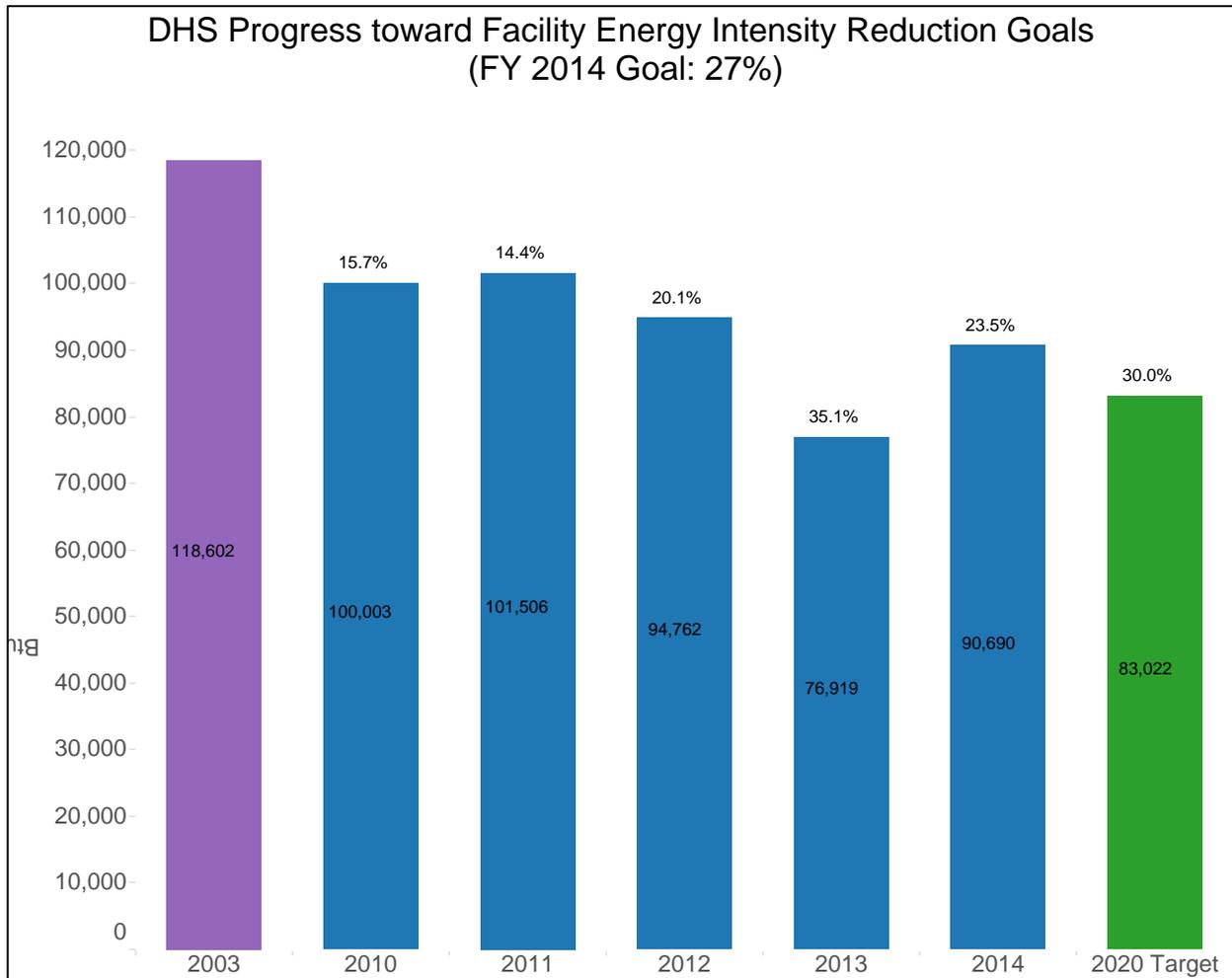
(A) Strategy Required Strategy under E.O. 13693	(B) Top Five? Yes/No/NA	(C) Strategy Narrative (100 word limit)	(D) Specific targets/metrics to measure success including milestones in next 12 months
Increase number of employees eligible for telework and/or the total number of days teleworked.	Yes	DHS supports telework in appropriate jobs. For all feasible locations, FEMA will look to implement the Work Place Transformation WPT model from FY15 to FY18. FEMA has initiated conversations with senior leadership regarding WPT implementation at regional field offices. If implemented, this would likely cause a reduction in total Scope 3 GHG emissions by FEMA in future years.	Increase total FEMA buildings / campuses with WPT Implementation.
Develop and implement bicycle commuter program.	No	Although this may be considered in the future, it is not a priority for DHS at this time.	NA
Provide bicycle commuting infrastructure.	No	Although this may be considered in the future, it is not a priority for DHS at this time.	NA
Plan to begin FY 2016: Report scope 3 greenhouse gas emissions for leases over 10,000 E.O. 3(h)(v) rentable square feet	Yes	DHS plans to address new requirement to report scope 3 greenhouse gas emissions for leases over 10,000 E.O. 3(h)(v) rentable square feet	DHS will convene its environmental committee to address the planning process to meet new requirement in FY 16.

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. A negative percentage value indicates that the energy intensity has decreased compared to 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

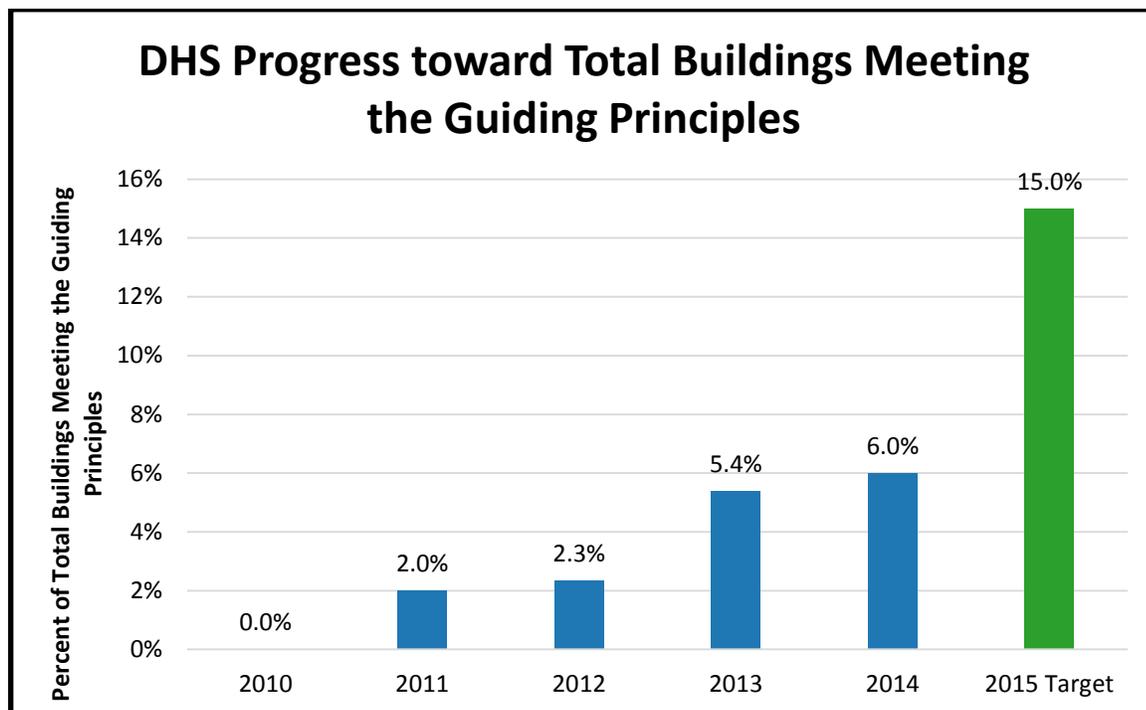


Table 2-1: Sustainable Buildings Strategies for FY 16

(A) Strategy Required Strategy under E.O. 13693	(B) Top Five? Yes/No/NA	(C) Strategy Narrative (100 word limit)	(D) Specific targets/metrics to measure success including milestones in next 12 months
Use remote building energy performance assessment auditing technology 3(a)(A)	No	Although this may be considered in the future, it is not a priority for DHS at this time.	NA
Participate in demand management programs 3(a)(B)	No	Although this may be considered in the future, it is not a priority for DHS at this time.	NA
Ensure that monthly performance data is entered into the Environmental Protection Agency (EPA) ENERGY STAR Portfolio Manager 3(a)(C)	No	Although this may be considered in the future, it is not a priority for DHS at this time.	NA
Where feasible: Incorporate Green Button data access system into reporting, data analytics, and automation processes 3(a)(D)	No	Although this may be considered in the future, it is not a priority for DHS at this time.	NA

Implement space utilization and optimization practices and policies 3(a)(E)	Yes	The Coast Guard continues to implement an aggressive Shore Divestiture Program to divest of properties determined to be in excess to the Coast Guard's needs. The Coast Guard intends to obtain current fair market value for these properties and use the net proceeds to support the Coast Guard's military housing recapitalization program. Through this initiative the Coast Guard's footprint will decrease.	(1) The Coast Guard is in the process of divesting of over 700 housing units in accordance with the Coast Guard Authorization Act of 2010 throughout FY 2015 – FY 2016. Target completion date is by the end of Q4 FY 2018. (2) The Coast Guard is active in the divestiture of lighthouses, deemed access, through the National Historic Lighthouse Preservation Act (NHLPA) in conjunction with the National Park Service and GSA. This is an annual recurring strategy.
Identify opportunities to transition test-bed technologies to achieve the goals of this section 3(a)(F)	No	Although this may be considered in the future, it is not a priority for DHS at this time.	NA
Where feasible: Conform to city energy performance benchmarking and reporting requirements 3(a)(G)	No	Although this may be considered in the future, it is not a priority for DHS at this time.	NA
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)	No	Although this may be considered in the future, it is not a priority for DHS at this time.	NA
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	Although this may be considered in the future, it is not a priority for DHS at this time.	NA

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	Although this may be considered in the future, it is not a priority for DHS at this time.	NA
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	Although this may be considered in the future, it is not a priority for DHS at this time.	NA
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	Although this may be considered in the future, it is not a priority for DHS at this time.	NA
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)	No	Although this may be considered in the future, it is not a priority for DHS at this time.	NA

(A) Recommended Strategy under E.O. 13693	(B) Top Five? Yes/No/NA	(C) Strategy Narrative (100 word limit)	(D) Specific targets/metrics to measure success including milestones in next 12 months
Install and monitor energy meters and sub-meters as soon as practicable.	Yes	The Department has requested enterprise investment funds to establish a DHS-wide system, reducing ownership costs, redundancies, and standardizing security protocols. If this funding request is successful, the full system will begin development in FY17.	The responsible program office will continue to work with the DHS CFO community to provide responses to questions about the business case analysis and prepare briefing material in support of the request. If this request is unsuccessful, the program office will review the feedback received to improve the next submission.
Collect and utilize building and facility energy use data to improve building energy management and performance.	Yes	The Department is developing the Sustainability Performance Management System to collect and provide analysis capabilities for energy data at facilities and for mobile assets. This system will inform management decisions regarding the cost and greenhouse gas implications of specific actions.	The Department will provide energy data for the annual energy and greenhouse gas report, bringing improved data quality and consistency to the process.
Incorporate green building specifications into all new construction and major renovation projects.	No	Although this is not a priority this year, the following efforts are taking place: 1) DHS plans to finalize Sustainable Buildings Directive. 2) CBP plans to codify sustainable new construction and major renovation.	1) By end of FY16 – DHS plans to draft Sustainable Buildings Directive in accordance with new guidance anticipated under EO 13693. 2) By December 2015 - CBP’s High Performance Sustainable Buildings Integrated Project Team intends to develop a Directive that codifies processes and requirements.

