U.S. Environmental Protection Agency

2015 Strategic Sustainability Performance Plan

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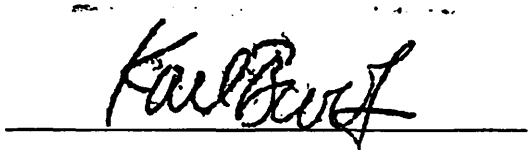
Agency Policy Statement

The U.S. Environmental Protection Agency (EPA) continues to support its commitment to reduce its carbon footprint, conserve resources, protect the environment, and address climate change adaptation. EPA is also committed to the priorities and sustainability goals established in its Strategic Sustainability Performance Plan for the following areas:

- Greenhouse gas reductions
- Sustainable buildings and energy management
- Fleet management
- Water use efficiency and management
- Pollution prevention and waste reduction
- Sustainable acquisition
- Electronic stewardship and data centers
- Renewable energy
- Climate change resilience
- Energy performance contracts

EPA applies the overarching principles of leadership by example, accountability, mission enabling, community awareness, continuous improvement, lifecycle cost effectiveness, transparency, and conservation first to reduce greenhouse gas emissions. The agency recognizes the need to continue to serve as a model for other federal agencies in reducing its impact on the environment. Taking budget considerations into account, EPA plans to continue to invest the human and financial resources needed to support ongoing, cost-effective improvements in its energy and environmental performance.

As EPA's Senior Sustainability Officer and its Chief Acquisition Officer, I am committing the agency's leadership and every EPA employee to actively participating in the implementation of the agency's SSPP and compliance with all applicable environmental and energy statutes, regulations, and executive orders. In conjunction with EPA's Chief Financial Officer, Chief Information Officer, Senior Real Property Officer, General Counsel, and all program offices and regions, EPA commits to meeting its SSPP goals in a comprehensive and cost-effective manner.



Karl Brooks

EPA Chief Sustainability Officer

EPA's 2015 Strategic Sustainability Performance Plan: Executive Summary

In supporting the Agency's mission to protect human health and the environment and to demonstrate leadership in environmental stewardship, the U.S. Environmental Protection Agency (EPA) is committed to managing its facilities and activities in a compliant and sustainable manner according to the goals of this Strategic Sustainability Performance Plan (SSPP). EPA's mission is carried out in more than 130 leased office facilities and more than 30 laboratories, 20 of which are owned by the Agency. Laboratories use significantly more energy and present greater environmental challenges than offices.

VISION

EPA's vision is to accomplish the Agency's mission while minimizing the impact of facility operations on the environment and surrounding communities by designing high-performance buildings and integrating sustainable practices into daily operations. EPA's Climate Change Adaptation Plan vision also includes ensuring the Agency continues to fulfill its mission of protecting human health and the environment even as the climate changes.

LEADERSHIP

EPA works to realize its vision of sustainability throughout its senior leadership team. The Agency's Assistant Administrators, General Counsel, Chief Information Officer, Chief Acquisition Officer, Chief Financial Officer, Senior Real Property Officer, and Senior Adaptation Official are committed to integrating EPA's SSPP goals into all of the Agency's programs, facilities, and operations.

The Chief Sustainability Officer (CSO) for the Agency is the Assistant Administrator for the Office of Administration and Resources Management, who reports directly to the Administrator. The CSO chairs an Executive Steering Committee, composed of Assistant Administrators and senior Regional management, which is charged with overseeing the implementation of the SSPP.

To ensure coordination and communication among the key individuals and offices responsible for implementing this SSPP, EPA has established a process for ongoing input and feedback and a Technical Advisory Group (TAG), which includes representatives from all of EPA's Program Offices, Regions, and key administrative bodies. EPA ensures that annual review and updates to the SSPP include feedback from the appropriate Program Offices to integrate overall Agency goals and objectives.

EPA's annual budget planning process integrates SSPP goals during its facility needs review and master planning process, which incorporates resource efficiency, low-impact development, and other sustainability strategies. EPA is also realigning its real estate portfolio management process, capital budgeting process, and other facility processes to support the Agency's five strategic goals (which align with the goals of Executive Order [EO] 13693), including:

- Addressing climate change and improving air quality
- Protecting America's waters
- Cleaning up our communities and advancing sustainable development
- Assuring the safety of chemicals and preventing pollution

- Protecting human health and the environment by enforcing laws and assuring compliance

PERFORMANCE REVIEW

In fiscal year (FY) 2014, EPA continued to meet or exceed nearly all federal sustainability goals established by EO 13514, EO 13423, and the Energy Independence and Security Act of 2007 (EISA), and is looking ahead to achieving the goals associated with EO 13693.