Redesign or lease interior space to reduce energy use by implementing daylighting, space optimization, sensors/control system installation, etc.	No	Although this is not a priority this year, the following efforts are taking place: CBP plans to codify sustainable existing owned buildings.	By December 2015 - CBP's High Performance Sustainable Buildings Integrated Project Team intends finalized Sustainable Existing Owned Buildings Handbook and Directive.
Develop and deploy energy awareness training.	Yes	S&T Transportation Security Laboratory - communicate energy conservation principles to employees and encourage conservation.	Employees are informed about energy consumption issues in monthly meetings, lab inspections, and annual refresher training.
Include in every construction contract all applicable sustainable acquisition requirements for recycled, biobased, energy efficient, and environmentally preferable products.	Yes	DHS will emphasize construction contracts to ensure applicable sustainable acquisitions clauses are included.	Construction contracts will be reviewed quarterly to ensure sustainable acquisition clauses are included.

Table 2-2: Data Center Efficiency Strategies for FY 16

(A) Required Strategy under E.O. 13693	(B) Top Five? Yes/No/NA	(C) Strategy Narrative (100 word limit)	(D) Specific targets/metrics to measure success including milestones in next 12 months
<p>Ensure the agency chief information officer promotes data center energy optimization, efficiency, and performance 3(a)(ii)(A)</p>	<p>Yes</p>	<p>NASA is the Data Center 1 (DC1) facility owner; DHS utilizes this space through an Inter-Agency Agreement (recently extended POP through March 2020). NASA is responsible for the energy optimization, efficiency, and performance (power, lighting, and cooling).</p> <p>DHS supports and works with NASA on facility compliance and efficiencies ensuring alignment to federal initiatives like OMB’s FDCCI.</p> <p>NASA attends the Government Technology Research Alliance summits where they meet with other government agency leaders and market the Data Center as a multi-tenant facility. The Federal CIO Council has established an FDCCI Task Force to discuss DC1 capabilities.</p>	<p>Working with NASA, DHS measures Power Usage Effectiveness (PUE) which is the data center industry standard for measuring power usage effectiveness.</p>

Install and monitor advanced energy meters in all data centers by fiscal year 2018 3(a)(ii)(B)	Yes	<p>DHS will support the facility owner, NASA, in implementing and meeting the requirements of E.O. 13693 advanced energy meters</p> <p>DHS with NASA is currently conducting an advanced energy meters gap analysis to determine exactly how far from this requirement DC1 currently is.</p>	<p>1) Complete gap analysis by July 2015.</p> <p>2) Work with NASA in FY 2016 to implement advanced energy meters where feasible.</p>
(A) Recommended Strategy under E.O. 13693	(B) Top Five? Yes/No/NA	(C) Strategy Narrative (100 word limit)	(D) Specific targets/metrics to measure success including milestones in next 12 months
Optimize agency core Data Centers across total cost of ownership metrics: facility utilization. <i>(source: FDCCI metrics)</i>	Yes	Facility utilization measures the extent to which the space is utilized by IT hosting. FDCCI mandates that agencies optimize their core data centers across a suite of total cost of ownership KPIs. This is one such KPI.	Currently, the DHS core data center facility utilization is measured at 65 percent with an FDCCI target of 80 percent.
Identify and consolidate obsolete and underutilized agency computer servers into energy efficient data centers. <i>(Source: FDCCI metrics)</i>	Yes	One of the goals of FDCCI is to reduce the agencies' data center footprint, thereby reducing IT spending. Agencies are asked to identify and consolidate legacy center where possible. The goal is to consolidate 40 percent of federal data centers.	DHS is currently at 38 percent of the 40 percent goal and intends to meet the goal in FY16.

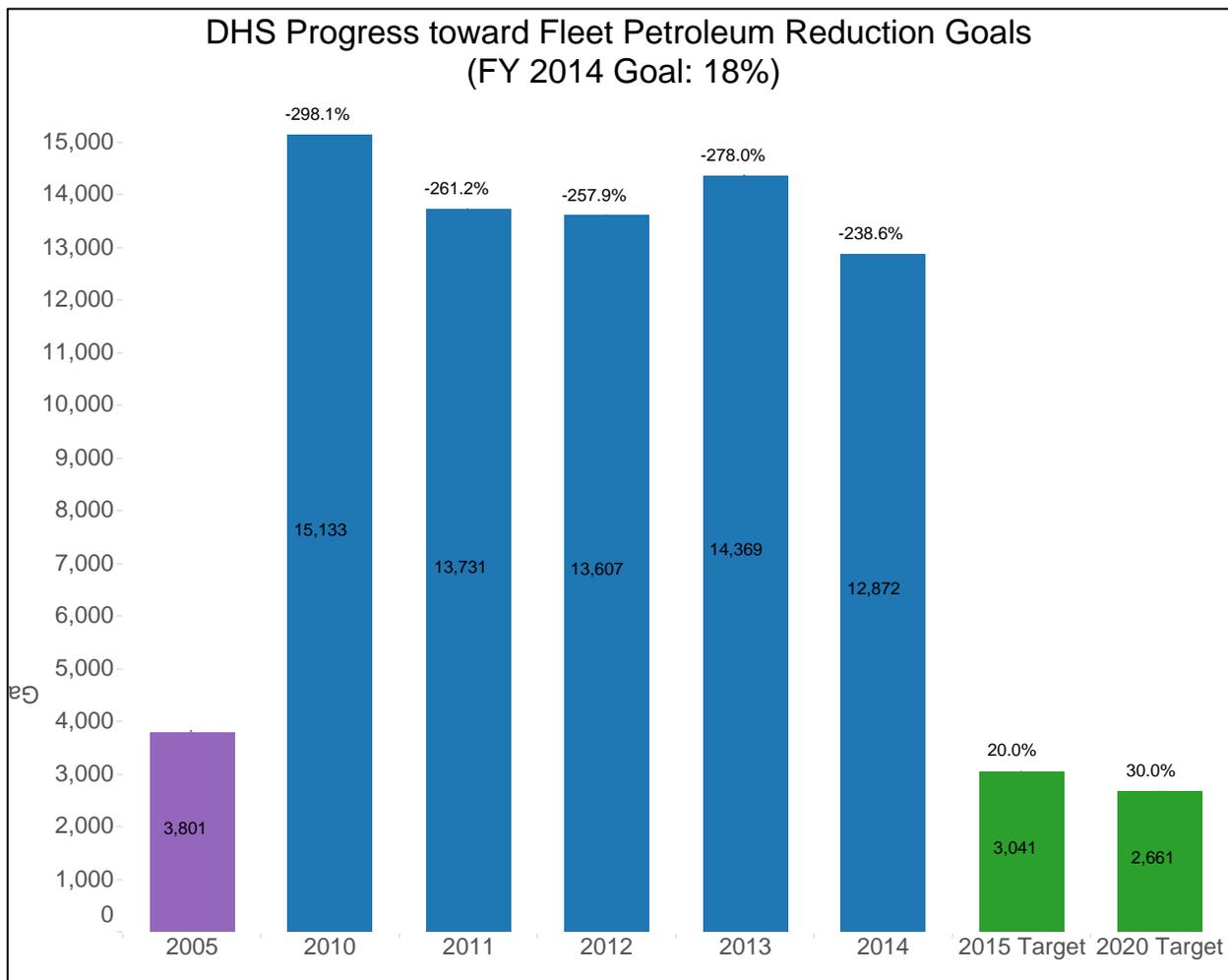
<p>Optimize agency core Data Centers across total cost of ownership metrics: virtual hosts</p> <p><i>(Source: FDCCI metrics)</i></p>	<p>Yes</p>	<p>This is a measure of the virtual to non-virtual server ratio. The FDCCI mandates that agencies optimize their core data centers across a suite of total cost of ownership KPIs, including percentage of virtual hosts.</p>	<p>The DHS core data center measure for virtual hosts stands at 11 percent with an FDCCI goal of 20 percent.</p>
<p>Improve data center temperature and air-flow management.</p>	<p>NA</p>	<p>This was already completed and is therefore, not a priority. More modern/efficient equipment as well as warm/cool mix and aisle containment areas that DC1 addressed through 2014/15.</p>	<p>As part of the overall power infrastructure upgrade, NASA outfitted DC1 with more efficient equipment, including new energy efficient air conditioning units. As cool/warm air mixture is a major energy efficiency issue in data centers, aisle containment actions, including enhancements to paneling, were also performed.</p>

Goal 3: Fleet Management

Agency Progress toward Fleet Petroleum Use Reduction Goal

E.O. 13514 required and the Energy Independence and Security Act of 2007 (EISA) requires 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. A negative percentage indicates a decrease in fleet petroleum use.

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. A negative percentage indicates a decrease in fleet alternative fuel use.

Figure 3-2

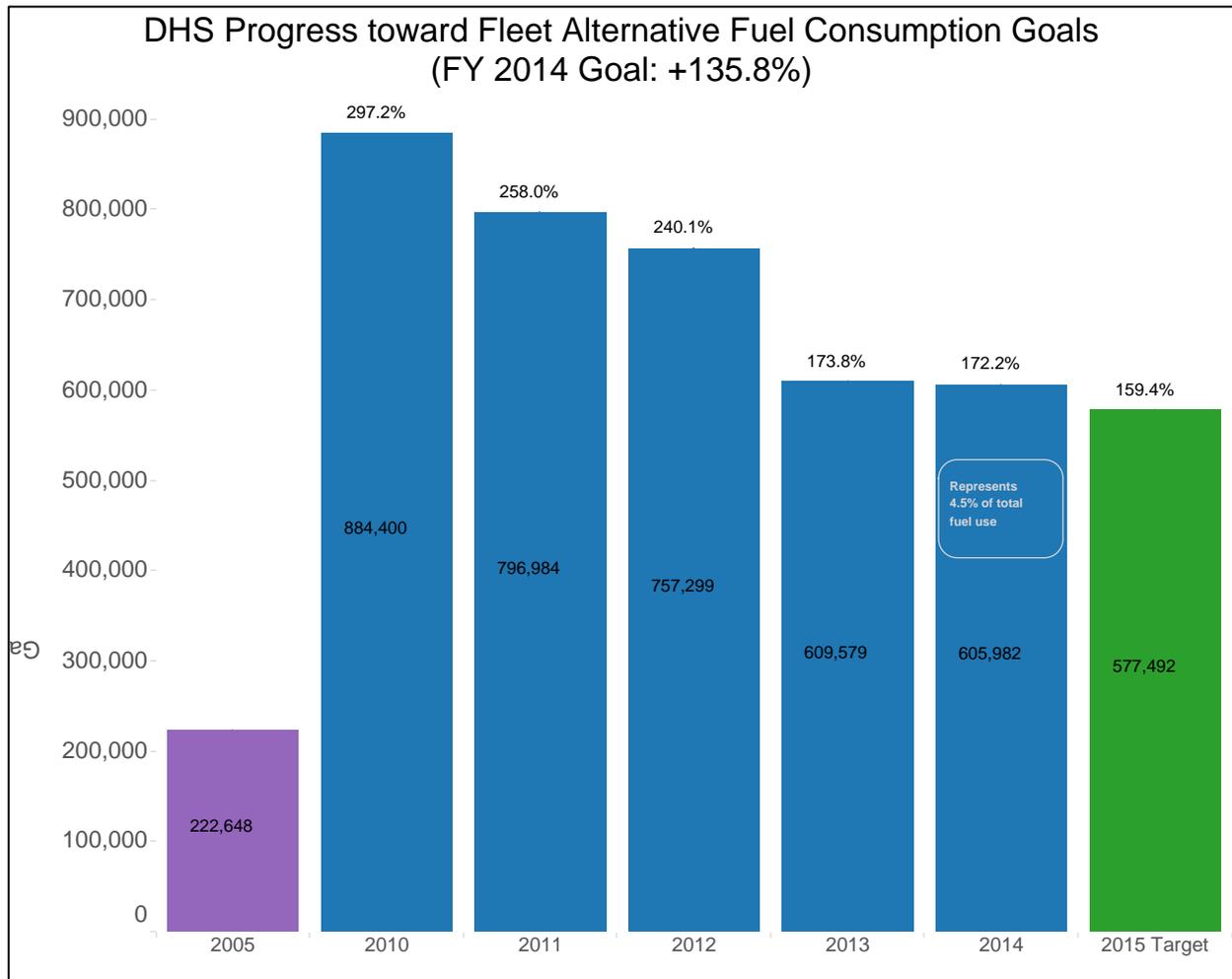


Table 3: Fleet Management Strategies for FY16

(A) Required Strategy under E.O. 13693	(B) Top Five? Yes/No/NA	(C) Strategy Narrative (100 word limit)	(D) Specific targets/metrics to measure success including milestones in next 12 months
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	<p>CBP will:</p> <ol style="list-style-type: none"> 1) Request funding for telematics– a vehicle technology used to monitor the utilization and tracking of vehicles. 2) Develop and complete a pilot program to test the technology. Use results of the pilot program to develop implementation strategy, milestones and schedule for CBP-wide Implementation. 	<ol style="list-style-type: none"> 1) Request and receive funding; 2) Complete Pilot program; 3) Analyze results; 4) Develop CBP-wide Implementation plan.
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)	No	DHS already uses the FAST, and FleetDash is used for GSA leased vehicles.	NA
Plan for agency fleet composition such that 20 percent of passenger vehicle acquisitions are zero emission or plug-in hybrid vehicles by 2020, and 50 percent by 2025. Vehicles acquired in other vehicle classes count double toward this target 3(g)(v)	No	This may be a priority in the future as we evaluate this new requirement.	NA

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)	No	Although this may be considered in the future, it is not a priority for DHS at this time.	NA
(A) Recommended Strategy under E.O. 13693	(B) Top Five? Yes/No/NA	(C) Strategy Narrative (100 word limit)	(D) Specific targets/metrics to measure success including milestones in next 12 months
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	Develop replacement cycles for DHS owned vehicles that match optimized recommendations from VAM output, which take into account utilization, mission criticality, and vehicle condition	The ICE Fleet Management Program will develop a plan to replace ICE-owned vehicles in stages, including planning for excess/disposals in advance, identifying program needs ahead of time, and planning a regular acquisition/disposition cycle for ICE programs by September 2017. This strategy will be developed concurrently with the Capital Funding Plan.
Increase utilization of alternative fuel in dual-fuel vehicles.	Yes	DHS and USCG will: 1) Increase E85 use in flex-fuel vehicles. 2) Locate dual fuel vehicles and communicate list. 3) Locate all alternative fuel stations.	USCG metrics include: 1) Targeted a 20 percent increase in E85 use over FY 2014 as related to baseline capabilities. 2) Measure use of alternative fuel in FY 2015. 3) Determine percentage of alternative fuel vehicles within 5 miles of alternative fuel stations. 4) Determine percentage of total non-alternative fuel vehicles to alternative fuel vehicles in service.
Use a Fleet Management Information System to track fuel consumption throughout the year for agency-owned, GSA-leased, and commercially-leased vehicles.	No	Although this may be considered in the future, it is not a priority for DHS at this time.	NA

Increase GSA leased vehicles and decrease agency-owned fleet vehicles, when cost effective.	No	DHS will convert owned vehicles to GSA leases on a case-by-case when a thorough analysis proves that it's feasible to do so.	NA
Implement vehicle idle mitigation technologies.	Yes	CBP will: 1) Identify and evaluate anti-idling technologies to determine those most appropriate for CBP mission requirements. 2) Implement anti-idling technologies.	1) Evaluate technologies based on return on investment by end of FY 16. 2) Select candidate technologies by end of FY 16.
Minimize the use of "law enforcement" vehicle exemption and implementing the GSA Bulletin FMR B-33, <i>Motor Vehicle Management, and Alternative Fuel Vehicle Guidance for Law Enforcement and Emergency Vehicle Fleets</i> of November 15, 2011.	Yes	DHS only allows vehicles classified as Law Enforcement 1's to be exempted from Federal sustainability mandates.	DHS will continue in FY 16 to only allow vehicles classified as Law Enforcement 1's to be exempted from Federal sustainability mandates.
Where State vehicle or fleet technology or fueling infrastructure policies are in place, conform with the minimum requirements of those policies.	No	Although this may be considered in the future, it is not a priority for DHS at this time.	NA
Reduce miles traveled (e.g., share vehicles, improve routing with telematics, eliminate trips, improve scheduling, use shuttles, etc.).	No	Although this may be considered in the future, it is not a priority for DHS at this time.	NA

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. A negative percentage value indicates that potable water use intensity decreased compared to the FY 2007 baseline.

Figure 4-1

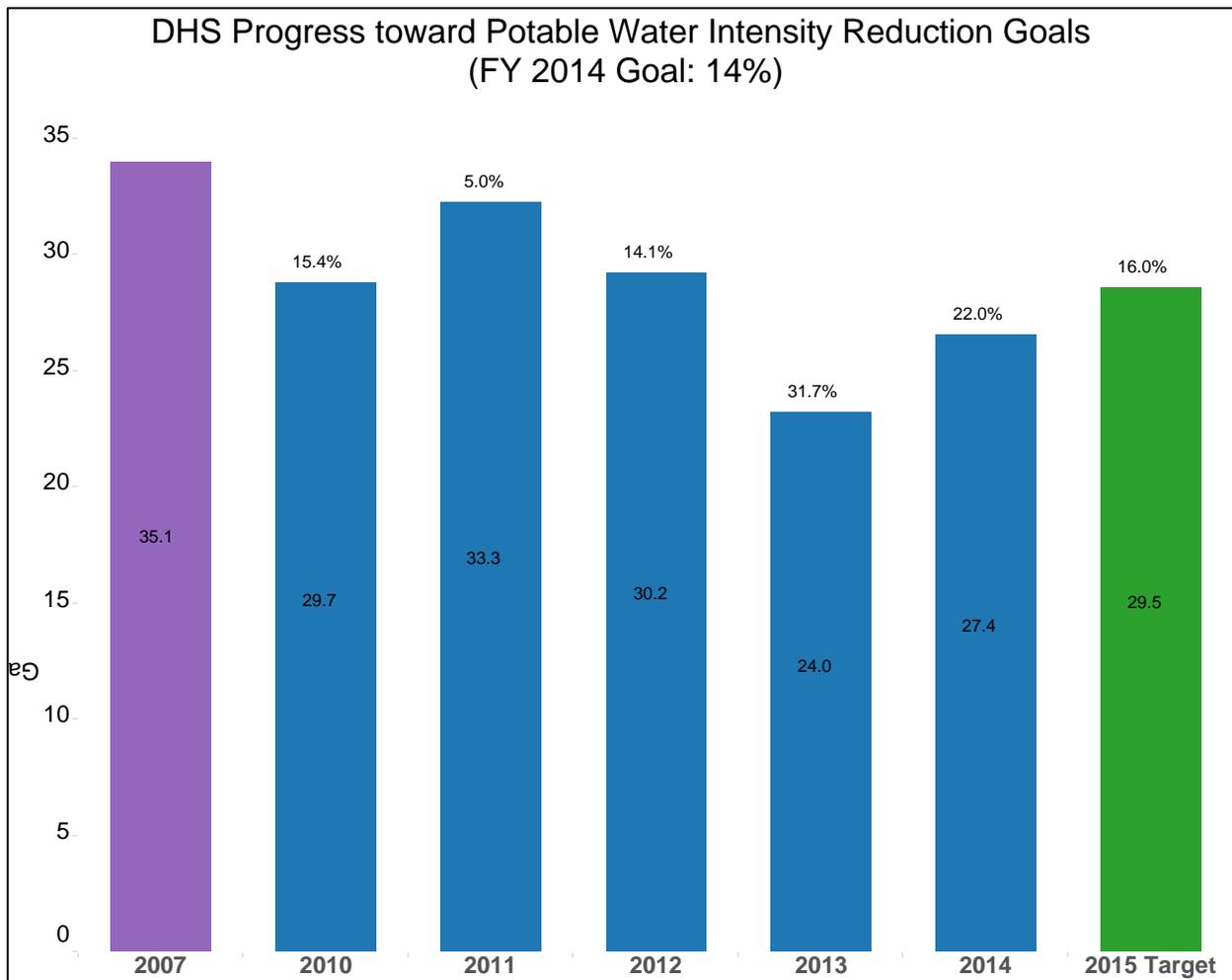


Table 4: Water Use Efficiency & Management Strategies for FY 16

(A) Required Strategy under E.O. 13693	(B) Top Five? Yes/No/NA	(C) Strategy Narrative (100 word limit)	(D) Specific targets/metrics to measure success including milestones in next 12 months
Install appropriate green infrastructure features to help with storm- and wastewater management (such as rain gardens, rain barrels, green roofs, or impervious pavement) 3(f)(iv)	Yes	During design and construction, the S&T Transportation Security Laboratory (TSL) Infrastructure Investment Program (IIP) will ensure that EISA Section 438 storm water requirements are integrated and ensure water-efficient fixtures are installed in the IT&E Lab.	The IT&E design enables achievement of a 35 percent water use reduction compared to baseline. Design includes EISA 438 requirements and specifies EPA WaterSense fixtures. Ensures landscape design includes no permanent irrigation systems where appropriate.
Install and monitor water meters; collect and utilize building and facility water data for conservation and management 3(f)(ii)	Yes	FEMA is working to develop plans for installing advanced water meters at all remaining covered facilities, in order to track and conduct data analysis on water usage and intensity (already installed 24 advanced water meters at Centers for Domestic Preparedness, Anniston, AL).	<ol style="list-style-type: none"> 1) Percent of FEMA-covered buildings with an advanced water meter 2) 100 percent implementation of advanced water meters at all EISA-covered FEMA facilities
(A) Recommended Strategy under E.O. 13693	(B) Top Five? Yes/No/NA	(C) Strategy Narrative (100 word limit)	(D) Specific targets/metrics to measure success including milestones in next 12 months
Install high efficiency technologies (e.g., WaterSense).	Yes	FLETC will implement ESPC to make changes in types of toilets and bathroom fixtures.	During FY 16 install low flow toilets and waterless urinals to reduce amount of water being used.
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 http://go.usa.gov/KvbF).	No	Although this may be considered in the future, it is not a priority for DHS at this time.	NA