EPA's SSPP integrates a number of individual Agency strategies for integrating greenhouse gas (GHG) emissions reduction, energy efficiency, sustainable buildings, water conservation, and other efforts. The Agency uses a variety of reporting systems to assess progress toward achieving—and exceeding—its SSPP goals:

- Facility-specific targets for energy and water consumption.
- Quarterly and annual collection and analysis of GHG, energy, and water data.
- Annual collection of solid waste generation and recycling data for owned and leased facilities.
- Facility-level environmental management systems (EMSs), which EPA leverages to help achieve continual improvement and facilitate data collection and collaboration.
- Continuous tracking of transportation data using the Automotive Statistical Tool database; evaluation of transportation initiatives and fuel use using the Agency's Alternative Fuel Compliance Emphasis Program.
- Balanced Scorecard (BSC) initiatives to improve data quality and planning for sustainable acquisitions.

Performance information for other targets and goals is acquired through annual data calls. Performance reports are provided periodically to the CSO and Executive Steering Committee, along with recommendations for action and adjustments to the SSPP as appropriate.

Goal 1: GHG Reduction

- *Scope 1 and 2 GHG Emissions*: In FY 2014, EPA's combined Scope 1 and 2 GHG emissions were 59.5 percent lower than its FY 2008 baseline, surpassing the Agency's Scope 1 and 2 GHG emissions reduction goal of 25 percent by FY 2020 from an FY 2008 baseline. Even when the Agency does not account for green power and renewable energy certificate (REC) purchases, EPA's FY 2014 Scope 1 and 2 GHG emissions still decreased 16.5 percent relative to the Agency's revised FY 2008 baseline.

- *Scope 3 GHG Emissions*: EPA reduced its Scope 3 GHG emissions 45.8 percent in FY 2014 compared to its FY 2008 GHG emissions baseline. The Agency's GHG emissions associated with business air travel decreased 53 percent in FY 2014 compared to FY 2008 through increased video-conferencing and reduced business travel. Since FY 2010, EPA increased video-conferencing bridge call use significantly, contributing to the Agency's Scope 3 GHG emission reductions. EPA's telework program allows eligible staff to work from an alternate location on a regular or intermittent basis, which decreases

the GHG emissions associated with employee commuting by reducing the number of days employees commute to work each week.

Goal 2: Sustainable Buildings

- *Energy Intensity*: EPA exceeded the 27 percent energy intensity reduction from its FY 2003 baseline required under EISA and EO 13423, reducing its FY 2014 energy intensity by 29 percent from FY 2003. In FY 2014, EPA completed energy assessments at eight of its EISA-covered facilities and identified 34 viable energy conservation measures (ECMs) from these assessments. With the completion of these assessments, EPA met the requirements for the third year of the current four-year assessment and reporting cycle established by EISA Section 432.

- *Guiding Principles*: Using EPA's projected FY 2015 Federal Real Property Profile (FRPP) inventory, eight buildings—or 14.8 percent—of the Agency's FRPP buildings measuring greater than 5,000 square feet met the *Guiding Principles for Federal Leadership in High Performance and Sustainable Buildings* (*Guiding Principles*) in FY 2014. This progress exceeds the Office of Management and Budget (OMB) goal of 13 percent by FY 2014 and nearly meets the goal of 15 percent by FY 2015. In FY 2014, EPA completed *Guiding Principles* self-certification for two laboratory buildings.

Goal 3: Renewable Energy

- *Onsite Renewable Energy*: In FY 2014, onsite renewable energy resources such as wind, solar, and geothermal power supplied EPA with 5.3 billion British thermal units (Btu), equivalent to 0.43 percent of the Agency's annual energy use.

- *Green Power and Renewable Energy Certificates (RECs)*: EPA continued to be a leader among federal agencies by purchasing green power and RECs equivalent to 100 percent of the Agency's estimated FY 2014 electricity use.

Goal 4: Water Use Efficiency and Management

- *Potable Water*: In FY 2014, EPA exceeded the EO 13514 requirement to reduce its water intensity by 14 percent compared to the FY 2007 baseline, with a decrease of 40.4 percent compared with FY 2007. Several EPA facilities completed water conservation projects, including elimination of single-pass cooling, installation of new water-efficient restroom fixtures, thermostatic control of tempering water on boiler blowdown, and cooling tower operational improvement. EPA also conducted water assessments for seven EISA-covered facilities in FY 2014.