Minimize outdoor water use and use alternative water sources as much as possible.	No	Although this may be considered in the future, it is not a priority for DHS at this time. It is already being done at FLETC campus in Glynco where an alternative source of non-potable water is used on its vehicle skid pad.	NA
Design and deploy water closed-loop, capture, recharge, and/or reclamation systems.	No	Although this may be considered in the future, it is not a priority for DHS at this time.	NA
Install advanced meters to measure and monitor (1) potable and (2) industrial, landscaping and agricultural water use.	No	Although this may be considered in the future, it is not a priority for DHS at this time.	NA
Develop and implement programs to educate employees about methods to minimize water use.	Yes	DHS will continue to make available web-based training for all employees "DHS Sustainability: Water Conservation Awareness." CBP will: (1) Conduct web-based and in-person training sessions for Project Management Office (PMO) employees and facility personnel. (2) Provide SME technical support to PMO and facility water efficiency, reuse, and stormwater projects.	Training to be provided in FY 16.
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	Although this may be considered in the future, it is not a priority for DHS at this time.	NA
Consistent with State law, maximize use of grey-water and water reuse systems that reduce potable and ILA water consumption.	No	Although this may be considered in the future, it is not a priority for DHS at this time.	NA

Consistent with State law, identify opportunities for aquifer storage and recovery to ensure consistent water supply availability.	No	Although this may be considered in the future, it is not a priority for DHS at this time.	NA
Ensure that planned energy efficiency improvements consider associated opportunities for water conservation.	Yes	USCG will investigate water conservation when performing investment grade audits for performance contracts.	Include water energy conservation measures on future contract awards.
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	Although this may be considered in the future, it is not a priority for DHS at this time.	NA

Goal 5: Pollution Prevention & Waste Reduction

Agency Progress toward 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 percent of non-hazardous and 50 percent of construction and demolition debris.²

Table 5: Pollution Prevention & Waste Reduction Strategies for FY 16

(A) Required Strategy under E.O. 13693	(B) Top Five? Yes/No/NA	(C) Strategy Narrative (100 word limit)	(D) Specific targets/metrics to measure success including milestones in next 12 months
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)	Yes	This reporting requirement was established in DHS Instruction Manual 023-02-002-01, DHS Environmental Management Manual in April 2015.	In FY 2016 DHS will ensure compliance is verified during component conducted environmental compliance reviews.
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	This may be a priority in the future as we evaluate this new requirement.	NA
(A) Recommended Strategy under E.O. 13693	(B) Top Five? Yes/No/NA	(C) Strategy Narrative (100 word limit)	(D) Specific targets/metrics to measure success including milestones in next 12 months
Eliminate, reduce, or recover refrigerants and other fugitive emissions.	No	Although this may be considered in the future, it is not a priority for DHS at this time.	NA

² Waste accounting guidance will be issued in spring of 2015. Agencies will be expected to begin implementation as soon as practicable. Accounting will begin in FY 2016.

Reduce waste generation through elimination, source reduction, and recycling.	Yes	ICE will collect information on solid waste and recycling contracts to evaluate the possibility of revisions or additions of weight data to contracts and invoices.	In FY 2015, the ICE Sustainability Program continued to gather and review waste contracting information for every owned facility. In FY 16 ICE plans to continue to amend waste and recycling contracts to include weight information as feasible.
Implement integrated pest management and improved landscape management practices to reduce and eliminate the use of toxic and hazardous chemicals/materials.	No	Although this may be considered in the future, it is not a priority for DHS at this time.	NA
Establish a tracking and reporting system for construction and demolition debris elimination.	Yes	The ICE Sustainability Program plans to evaluate existing C&D waste disposal practices and C&D disposal contracts at ICE owned facilities. After an evaluation period, ICE will develop a plan that would require all ICE owned facilities to recycle C&D waste and track the amount of C&D waste that is recycled and landfilled.	In FY 2015, the ICE Sustainability Program collected available information on C&D waste data at ICE owned facilities through the environmental audit process. ICE plans to develop a strategy in FY 2015 and FY 2016 on how to recycle and track C&D waste at each facility.
Develop/revise Agency Chemicals Inventory Plans and identify and deploy chemical elimination, substitution, and/or management opportunities.	Yes	S&T, Transportation Security Lab (TSL), will ensure that all hazardous materials purchases are approved by a hazardous materials specialist and alternatives used whenever possible; and ensure continued maintenance of its Maintenance of Hazardous Materials inventory and Safety Data Sheets (SDSs).	Zero findings related to hazardous/radioactive material inventories during ESH audits in FY15 and FY16.
Inventory of current HFC use and purchases.	No	Although this may be considered in the future, it is not a priority for DHS at this time.	NA

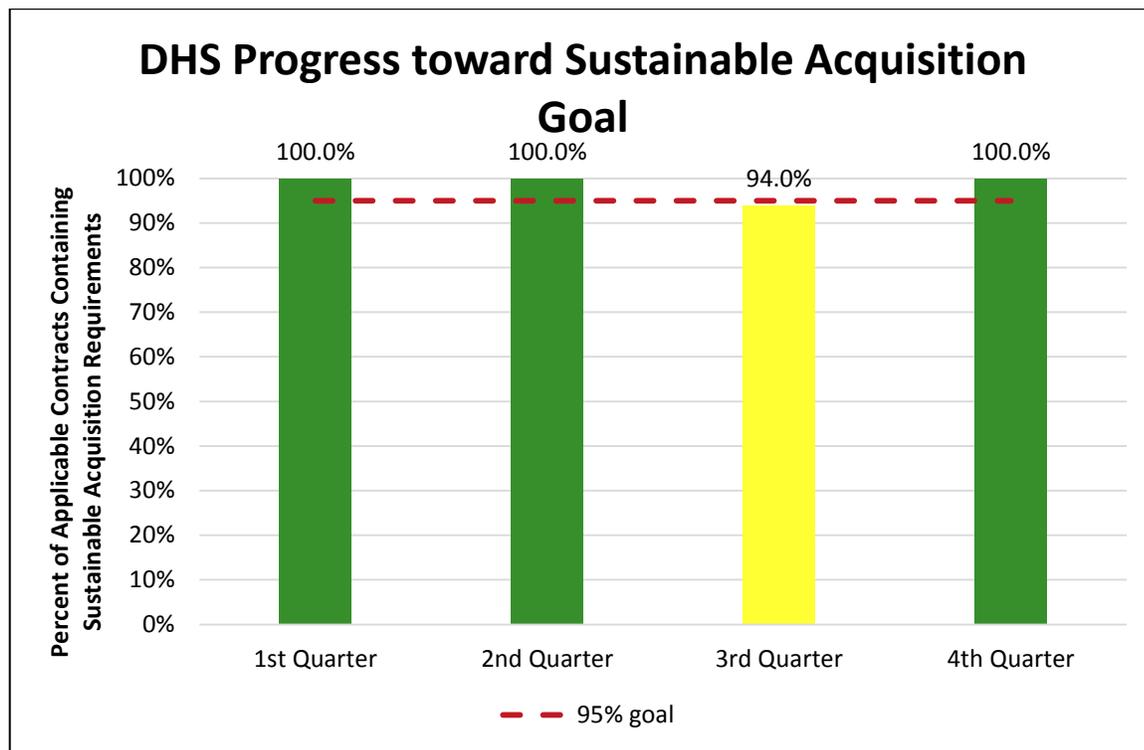
Require high-level waiver or contract approval for any agency use of HFCs.	No	Although this may be considered in the future, it is not a priority for DHS at this time.	NA
Ensure HFC management training and recycling equipment are available.	No	Although this may be considered in the future, it is not a priority for DHS at this time.	NA
Increase composting to achieve waste diversion rate of at least 50 percent.	Yes	FEMA, National Emergency Training Center: In FY13 and FY14, FEMA developed a composting program for organic waste materials at the NETC dining facility. In FY15/16, FEMA plans to fully implement the composting program. This includes working with the Maryland Department of Natural Resources to attain appropriate permitting and collecting data on total composted material to track waste diversion.	Increased waste diversion from NETC in FY15/16.

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, 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



Sustainable Acquisition Goal - Biobased

To establish an annual target, agencies shall consider the dollar value of designated BioPreferred and biobased products reported in previous years, the specifications reviewed and revised for inclusion of BioPreferred and biobased products, and the number of applicable product and service contracts to be awarded, including construction, operations and maintenance, food services, vehicle maintenance, and janitorial services.

DHS will not set a target for FY 16. In FY 16 DHS will complete and analysis of vendor reports for biobased purchases that were recorded in the System for Award Management. DHS will also look at other systems (FPDS-NG) methodologies that can most accurately and efficiently set targets for future year biobased purchasing targets.

Table 6: Sustainable Acquisition Strategies for FY 16

(A) Required Strategy under E.O. 13693	(B) Top Five? Yes/No/NA	(C) Strategy Narrative (100 word limit)	(D) Specific targets/metrics to measure success including milestones in next 12 months
Meet statutory mandates that require purchase preference for recycled content products designated by EPA 3(i)(i)(A)	No	This has already been implemented and verified with quarterly contract reviews.	NA
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	This has already been implemented and verified with quarterly contract reviews.	NA
Meet statutory mandates that require purchase preference for Biopreferred and biobased designated products designated by the USDA 3(i)(i)(C)	Yes	DHS plans to update its Biobased Strategy. Last year biobased purchasing goals were required from each Component in their Operational Sustainability Performance Plan (OSPP). Component goals will be discussed at each Component Performance Management Review and required again for next year.	<ol style="list-style-type: none"> 1) Update Biobased Purchasing Strategy by December 2015 2) Review each Component's biobased goals during Program Management Reviews: May 2016 through September 2016 and ensure they align with Department strategy. 3) Continue to require biobased purchasing progress in Component Operational Strategic Performance Plans.

Purchase sustainable or products and services identified by EPA programs such as the ones outlined in 3(i)(ii)	Yes	Emphasis will be placed on purchasing products that are listed in 3(i)(iii)	Incorporate SNAP, WaterSense, Smartway Transport Partners and Smartway Products into procurement training by March 2016.
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)	NA	This strategy will be implemented when meeting the goal under EO 3(i)(ii).	NA
Purchase WaterSense certified products and services (water efficient products) 3(i)(ii)(B)	NA	This strategy will be implemented when meeting the goal under EO 3(i)(ii).	NA
Purchase Safer Choice labeled products (chemically intensive products that contain safer ingredients) 3(i)(ii)(C)	NA	This strategy will be implemented when meeting the goal under EO 3(i)(ii).	NA
Purchase SmartWay Transport partners and Smartway products (fuel efficient products and services) 3(i)(ii)(D)	NA	This strategy will be implemented when meeting the goal under EO 3(i)(ii).	NA
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)	Yes	DHS will incorporate environmentally preferable products and services as EPA makes recommendations in accordance with the goals in EO 3(i)(iii)(A).	Awareness training will be provided to procurement staff to incorporate environmentally preferable products and services into the procurement process as recommended by EPA.
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	This has already been implemented and verified with quarterly contract reviews.	NA

Ensure contractors submit timely annual reports of their BioPreferred and biobased purchases 3(i)(iv)(B)	Yes	DHS will ensure contractors submit annual reports of the product type and dollar value of any USDA – designated biobased products purchased. Reports will be done in the System for Award Management.	DHS will address contractor compliance with FAR requirements in its Biobased Purchasing Strategy by December 2015.
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	This has already been implemented. It will be reevaluated as a priority action should a higher minimum content standard be established by CEQ or OMB.	NA
(A) Recommended Strategy under E.O. 13693	(B) Top Five? Yes/No/NA	(C) Strategy Narrative (100 word limit)	(D) Specific targets/metrics to measure success including milestones 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	DHS will revise the Homeland Security Acquisitions Manual (HSAM), Appendix Q, Affirmative Procurement Plan to incorporate new requirements under EO 13693.	1) Draft revised HSAM by December 2015. 2) Share revisions with DHS procurement community. 3) Publish final HSAM by September 2016.
Deploy corrective actions to address identified barriers to increasing sustainable procurements with special emphasis on biobased purchasing.	No	Corrective actions are implemented when needed.	NA
Include biobased and other FAR sustainability clauses in all applicable construction and other relevant service contracts.	No	This has already been implemented and verified with quarterly contract reviews.	NA
Review and update agency specifications to include and encourage biobased and other designated green products to enable meeting sustainable acquisition goals.	NA	DHS does not have any agency specifications.	NA

Use Federal Strategic Sourcing Initiatives, such as Blanket Purchase Agreements (BPAs) for office products and imaging equipment, which include sustainable acquisition requirements.	No	This has already been implemented for electronics and is verified with quarterly contract reviews through the DHS FirstSource II/Eagle II contracts.	NA
Report on sustainability compliance in contractor performance reviews.	No	DHS is not familiar with any metrics that can fairly review a contractor's sustainability compliance.	NA
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	DHS already encourages the use of the GSA Green Procurement Compilation. Although it is not a top priority now, this may be considered as one in the future.	NA
Employ environmentally sound disposal practices with respect to agency disposition of excess or surplus electronics.	No	This strategy does not apply to sustainable acquisitions.	NA

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
			DHS Scored Green in all categories.

EPEAT

	95 percent or more Monitors and PCs/Laptops purchased in FY 2013 was EPEAT Compliant Agency-wide
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Power Management

	100 percent Power Management Enabled Computers, Laptops and Monitors Agency-wide
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End-of-Life

	100 percent of Electronics at end-of-life disposed through GSA Xcess, CFL, Unicorn, 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>
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Table 7: Electronic Stewardship Strategies for FY 16

(A) Required Strategy under E.O. 13693	(B) Top Five? Yes/No/NA	(C) Strategy Narrative (100 word limit)	(D) Specific targets/metrics to measure success including milestones in next 12 months
Establish, measure, and report procurement preference for environmentally sustainable electronic products 3(l)(i)	Yes	<ol style="list-style-type: none"> 1) Establish policy by updating the Homeland Security Acquisition Manual, Appendix Q, Affirmative Procurement Plan to include requirements as established from EO 13693. 2) Measure progress by compiling vendor reports required under the Strategic Sourcing contracts (FirstSource II/Eagle II). 3) Report vendor information to stakeholders within the organization such as the Chief Sustainability Officer, and outside the organization such as the Office of Management and Budget, and the Office of the Chief Sustainability Officer upon request. 	<ol style="list-style-type: none"> 1) Complete policy update by March 1, 2016. 2) Compile quarterly vendor reports on number of environmentally sustainable units procured from the DHS First Source II/Eagle contracts. 3) Report progress each year in the Strategic Sustainability Performance Plan and to internal and external stakeholders as appropriate.

<p>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)</p>	<p>Yes</p>	<ol style="list-style-type: none"> 1) Review DHS Directive, Instruction Number 025-01-002 “Systems Power Management” to ensure language is consistent with EO 13693. 2) Review DHS Directive, Instruction Number 025-01-001 “Duplex Printing” to ensure requirements are consistent with EO 13693 and the GSA Bulletin FMR B-39 Federal Sustainability Print Management Policy Template. 3) Continue efforts to improve duplex printing and power management. 	<ol style="list-style-type: none"> 1) Complete revised draft policies, if required, by August 2016. 2) Track Component efforts to improve duplex printing during annual Sustainability and Environmental Programs Performance Management Reviews conducted April 2016 through September 2016.
<p>Establish, measure, and report sound practices with respect to the agency's disposition of excess or surplus electronic products 3(l)(iii)</p>	<p>Yes</p>	<p>Provide resources throughout organization to employ sound practices with respect to the agency’s disposition of excess or surplus electronic products. This includes continuing the following options:</p> <ol style="list-style-type: none"> 1) GSA Xcess 2) Computers for Learning 3) Unicor 4) USPS Blue Earth Federal Recycling Program; and 5) Certified Recyclers. 	<ol style="list-style-type: none"> 1) Report progress each year in the Strategic Sustainability Performance Plan and to internal and external stakeholders as appropriate on the Blue Earth Recycling Program. 2) Submit annual report to GSA on electronic assets given to non-Federal recipients. 3) Track percent of surplus or end of life electronics reused or recycled through the DHS Consolidated Asset Portfolio and Sustainability Information System (CAPSIS).

(A) Recommended Strategy under E.O. 13693	(B) Top Five? Yes/No/NA	(C) Strategy Narrative (100 word limit)	(D) Specific targets/metrics to measure success including milestones in next 12 months
Ensure Electronics Stewardship training and information is available to DHS employees.	Yes	<ol style="list-style-type: none"> 1) Include DHS Sustainability: Electronics Stewardship Awareness Training on Department wide electronic learning systems. 2) Continue monthly meetings of the DHS Electronics Stewardship Group, Chaired by the Information Technology Services Office. 	<ol style="list-style-type: none"> 1) Track number of employees completing training and report on DHS Strategic Sustainability Performance Plan. 2) By December 2015 include at least one presentation from the Sustainability and Environmental Programs office regarding Electronics Stewardship practices and expectations.
Update and deploy policies to use environmentally sound practices for disposition of all agency excess or surplus electronic products and monitor compliance.	Yes	Review DHS Manual 119-03-001-01 Personal Property Asset Management Program Manual to ensure environmentally sound practices for disposition of agency excess or surplus electronics are included.	<ol style="list-style-type: none"> 1) Complete review and draft update, if necessary, by August 2016. 2) By September 2016 provide at least one training session to DHS Personal Property Committee on EO 13693 and agency options for sound disposition of electronics.

Goal 8: Renewable Energy

Agency Renewable Energy Percentage of Total Electricity Usage

E.O. 13514 requires that agencies increase use of renewable energy. Further, EPACK 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 percent by 2020.

Figure 8-1

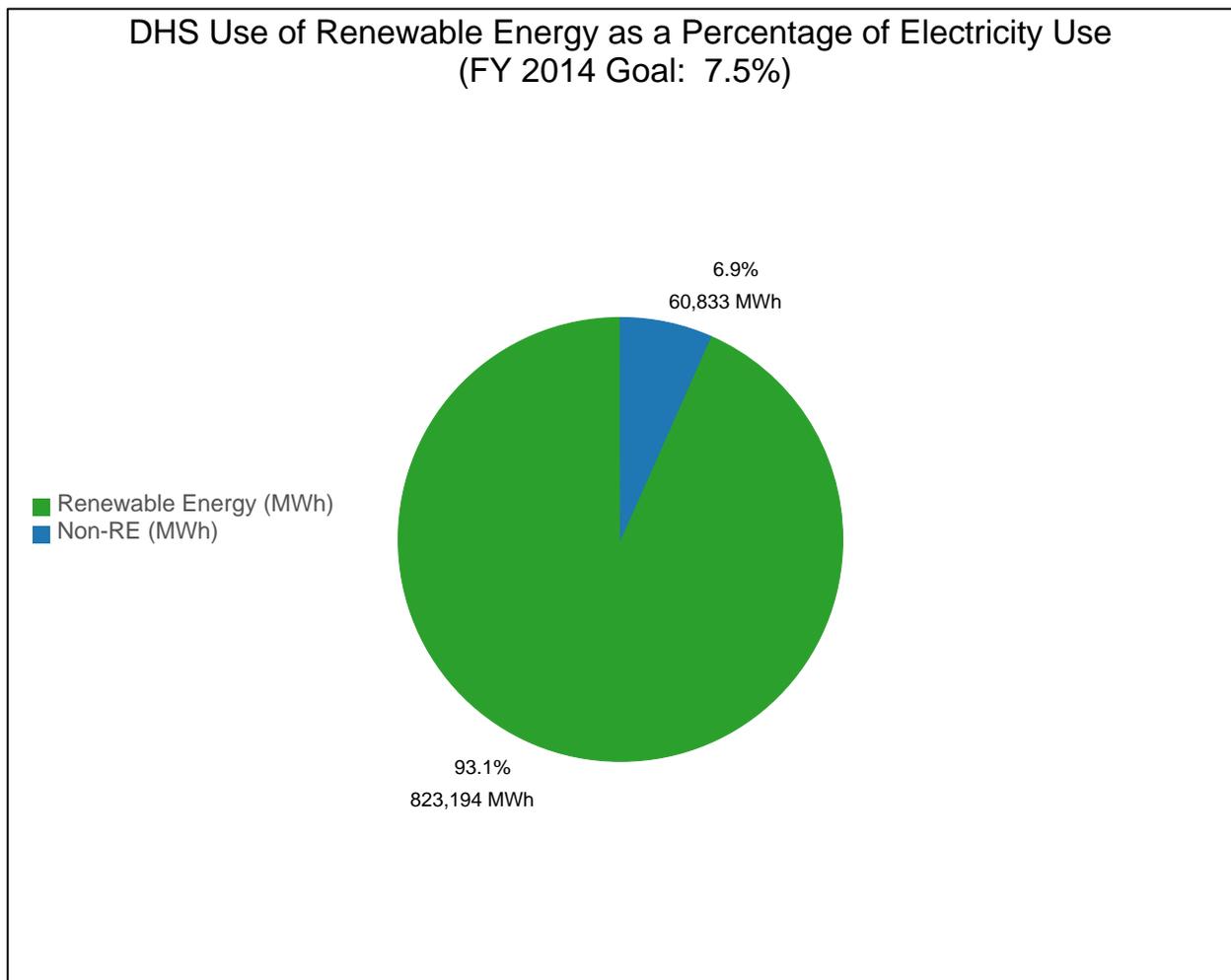


Table 8: Clean and Renewable Energy Strategies for FY 16

(A) Recommended Strategy	(B) Top Five? Yes/No/NA	(C) Strategy Narrative (100 word limit)	(D) Specific targets/metrics to measure success including milestones in next 12 months
Install agency-funded or alternatively financed renewable on-site and retain corresponding renewable energy certificates (RECs) or obtaining replacement RECs 3(d)(i)	Yes	The Coast Guard plans to continue to evaluate renewable energy projects for economic viability as a part of the planning of new design and major retrofits.	<ol style="list-style-type: none"> 1) Initiate projects to deploy renewable energy at Air Station Barbers Point and Base Cape Cod. 2) Additional projects include ~600 kW PV array at the Coast Guard Academy, executed via an alternatively financed project, with award anticipated by Q3 FY 2017.
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	Although this may be considered in the future, it is not a priority for DHS at this time.	NA
Purchase electricity and corresponding RECs or obtaining equal value replacement RECs 3(d)(iii)	No	Although this may be considered in the future, it is not a priority for DHS at this time.	NA