- *Industrial, Landscaping, and Agricultural (ILA) Water*: EPA also exceeded the EO 13514 goal to decrease ILA water use 2 percent annually compared to an FY 2010 baseline by reducing ILA water 96.6 percent in FY 2014 from the FY 2010 baseline.

- *Stormwater Management*: EPA continued to follow the EISA Section 438 Guidance on stormwater management in FY 2014.

Goal 5: Fleet Management

- *Petroleum Use and Fleet Reduction*: In FY 2014, EPA reduced fleet petroleum use by 44.2 percent compared to the FY 2005 baseline, exceeding the goal of 18 percent. In addition, the Agency exceeded its FY 2015 vehicle allocation methodology (VAM) reduction goal of 4.2 percent of total fleet compared to an FY 2011 baseline by achieving a 12.1 percent reduction in fleet size.

- *Alternative Fuel Use*: EPA fell short of meeting the FY 2014 EO 13423 requirement for increasing alternative fuel consumption by 10 percent annually compared to an FY 2005 baseline, but continues to work to meet this goal.

Goal 6: Sustainable Acquisition

All of the accomplishments, initiatives, strategies, plans, and corrective actions cited below demonstrate EPA's commitment to effectively executing the federal procurement requirements for biobased products, including those requirements identified in EO 13693 and prescribed in the 2002 Farm Bill, as amended by the 2014 Farm Bill.

- *Balanced Scorecard Initiatives*: During FY 2014 and FY 2015 to date, EPA continued to meet the sustainable acquisition goals established by EO 13514 and the new EO 13693 by implementing Balanced Scorecard (BSC) initiatives to improve data quality and planning for sustainable acquisitions. EPA has continued along this path during FY 2014 and has successfully met the goals established by EO 13514 during FY 2014.

- *Sustainable Acquisition Goals*: In FY 2014 and thus far in FY 2015, EPA achieved the goals mandated by EO 13514 (and now EO 13693) of ensuring that 95 percent of applicable contract actions contain green products and services. During FY 2014, the Agency updated the Green Purchasing Plan (GPP) and memorialized it in EPA's Acquisition Guide pursuant to the Policy Reformation and Restoration Project.

Goal 7: Pollution Prevention and Waste Reduction

EPA surpassed its internal recycling goal of 60 percent in FY 2014 (and the EO 13514 requirement of 50 percent waste diversion by FY 2015) by achieving a 64.6 percent non-hazardous recycling rate in FY 2013. EPA reduced the reported weight of solid waste disposed per person through ongoing source reduction, recycling, reuse, donation, composting, and other waste reduction efforts. EPA also recycled or salvaged 80.3 percent of its construction and demolition (C&D) debris in FY 2014, exceeding its internal goal of 75 percent and the EO 13514 requirement of 50 percent.

More than 70 percent of EPA's reporting locations supported compostable waste collection programs, diverting more than 370 tons of organic material from landfills in FY 2014. EPA will continue to promote and share best practices for composting collection and leverage facility-level EMSs to facilitate data collection and collaboration.

EPA actively pursued integrated pest management (IPM), environmentally beneficial landscaping, and hardscape management, with 97 percent of sites implementing IPM best management practices that reduce chemical use and/or increase use of less toxic pesticides. In response to President Obama's memorandum, "Creating a Federal Strategy to Promote the Health of Honey Bees and Other Pollinators," EPA launched a Pollinator Protection Initiative and is conducting 17 pollinator site assessments this spring and summer to promote pollinator communities and habitats at EPA-owned facilities.

Goal 8: Energy Performance Contracts

EPA recognizes the importance of energy performance contracts, such as energy savings performance contracts (ESPCs) and utility energy services contracts (UESCs), when implementing projects at its facilities. In recent years, EPA has built on the successes of completed ESPC projects at its laboratories at Ada, Oklahoma, and Ann Arbor, Michigan, when exploring new energy performance contracts at its facilities.

EPA has recently completed a nationwide laboratory study to consolidate existing space and improve laboratory utilization. The Agency will use this information to reassess the potential for energy performance contracting at its future inventory of facilities. At this time, the Agency is hesitant to commit to long-term energy performance contracts while it is considering consolidating or co-locating some of its research facilities.