(A) Recommended Strategy	(B) Top Five? Yes/No/NA	(C) Strategy Narrative (100 word limit)	(D) Specific targets/metrics to measure success including milestones in next 12 months
Purchase RECs 3(d)(iv)	Yes	<ol style="list-style-type: none"> 1) S&T plans to review options that are available for REC purchases and choose the one that provides the best value. 2) FLETC will purchase renewable energy credits. 3) ICE will purchase renewable energy credits. 	<ol style="list-style-type: none"> 1) S&T plans to purchase RECs through contracts administered by other federal departments and agencies, e.g., the Defense Logistics Agency (DLA), General Services Administration (GSA), or Western Area Power Administration (WAPA). 2) Until one or more solar projects come on-line, FLETC will continue to purchase 7 - 10 percent renewable energy credits to meet federal requirements. 3) ICE Energy Management Program will continue to purchase renewable electricity through RECs as required. At least ten percent (10 percent) of ICE's electricity in 2015 will come from renewable electricity. RECs will include at least the required percentage of "new" renewable energy as directed.
Install thermal renewable energy on-site at Federal facilities and retain corresponding renewable attributes or obtain equal value replacement RECs 3(e)(i)	No	Although this may be considered in the future, it is not a priority for DHS at this time.	NA
Install combined heat and power processes on-site at Federal facilities 3(e)(ii)	No	Although this may be considered in the future, it is not a priority for DHS at this time.	NA
Identify opportunities to install fuel cell energy systems on-site at Federal facilities 3(e)(iii)	No	Although this may be considered in the future, it is not a priority for DHS at this time.	NA

(A) Recommended Strategy	(B) Top Five? Yes/No/NA	(C) Strategy Narrative (100 word limit)	(D) Specific targets/metrics to measure success including milestones in next 12 months
Identify opportunities to utilize energy from small modular nuclear reactor technologies 3(e)(iv)	No	Although this may be considered in the future, it is not a priority for DHS at this time.	NA
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	Although this may be considered in the future, it is not a priority for DHS at this time.	NA
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)(vii)	Yes	FLETC will develop a solar project/power purchase agreement through DLA for the Cheltenham, MD campus.	The proposed solar array contract will provide renewable energy generated on one of our campuses by the end of 2016. The goal is to install a 2MW PV system.
Consider opportunities to install or contract for energy installed on current or formerly contaminated lands, landfills, and mine sites.	No	Although this may be considered in the future, it is not a priority for DHS at this time.	NA
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)(vii)	Yes	ICE will design and install carport mounted solar PV system at El Paso SPC.	The ICE Energy Management Program, in conjunction with USACE will begin construction of a carport-mounted solar PV system in FY 2015. ICE is in the process of contracting with USACE to expand the size of the system from the originally planned 118 kW to approximately 190 kW. Award of the expansion is expected to occur by the end of FY 2015.
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)(vii)	Yes	The Coast Guard plans to quantify the energy output and associated savings with all energy generation projects in order to track project performance.	Measurement and verification is in progress for Puerto Rico Power Purchasing Agreement.

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.

Table 9: Climate Change Resilience Strategies for FY 16

(A) Required Strategy under E.O. 13693	(B) Top Five? Yes/No/NA	(C) Strategy Narrative (100 word limit)	(D) Specific targets/metrics to measure success including milestones in next 12 months
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	The Coast Guard is seeking comments via the Federal Register on whether a vessel routing system such as a fairway, or traffic separation scheme, is needed to promote waterways management.	Comments are received, adjudicated, and if deemed warranted, a proposal for a vessel routing system is finalized. Name of document: Bering Strait Port Access Route Study.
(A) Recommended Strategy under E.O. 13693	(B) Top Five? Yes/No/NA	(C) Strategy Narrative (100 word limit)	(D) Specific targets/metrics to measure success including milestones in next 12 months
Update agency emergency response procedures and protocols to account for projected climate change, including extreme weather events.	Yes	The Coast Guard conducts annual <i>Arctic Shield</i> operations. The annual operation involves months of preparation and includes objectives to perform select Coast Guard missions and activities in the Arctic, advance Arctic maritime domain awareness through operations, intelligence and partnerships, improve preparedness and response capabilities and test capabilities and refine Arctic resource requirements.	Following annual operations and exercises, lessons learned are created and used to further Coast Guard operations within the region.

Ensure workforce protocols and policies reflect projected human health and safety impacts of climate change.	No	Although this may be considered in the future, it is not a priority for DHS at this time.	NA
Update agency external programs and policies (including grants, loans, technical assistance, etc.) to incentivize planning for, and addressing the impacts of, climate change.	Yes	With its new 2014-2018 Strategic Plan released in July 2014, FEMA has integrated climate change adaptation into its strategic priorities and objectives.	The plan's fourth strategic priority "Enable Disaster Risk Reduction Nationally" discusses climate change impacts on natural hazard risks. The plan also lays out three climate adaptation-related objectives focused on providing data and tools to enable risk-informed decisions, incentivizing resilient investments, and implementing reforms to strengthen the National Flood Insurance Program. FEMA's commitments in the plan send a clear signal to employees and external stakeholders regarding the Agency's focus in the coming years. FEMA's commitments also promote more effective collaboration between organizations within FEMA to achieve shared outcomes.
Ensure agency principals demonstrate commitment to adaptation efforts through internal communications and policies.	No	Although this may be considered in the future, it is not a priority for DHS at this time.	NA
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.	Yes	The Coast Guard will support implementation of those sections it has been assigned, as lead or support, in the Implementation Plan for the National Strategy for the Arctic Region.	Progress is tracked in an annual National Security Council Report to the President.
Ensure that agency climate adaptation and resilience policies and programs reflect best available current climate change science, updated as necessary.	No	Although this may be considered in the future, it is not a priority for DHS at this time.	NA

<p>Design and construct new or modify/manage existing agency facilities and/or infrastructure to account for the potential impacts of projected climate change.</p>	<p>Yes</p>	<p>A) FEMA will support the President's establishment of a Federal Flood Risk Management Standard and publish draft guidelines for the standard's implementation in the Federal Register. After the Water Resources Council finalizes the guidelines, implementation by departments and agencies will ensue with the Mitigation Framework Leadership Group (MitFLG) continuing to serve in a key coordination role.</p> <p>B) FEMA will continue working with its interagency partners in developing the national building code strategy.</p>	<p>The Building Code Adoption & Enforcement Strategy Workgroup will submit an initial draft strategy to the MitFLG by its February 2015 meeting.</p> <p>A second draft will be prepared for the MitFLG by April 2015, and a final proposal readied by July 2015.</p>
<p>Incorporate climate preparedness and resilience into planning and implementation guidelines for agency-implemented projects.</p>	<p>No</p>	<p>Although this may be considered in the future, it is not a priority for DHS at this time.</p>	<p>NA</p>
<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>No</p>	<p>Although this may be considered in the future, it is not a priority for DHS at this time.</p>	<p>NA</p>

Goal 10: Energy Performance Contracts

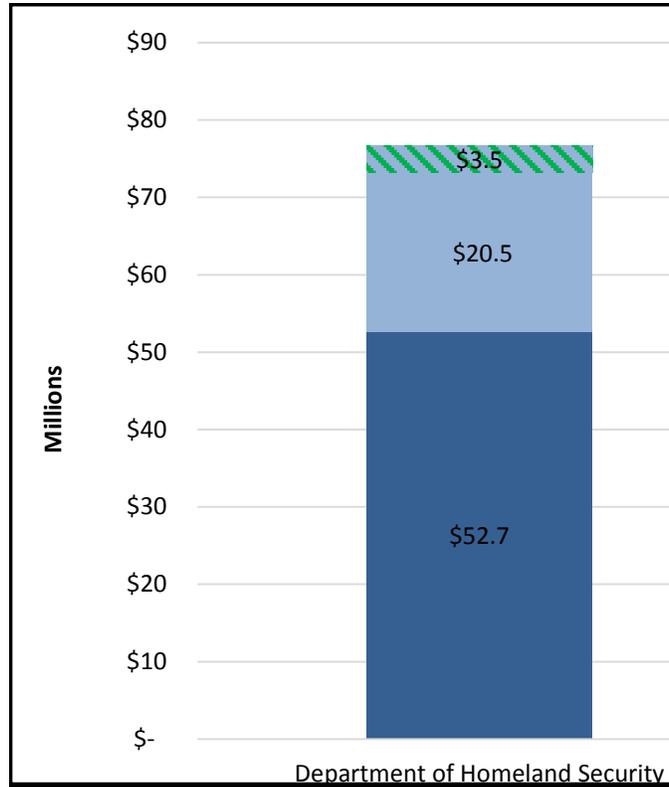
Agency Progress in Meeting President's Performance Contracting Challenge (PPCC) Goal

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.³

The chart below represents the agency's performance contracting commitment and progress toward that commitment as reported through April 15, 2015 (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.

Figure 10-1:

Department of Homeland Security Progress in Meeting President's Performance Contracting Challenge Goal



³ Goal 10 section is relevant only to agencies subject to the PPCC.

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 percent 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.

CEQ recognizes that any FY 2016 agency projections for this goal are rudimentary estimates. Agencies will be only expected to share lessons learned in implementing this goal and will not be scored or graded on outcomes towards the target established for FY 2016.

Please input the percentage here: 4 percent.

Table 10: Energy Performance Contracting Strategies for FY 16

(A) Required Strategy under E.O. 13693	(B) Top Five? Yes/No/NA	(C) Strategy Narrative (100 word limit)	(D) Specific targets/metrics to measure success including milestones in next 12 months
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 Coast Guard is continuing aggressive implementation of alternatively financed contracts that include energy/water efficiency and renewable energy.	<ol style="list-style-type: none"> 1) Modification to the Coast Guard Yard ESPC by Q4 FY 2015. 2) Base Portsmouth UESC award no later than Q4 FY 2015. 3) Alternatively financed project at the Coast Guard Academy initiated. Initiate Investment Grade Audit (IGA) for ESPC/UESC at Coast Guard Academy by Q1 FY 2016. Complete IGA by Q4 FY 2016. 4) Initiate IGA for additional alternatively financed project to be identified by Q2 FY 2016.
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	DHS is working towards its 2016 performance contracting target of \$73.2M	DHS plans to award \$74M by the end of FY 16.
(A) Recommended Strategy under E.O. 13693	(B) Top Five? Yes/No/NA	(C) Strategy Narrative (100 word limit)	(D) Specific targets/metrics to measure success including milestones in next 12 months
Evaluate 25 percent of agency's most energy intensive buildings for use with energy performance contracts	No	Although this may be considered in the future, it is not a priority for DHS at this time.	NA

Prioritize projects which will provide greatest energy savings potential	Yes	FLETC will renovate more buildings to meet Green Building standards; CBP is improving its energy data to more accurately identify opportunities.	Utilize data obtained from ESPC audit to prioritize buildings that can be made more sustainable with minimal effort and cost.
Cut cycle time of performance contracting process by at least 25 percent	No	Although this may be considered in the future, it is not a priority for DHS at this time.	NA
Assign agency lead to participate in strategic sourcing initiatives	No	Although this may be considered in the future, it is not a priority for DHS at this time.	NA
Devote 2 percent of new commitments to small buildings (<20k sq. ft.)	No	Although this may be considered in the future, it is not a priority for DHS at this time.	NA
Identify and commit to include 3-5 onsite renewable energy projects in energy performance contracts	No	Although this may be considered in the future, it is not a priority for DHS at this time.	NA
Ensure relevant legal and procurement staff are trained by FEMP ESPC/ UESC course curriculum	No	Although this may be considered in the future, it is not a priority for DHS at this time.	NA
Provide measurement and verification data for all awarded projects	Yes	The Coast Guard plans to quantify the energy output and associated savings with all energy generation projects in order to track project performance.	Measurement and verification is in progress for Puerto Rico Power Purchasing Agreement.
Enter all reported energy savings data for operational projects into MAX COLLECT (max.gov)	Yes	DHS is working with Components to collect necessary information.	Will be tracked in FY15 through the end of FY16.