Goal 9: Electronic Stewardship and Data Centers

EPA continued to achieve its goals and progress in electronics stewardship. Highlights include:

- EPA achieved 98.6 percent EPEAT purchasing for monitors, laptops, and computers. To track purchases in additional EPEAT categories, the Agency leveraged its existing EMS data collection mechanisms to include new product categories.

- The Agency achieved a 100 percent power management enabling rate for all eligible computers and monitors through enterprise-wide management software capable of establishing power management settings for computers and monitors over the Agency's network for compliance.

- EPA continued using virtualization and consolidation to minimize energy consumption across core and non-core data centers. Through EPA's approved Data Center Consolidation Initiative, approved by OMB, the Agency reduced total data centers, racks, servers, and energy usage by: increasing virtualization of data center activity; increasing

activity hosted in a cloud computing environment; consolidating space and servers; and embracing energy-efficient technologies.

- The Agency ensured environmentally sound disposition of electronic assets, with 100 percent of electronics recycled through approved programs. In November 2014, EPA started offering the USPS Blue Earth electronics recycling program to employees.

Goal 10: Climate Change Resilience

EPA has developed and is now implementing an Agencywide *Climate Change Adaptation Plan* to prepare for and adapt to the effects of climate change. EPA has also released 17 *Climate Change Adaptation Implementation Plans* prepared by its National Environmental Program Offices, 10 Regional Offices, and several National Support Offices. The SSPP outlines numerous goals and achievements in reducing the Agency's GHG emissions, energy dependence, water use requirements, solid waste, pollution, and other environmental impacts. EPA also has in place an extensive continuity of operations plan (COOP) designed to address natural disasters and other events that could interrupt Agency operations. EPA has issued guidance encouraging all offices to include climate adaptation evaluation criteria into announcements of competitive funding opportunities. EPA is also developing tools to support climate adaptation planning.

To make the Agency's facilities more climate-resilient, EPA has reviewed resiliency-related municipal regulations, zoning ordinances, building codes, subdivision specifications, and other federal, state, local, and academic literature. EPA conducted pilot climate resiliency assessments at its laboratories in Ada, Oklahoma, and Gulf Breeze, Florida, in FY 2015 to evaluate facility-specific risks posed by severe weather events (e.g., flooding, storm surge) and to identify opportunities to enhance the resilience of its facilities. Drawing on the regulatory review, as well as findings from its pilot facility assessments, EPA has developed an initial list of climate resiliency planning considerations, which it will use to update the Agency's *Architecture/Engineering (A&E) Guidelines*, space planning, and leasing guidelines in FY 2015 and FY 2016.

Lessons Learned

Having an established pipeline of ready-to-implement, facility-specific energy and water conservation projects has helped EPA exceed its facility GHG reduction, energy efficiency, and water conservation goals. Reduced resource levels, however, continue to hinder EPA's ability to design and fund many of the major projects necessary to continue to meet or exceed increasingly tougher federal building performance requirements. To address this funding issue, EPA has focused on implementing lower-cost projects with the highest return on investment and now needs to focus on more resource-intensive projects, master planning and infrastructure replacement.

Challenges

As the Agency charged with protecting human health and the environment, EPA must maintain its premier scientific research capabilities while continuing to reduce energy and water consumption. The Agency's laboratory mechanical system upgrades are complex and frequently

take several years to design, complete, and commission. Lack of funding for ECMs, sustainable building improvement projects, and space consolidation projects often hinders progress. EPA has already implemented energy and water conservation measures with the lowest capital costs and shortest payback periods. To achieve additional savings and continue to meet its energy and water intensity reduction goals, however, EPA must find innovative ways to fund other major projects. Doing so in a time of reduced resources is a challenge.

In FY 2014, EPA did not meet the EO 13423 requirement for increasing alternative vehicle fuel consumption by 10 percent compounded annually. While most of the Agency's fleet consists of vehicles that are fueled with E85, fueling stations that offer E85 are not readily available in many areas of the country. To improve the Agency's performance in this area, EPA plans to hold an annual workshop and quarterly data calls with field operators. EPA will also continue to meet with stakeholders, discuss obstacles to compliance, share best practices, and develop site-specific strategies for meeting fuel targets.

As reported in the 2014 SSPP, EPA assessed the results of the quarterly compliance reviews to: identify applicable service contracts that did not contain biobased products and/or clauses; address any specific contracts that do not include biobased products and/or clauses; and develop corrective actions, including training, to improve performance and reporting in future sustainability plans. As such, in the January 2015 Energy/Sustainability Scorecard, EPA reported a corrective action that is being implemented to improve the inclusion and quality of appropriate sustainable acquisition requirements in statements of works for applicable biobased contracts.