Appendices

Appendix A: Agency 2015 Vehicle Allocation Methodology Results

Appendix B: 2015 Fleet Management Plan

Appendix C: Response to EO 13963 Section: 15(b) Supply Chain Greenhouse Gas Management

Appendix A: Agency 2015 Vehicle Allocation Methodology Results

VAM Summary						
	Sedan	Other Passenger	Truck	Other	Total	% Mix
VAM 2011 Baseline Fleet						
Conventional Fuel Vehicles	8,786	14,956	13,270	451	37,463	68%
Alternative Fuel Vehicles	3,848	12,615	1,451	2	17,916	32%
Exempted Vehicles	257	857	160	2	1,276	
Total	12,891	28,428	14,881	455	56,655	
% Mix	23%	50%	26%	1%		
VAM 2012 Plan						
Conventional Fuel Vehicles	8,320	14,128	12,880	442	35,770	65%
Alternative Fuel Vehicles	4,253	13,214	1,603	7	19,077	35%
Total	12,573	27,342	14,483	449	54,847	
% Mix	23%	50%	26%	1%		
VAM 2013 Plan						
Conventional Fuel Vehicles	8,053	13,414	12,694	443	34,604	63%
Alternative Fuel Vehicles	4,824	13,632	1,666	12	20,134	37%
Total	12,877	27,046	14,360	455	54,738	
% Mix	24%	49%	26%	1%		
VAM 2014 Plan						
Conventional Fuel Vehicles	7,741	13,169	12,449	445	33,804	62%
Alternative Fuel Vehicles	5,368	13,830	1,745	17	20,960	38%
Total	13,109	26,999	14,194	462	54,764	
% Mix	24%	49%	26%	1%		
VAM 2015 Plan						
Conventional Fuel Vehicles	7,959	13,959	12,740	448	35,106	65%
Alternative Fuel Vehicles	4,627	12,649	1,443	34	18,753	35%
Total	12,586	26,608	14,183	482	53,859	
% Mix	23%	49%	26%	1%		
VAM Optimal Fleet						
Conventional Fuel Vehicles	7,959	13,959	12,740	448	35,106	65%
Alternative Fuel Vehicles	4,627	12,649	1,443	34	18,753	35%
Total	12,586	26,608	14,183	482	53,859	
% Mix	23%	49%	26%	1%		

FAST Data Summary						
Sedan	Other Passenger	Truck	Other	Total	% Mix	
2011 Actual Inventory						
9,165	15,494	13,605	458	38,722	68%	
3,822	12,561	1,428	1	17,812	32%	
12,987	28,055	15,033	459	56,534		
23%	50%	27%	1%			
2012 Actual Inventory						
6,008	13,532	12,255	477	32,272	64%	
3,792	12,135	1,971	0	17,898	36%	
9,800	25,667	14,226	477	50,170		
20%	51%	28%	1%			
2013 Actual Inventory						
5,187	12,205	10,733	430	28,555	60%	
3,845	11,895	3,478	0	19,218	40%	
9,032	24,100	14,211	430	47,773		
19%	50%	30%	1%			
2014 Actual Inventory						
5,270	12,328	10,508	421	28,527	61%	
3,899	10,810	3,696	1	18,406	39%	
9,169	23,138	14,204	422	46,933		
20%	49%	30%	1%			
2015 Planned Inventory (FY 2014 FAST Report)						
4,997	12,128	10,470	389	27,984	61%	
3,589	10,682	3,873	1	18,145	39%	
8,586	22,810	14,343	390	46,129		
19%	49%	31%	1%			
2015 Planned Inventory (FY 2014 FAST Report)						
4,997	12,128	10,470	389	27,984	61%	
3,589	10,682	3,873	1	18,145	39%	
8,586	22,810	14,343	390	46,129		
19%	49%	31%	1%			

Appendix B: 2015 Fleet Management Plan

(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?

DHS was formed in early 2002 through the reassignment of components from various Federal agencies, such as the U.S. Coast Guard, U.S. Secret Service, U.S. Citizenship and Immigration Services, Federal Emergency Management Agency, Federal Law Enforcement Training Center, Immigrations and Customs Enforcement, and Customs and Border Protection. The DHS Motor Vehicle Fleet Program is comprised of 53,005 foreign and domestic vehicles which include 44,535 Agency owned, 8,420 GSA leased and 20 commercially leased vehicles. DHS is committed to becoming a leader in sustainability to ensure its operations and actions are carried out in an environmentally, economically, and fiscally-sound manner. The mission of the DHS Motor Vehicle Fleet Program is to provide safe, effective, efficient and economical, state-of-the-art and environmentally friendly vehicles to employees allowing them to perform their official duties in a manner that promotes excellent stewardship over taxpayer's funds. DHS's diverse number of mission-related operations, projects, stakeholders, and issues require an extensive motor vehicle fleet with a variety of vehicle types. The DHS Motor Vehicle Fleet Program provides policy, guidance and support for the department's 250,000+ employees in their utilization of a wide variety of vehicles, encompassing everything from small plug-in electric and light duty flex fuel sedans to enormous mobile cargo shipment screening units. Due to the varied and diverse missions, the DHS organizational fleet management structure is decentralized. Each Component operates, maintains, acquires, and funds its own motor vehicle program.

Over 70% of DHS vehicles are used for law enforcement (LE) missions including protecting and patrolling over 6,900 miles of the Canadian and Mexican borders; interdict weapons and narcotics from the sea, air, and land; assist with the examination of passengers and cargo at 328 Ports of Entry; and serve to transport over 1,500 canine teams. These vastly different missions require the use of different types and quantities of vehicles. A large percentage of the LE vehicles are used for investigative and under cover immigration missions.

(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?

The DHS motor vehicle inventory is made up of the Department's thirteen constituent Component fleets. Those fleets are deployed in a multi-various array of mission-essential circumstances and environments; from desert border patrol and pursuit to natural disaster mitigation and relief, to executive and foreign dignitary protection, to maritime and aviation asset fueling and maintenance. Vehicles are acquired based on a determination of need and assigned based on mission requirements and for some law enforcement components, job classifications. Vehicle acquisitions are consistent with the dictates of both the Energy Policy Acts of 1992 and 2005 (EPAAct) and Executive Order 13514; requiring the acquisition of vehicles capable of operating on alternative fuels whenever feasible. DHS remains a consistent leader among federal agencies by acquiring and deploying alternative fueled vehicles nationwide.

Home-to-work (HtW) vehicles are assigned based on the following authorities: Title 31, USC § 1344 "Passenger Carrier Use"; Title 41, CFR Part 102-5 "Home-to-Work Transportation" and the DHS Manual 112-05-001 Home-to-Work Transportation. The aforementioned manual stipulates that HtW will only authorized if in the best interest of the government and should not be used for the sole convenience/comfort of employee. HtW is typically authorized for the following missions: Legislative (Secretary, Deputy Secretary, Commandant of USCG), Law Enforcement, Field Work and Emergency Situations.

(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)

- 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.
- 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.)?

DHS conducted full VAM studies for years' 2011 and 2012 to determine the optimal fleet size, using the following criteria:

- Established a baseline fleet inventory profile to track all vehicles individually.
- Developed utilization criteria to justify mission-essential vehicles. The criteria for determining vehicle elimination or retention included three utilization measures: miles/engine hours, hours of use, and number of trips. The utilization metrics were weighted by the vehicle class and calculations were performed to yield a combined utilization score.

- Utilized survey questions to document mission criticality. The combined utilization score and criticality score for each vehicle is compared to pass/fail parameters set by class to determine a vehicle's VAM status as eliminate or retain. For example, an ambulance or fire truck may have extremely low mileage "utilization" but high criticality for the mission, and therefore retained. The algorithms used for the VAM determination are complex and proprietary to the contractor that conducted the survey.
- Conducted an on-line utilization and mission-criticality survey that included questions covering these factors:
 - Applied utilization criteria to each vehicle;
 - Collected additional information about each vehicle through user surveys;
 - Determined whether the vehicle needed special equipment (aftermarket equipment not standard to commercial vehicles and trucks) to accomplish the tasks;
 - Determined how important the vehicle is to accomplishing the mission;
 - Determined how many people will be regularly transported per trip;
 - Determined how much and what type of cargo the vehicle will haul regularly;
 - Determined whether the vehicle is shared with other employees or other agency organizations;
 - Determined whether there is access to alternative fuel within 5 miles or 15 minutes of the vehicles' garaged location, and if so, where is it location and what type of alternative fuel is available;
 - Determined if the vehicle is an Alternative Fueled Vehicle (AFV), whether it has an approved waiver from the use of alternative fuel;
 - Determined type of driving conditions in which the vehicle is used (exclusively on-campus setting, city, highway, off road, weather, etc.);
 - Determined whether the work being done can be accomplished via alternatives to owning or leasing a vehicle such as a shuttle bus, motor pool vehicles, sharing vehicles with other offices/agencies, public transportation, or short term rentals when needed, etc.;
 - Identified vehicles that fell below the pre-established minimum utilization criteria by Vehicle Identification Number (last 6 digits) and/or vehicle barcode
 - Compared existing fleet composition to mission task needs;
 - Identified vehicles that are mission-essential regardless of utilization; and
 - Evaluated alternative such as public transportation, contract shuttle services, or rental vehicles.

Survey questions covered each of the considerations above and addressed all requirements specified in FMR Bulletin B-30. However, parameter weights assigned to the utilization metrics and core mission criticality questions can be adjusted by Component and program office to recognize differing missions.

For FY14 FAST has been updated as per the guidance issued by GSA. Each DHS component has established how it will achieve the required fleet size by the mandated deadline.

(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.)?

DHS is fully committed to complying with sustainability mandates through continuously evaluating, identifying, and implementing strategies for reducing the consumption of petroleum based products and thereby reducing GHG emissions. These strategies focus on the right-sizing of fleets, increasing fuel efficiency through acquiring vehicles with higher average miles per gallon (MPG), increasing the use of alternative fuel, and decreasing vehicle miles traveled (VMT)/idling time, where feasible based on mission requirements.

By December 31, 2015, barring any unforeseen changes in mission, DHS intends to have an optimum fleet size of 50,773 domestic and overseas vehicles, which is a total drop in fleet size of 4,606 or 8.3%, from the 2011 baseline.

DHS is completing a Fleet Right-Sizing Initiative that consists of planning and implementing efforts to align the size of its fleet to more efficiently meet the mission needs of each office within the Agency. The expected benefits are:

- a) Increased cost savings in the acquisition, disposition, and utilization of vehicles;
- b) Optimized asset utilization through improved vehicle-to-mission alignment; and,
- c) Improved reporting capabilities and analytical tools that will allow CBP to better understand its inventory of vehicles and adjust to any increases or decreases in operational funding.

Fleet Right-Sizing is a five-phase initiative:

Phase 1: Survey the Current Fleet capture vehicle mission criticality, usage profile, alternative fuel usage, Home-to-Work (HtW) practices, and alignment between vehicle types and mission needs. Survey results were used to identify how best to “right-size” the fleet.

Phase 2: Review, validate, and revise vehicle requirements in support of mission objectives.

Phase 3: Analyzed targeted group of vehicles: Office mission- and vehicle-specific information gathered and organized in Phase 2 were analyzed to determine the optimum fleet

size and vehicle types. This analysis resulted in preliminary recommendations for alignment of individual vehicles within the fleet based on prioritized missions, personnel-to-vehicle ratios, and the strategy for the handling of spare vehicles.

Phase 4: Execute fleet right-sizing: Analysis results from Phase 3 will be further refined and used to initiate fleet right-sizing discussions and action planning with offices. This process began in the last quarter of FY 2014.

Phase 5: Fleet Right-Size Sustainment: The right-sized fleet will be maintained by aligning future vehicle purchase decisions to inventory-needs projections and changes in mission requirements. In addition to maintaining the recommended inventory from the Fleet Right-Sizing Study, DHS will continuously review the current needs of the fleet by analyzing changing mission requirements each fiscal year to determine their effects on vehicle needs by number, type, and location. This phase will establish the procedures necessary to perform this yearly update in an efficient manner.

As a result of DHS's Fleet Right-Sizing Study, which adopts a measured and managed approach to achieving optimal fleet composition, DHS has met its 2012 – 2014 VAM projections and is continuing to further streamline its fleet size

NOTE: DHS does not envision any obstacles to attaining its optimum fleet size. The primary factor that may hinder attainment of the VAM target is change of mission, particularly for program offices providing border protection and those with overseas fleet. A secondary factor is insufficient appropriated funds for acquiring replacement vehicles for the aging fleet. As the owned fleet ages, maintenance and repair costs inevitably increase.

(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?
- (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.)

In addition to the efforts in (C) above, DHS components will utilize a variety of means to control fleet size and cost with the results of those means thoroughly evaluated by headquarters. A VAM to determine the optimal fleet size has been implemented throughout the Department, and includes law enforcement vehicles which, according to GSA's VAM guidance could have been exempted. This methodology establishes a uniformed process with standardized calculations by which future acquisitions are justified.

Continued efforts in controlling fleet size and cost will include conducting surveys for VAM eligible vehicles to capture mission criticality, usage profile, alternative fuel usage, Home-to-Work (HtW) practices, and alignment between vehicle types and mission needs.

Survey results will be used to identify how best to "right size" the DHS fleet. DHS has also updated the Motor Vehicle Acquisition Guide. The "Acquisition Guide" was developed to provide acquisition procedures for the DHS Motor Vehicle Fleet Program, which will require

Components to justify acquisitions prior to additional or replacement vehicles being ordered. The Acquisition Guide also includes a checklist for new and replacement vehicles that must be approved by the DHS Fleet Manager before vehicles are acquired.

DHS has also developed a Leased vs Owned Tool to determine the most cost effective acquisition method prior to ordering a vehicle. Each component is required to use the tool when planning to acquire new vehicles.

(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.

In January 2011, DHS developed and implemented the law enforcement classification that were adopted by GSA and issued government-wide through Bulletin FMR B-33. Only vehicles classified as LE 1's are exempt from Federal sustainability mandates. Although they could have been exempted according to GSA's VAM guidance, DHS includes all law enforcement vehicles in the annual VAM submission to determine the optimal fleet size for the entire program however, foreign vehicles are exempted. DHS encourages Components to purchase alternative fuel vehicles, when available, that meet Energy Policy Act requirements. These vehicles are typically E85 alternative fuel compliant.

(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?

Justifications are available for any vehicles larger than class III (midsize).

All executive fleet vehicles are posted on the DHS website as required by the May 2011, Presidential Memorandum on Federal Fleet Performance.

Due to the unique nature of the U.S. Secret Service missions such as dignitary protection, exemptions are granted for them to acquire larger vehicles on an as needed basis. All of the limousines in the DHS fleet are assign to the Secret Service.

Components submit the needed specifications on the ballistic resistance classification of the National Institute of Justice that meets their needs for the mission of the vehicle. DHS complies

with GSA Bulletin FMR B-29 and restricts armor to the defined types. Most of CBP's armored vehicles are used outside of the United States and, as such, abide by State Department regulations.

Armored vehicles are authorized by appropriation.

(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.

DHS has established a working group to develop strategies for acquiring all light duty Alternative Fueled Vehicles (AFVs) by December 31, 2015 as well as placing those vehicles in proximity to AFV fueling stations.

For areas where alternative fuels are not available, low greenhouse gas emitting and plug in hybrid electric vehicles will be acquired, whenever practicable.

DHS also works with GSA's Automotive and Leasing offices to review vehicles orders before they are finalized to ensure compliance with the May 2011 Presidential Memorandum on Federal Fleet Performance.

DHS has developed a Leased vs Owned Tool, which conducts analysis to determine the most cost effective acquisition method prior to ordering a vehicle. Each component is required to use the tool when planning to acquire new vehicles.

(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.)

(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?"

DHS does not have an agency-wide vehicle management information system, instead there are several vehicle management systems utilized throughout the Department. The various components' reluctance to giving up these often entrenched and long used- as well as in some cases, very recently acquired individual solutions continue to stymie efforts to overcome this impediment. DHS Fleet (along with HQ personal and Real Property) Management has developed an asset management data warehouse called CAPSIS which is fed with-, normalize and compile fleet data and ultimately serves as the single source of record for all fleet inventory, acquisitions and operational data. The Fleet module uses a system called Sunflower, which is a commercial off-the-shelf (COTS) software program designed to manage assets within various organizational elements of DHS and to provide a wide range of functional capabilities in the lifecycle management of its assets, including vehicles. Although each DHS Component is required to use CAPSIS for motor vehicles, they are not prohibited from utilizing other system, some of which they are contractually bound to, for example:

The Systems Applications and Products (SAP) is used by Custom and Border Protection (CBP) (the largest DHS component fleet program) and is the system of record for all vehicle and fleet-related procurement transactions; it captures all required vehicle characteristics (e.g., location, make, and model); and costs (e.g., maintenance and fuel costs). Transactions are tied to assets managed in SAP and procurement orders and fuel purchases are coded as maintenance or fuel. All CBP offices capture vehicle information in SAP, however SAP is not a fleet-dedicated system and has a number of limitations. Costs cannot be tracked at the asset level, requiring averages and estimates to be applied when analyzing individual vehicles and vehicle types.

SAP is capable of capturing all transactions and costs, but only at an aggregate level. All transactions made with fleet and purchase cards are automatically uploaded into SAP, but the system is not integrated with other agency systems or with external compliance reporting systems. Data is often incorrect and entered differently by location. Utilization information (e.g., vehicle mileage and costs) are not available for a majority of the fleet by asset. Therefore, management of the fleet is not conducted to the fullest extent possible due to the inability to determine accurate vehicle usage and costs. Implementation and integration of a single, comprehensive, Fleet Management Information System (FMIS) enhances the ability to effectively manage over \$800 million in vehicle assets. The data and information detail provided by an effective FMIS better informs decisions related to acquisition, maintenance, repair, and disposal of fleet assets.

(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.

Unless there is a mission requirement for a single use vehicle, such as a canine handler with a dog vehicles are not assigned to individuals. DHS will analyze current policies to determine ways of increasing pooling, car sharing, and shuttle bus consolidation initiatives. Most DHS vehicles are assigned to a mission and location and are therefore always shared by individuals working to accomplish a particular mission.

(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.

The key impediment to optimal fleet management continues to be the lack of centralized vehicle management information system. Another impediment to achieving optimal fleet management processes is forecasted budget shortfalls. Without adequate funding, DHS Components must limit the acquisition of new vehicles and the disposition of an aging fleet. An additional impediment to optimizing the fleet is the lack of resources necessary to fund vehicle replacements. Without adequate funding, DHS must limit the acquisition of new vehicles and the disposition of used vehicles. Optimally, Fleet Right-Sizing reductions will slow the aging of DHS's fleet.

Many of the Federal mandates pertaining to motor vehicle management are conflicting, for example, agencies are required to acquire all light duty AFV's by 2015 and place them where alternative fuel is available. However, the lack of accessible alternative fuel infrastructure makes it difficult for DHS to fully comply.

Additionally, many of DHS's law enforcement components have conducted analysis on AFV's versus gasoline fueled vehicles and have determined that the performance is significantly reduced when using alternative fuel. The cost of AFV's is another hindrance in incorporating more them into the DHS Fleet 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.

Fuel use data in FAST is subject to inaccuracies due to inconsistencies in reporting of fuel type and unit of measure by vendor through the fleet card system. Commercial maintenance is subject to the same consideration (detail).

Flagged Issues:

- a. Mission change mileage increase due to reduction in vehicles. Unique missions requiring relocation and transfer of vehicles resulted in increase of fuel consumption.
- b. Unanticipated and evolving mission changes resulted in: (1) Receipt of additional funding needed to procure critical replacement vehicles; (2) Changes to the number and

categories of vehicles procured; and (3) Delay in the anticipated vehicle right-sizing initiative, which resulted in a slower than anticipated reduction in vehicle inventory levels.

- c. Check GSA-leased current inventory should be approx. equal to prior year inventory minus 30% turnover + prior year planned acquisitions.

Flagged Issues:

- a. Owned vehicles: Fuel-use to vehicle ratio is reasonable (by fuel type) (greater than 10:1 and less than 1,000:1). Response: The 14 million gallons of fuel are actually being used by E85 vehicles, as well. E85 is a secondary fuel, while gas is the primary fuel used for the vehicle.
- b. Compare current fiscal year Inventory data against prior fiscal year Inventory data. Flag 50% variance (by aggregate vehicle type). Response: Reclassification of FAST vehicle types resulted in decrease of HD vehicles and increase of MD and Van vehicle types.
- c. Check to ensure less than 50% difference between the current year's planned acquisitions and the prior year's planned acquisitions (by aggregate vehicle type). Response: Mission Change. In response to changing mission(s) requirements, CBP acquired different vehicle types in FY 2013 than what was previously planned in FY 2012.
- d. Check Owned vehicles: Current inventory should be approximately prior year inventory - 14% turnover + prior year planned acquisitions. Response: Reclassification of vehicle types resulted in decrease of HD vehicles and increase of MD and Van vehicle types.

Appendix C: Response to EO 13963 Section: 15(b) Supply Chain Greenhouse Gas Management

As stated in EO 13693 Sec. 15 (b) Supply Chain Greenhouse Gas Management...

(b) the seven largest Federal procuring agencies shall each submit for consideration, in conjunction with the planning requirements of section 14 of this order, a plan to implement at least five new procurements annually in which the agency may include, as appropriate, contract requirements for vendors or evaluation criteria that consider contractor emissions and greenhouse gas emissions management practices. The plans submitted for consideration may include identification of evaluation criteria, performance period criteria, and contract clauses that will encourage suppliers to manage and reduce greenhouse gas emissions, and shall be implemented as soon as practicable after any relevant administrative requirements have been met.

Response: The DHS Office of the Chief Procurement Officer is decidedly engaged in the sustainability program and has an excellent working relationship with the DHS Sustainability and Environmental Programs office. As one of the seven largest federal procuring agencies, DHS recognizes it may be in a position to encourage suppliers to manage and reduce their greenhouse gas emissions. DHS is awaiting further guidance through the EO 13693 Implementing Instructions, amendments to the Federal Acquisition Regulation, and the establishment of a federal working group that will champion further opportunities and initiatives in supply chain greenhouse gas management.