PLANNED ACTIONS

GHG Emissions: EPA anticipates making further progress in reducing its Scope 1 and 2 GHG emissions in FY 2015 and beyond as a result of implementing energy conservation projects, consolidating or right-sizing laboratory infrastructure when opportunities arise, and continuing to purchase green power and RECs. The Agency also expects to see reductions in its Scope 3 GHG emissions for the optional rental space category because of its office consolidation efforts.

Fleet Management: EPA has diligently worked to reduce its fleet's environmental footprint by successfully reducing petroleum consumption by 44.2 percent from FY 2005 to FY 2014. Looking to the future, the Agency will continue to implement cost-effective, sustainable strategies to meet the requirements of EO 13693. New requirements include a phased reduction of GHG emissions per mile traveled, implementation of vehicle telematics, acquisition of next-generation vehicle technologies, and integration of vehicle-level data management. EPA is already taking steps to ensure compliance with EO 13693, such as acquiring zero-emission vehicles (ZEVs) and plug-in hybrid electric vehicles (PHEVs). The Agency has already met the data management requirements to fully integrate fleet data into an Agency fleet management information system (FMIS), the Federal Automotive Statistical Tool (FAST), FleetDASH, and the Federal Motor Vehicle Registration System (FMVRS). EPA will continue to develop strategies to meet and exceed the fleet goals of EO 13693.

Biobased Purchasing Strategies: During FY 2014, EPA established the reassessed biobased purchasing baseline compliance rate of 100 percent. During FY 2015, a Standard Operating

Procedure (SOP) was developed and implemented to ensure data accuracy for the quarterly reviews of relevant contract acquisitions. The SOP is an internal procedure used to ensure consistency in contract action reviews. It is anticipated this SOP will have a positive impact on reporting of contract actions which contain biobased product and services requirements and clauses in applicable contracts. As a result of the January 2015 Scorecard, EPA developed a corrective action plan to improve the inclusion and quality of the statements of work for applicable biobased contracts based upon the assessment of quarterly compliance reviews to identify applicable service contracts that did not contain biobased products and/or clauses.

During the second quarter of FY 2015, EPA provided EPEAT training to acquisition staff. EPA is also assessing the feasibility of expanding EPEAT training to all Agency personnel, and will continue to provide Biobased Purchasing and Federal Green Challenge training.

EPA has provided and continues to provide training, education, and outreach in accordance with Sections (1) and (7), respectively of the Presidential Memorandum, *Driving Innovation and Creating Jobs in Rural America through Biobased and Sustainable Product Procurement*. Further, EPA strives to maintain the required compliance level and continues to work to emphasize the purchase of biobased products and services in contract actions.

In the 2014 SSPP, EPA advised that it has partnered with staff in developing Federal Acquisition Regulation (FAR) Case 2013-016, which identifies imaging equipment and televisions as new items to be included under the EPEAT standard in FAR 23 and 52. At that time the FAR Case 2013-016 was in the FAR Secretariat's office preparing to be published in the Federal Register as an interim rule. Subsequent to the 2014 SSPP, FAR Case 2013-016 was published as an interim rule on June 26, 2014, but it was never finalized.

In April 2015, the Civilian Agency Acquisition Council (CAAC) chairman advised that since the EPEAT requirement was not listed in EO 13693, that the mandatory requirement to meet EPEAT standards currently listed in the FAR will be revised to state that the Government encourages companies to meet these standards on a voluntary basis. The word "EPEAT" will be taken out of the FAR. The CAAC chairman also advised in April 2015 that the CAAC will probably finalize the rule then follow up with a new FAR Case that will remove the word "EPEAT" and revise the language to make the program voluntary instead of mandatory.

EPA is taking great strides in implementing the requirements of the Presidential Memorandum, and conducts quarterly reviews of relevant contract acquisitions for the inclusion of biobased product and services requirements and clauses in applicable contracts, and provides specific training to acquisition staff to ensure contract language is used for applicable requirements.

PROGRESS ON ADMINISTRATION PRIORITIES

***Climate Change Adaptation Planning*:** EPA released its final *Climate Change Adaptation Plan* ("*Plan*") in October 2014. The *Plan* can be found at http://www.epa.gov/greeningepa/documents/adaptationplans2014_508.pdf. The *Plan* identifies 10 Agencywide priorities on climate adaptation. It describes how EPA will anticipate and plan for future changes in climate and incorporate considerations of climate change into its programs, policies, rules, and operations to ensure they are effective under future climatic conditions. As

stated in the June 2014 revised EPA *Policy Statement on Climate Change Adaptation*, we are now seeing a wide range of impacts associated with human-induced climate change that pose significant challenges to EPA's ability to fulfill its mission. The Agency must therefore adapt if it is to continue fulfilling its statutory, regulatory, and programmatic requirements.

As called for in the Agencywide *Plan*, EPA National Environmental Program Offices, all 10 Regional Offices, and several National Support Offices developed their own *Implementation Plans* that provide details on how they will carry out the work called for in the Agencywide *Plan* and meet the 10 EPA priorities on climate adaptation. EPA released the 17 final *Implementation Plans* in October 2014. The 17 *Implementation Plans* can also be found at http://www.epa.gov/greeningepa/documents/adaptationplans2014_508.pdf.

A central element of EPA's work on climate adaptation is to build and strengthen the adaptive capacity of its partners across the country in ways that are critical to attaining the Agency's mission. States, tribes, and local communities share responsibility for protecting human health and the environment. These partnerships will be critical for efficient, effective, and equitable implementation of climate adaptation strategies. EPA is therefore supporting the efforts of its partners to integrate climate adaptation into the work they do by providing: (1) training to increase awareness of ways climate change may affect their ability to implement effective programs; (2) financial incentives that support climate-resilient investments in communities across the country; and (3) necessary data, information, tools, and technical assistance.

EPA has already made significant progress integrating climate adaptation planning into its programs, policies, rules, and operations; fulfilling commitments in the President's *Climate Action Plan*; and following directives in EO 13653 ("Preparing the United States for the Impacts of Climate Change") and EO 13693 ("Planning for Federal Sustainability in the Next Decade"). It has promoted climate-resilient investments by integrating climate adaptation criteria into financial mechanisms and assistance agreements. EPA has successfully fulfilled its commitments in the President's *Climate Action Plan* to integrate considerations of climate change impacts and adaptive measures into major programs, including its Clean Water and Drinking Water State Revolving Loan funds and grants for brownfields cleanup. It has supported climate-resilient investments through discretionary, competitive financial mechanisms such as the Great Lakes Restoration Initiative. EPA is also supporting climate-resilient investments as part of the Hurricane Sandy recovery effort. The Agency is working closely with New York and New Jersey to plan resilient water infrastructure projects that incorporate green infrastructure and adapt to a changing climate. Furthermore, to better understand and enhance the resiliency of its own facilities, EPA completed pilot climate resiliency assessments at two laboratories in FY 2015 and is using the findings of these assessments to update its space acquisition and *A&E Guidelines*.

EPA has also produced tools to support adaptive management decisions. For example, as called for in the President's *Climate Action Plan*, the Agency released a National Stormwater Calculator and Climate Assessment Tool Package in January 2014 that can be used to estimate runoff during storm events under current and future climate. In November 2014, EPA announced that it will provide up to $600,000 in training and technical assistance to help drinking water, wastewater, and stormwater utilities in more than 20 communities bolster their climate change resilience and readiness using EPA's Climate Resilience Evaluation and Awareness Tool. In

May 2015, EPA released a new Web-based climate adaptation training module to help local government officials prepare for the impacts climate change may have on the services they provide to their communities.

EPA is incorporating climate change impacts into water quality actions. For example, EPA is developing guidance for watershed managers on how to develop total maximum daily load provisions that protect beneficial uses (e.g., cold water fish habitat) as the climate changes. EPA is also conducting work to evaluate approaches and limitations of incorporating climate change into its existing ozone modeling framework.

Looking ahead, EPA will continue to implement key actions to address the Agencywide priorities in its *Climate Change Adaptation Plan*. Key next steps include: (1) fulfilling the Strategic Measures in the *Fiscal Year 2014-2018 EPA Strategic Plan*; (2) continuing to modernize EPA programs to encourage climate-resilient investments; (3) providing information, tools, training, and technical support on climate change preparedness and resilience to states, tribes, and local communities; (4) implementing the priority actions identified in the 17 *Implementation Plans* produced by EPA's Program and Regional Offices; (5) focusing on the most vulnerable people and places; (6) partnering with tribes to increase adaptive capacity; (7) measuring and evaluating performance on an ongoing basis; and (8) continuing to build and maintain strong partnerships with other federal agencies.

Sustainable Locations for Federal Facilities: EPA is implementing the Council on Environmental Quality's *Implementing Instructions—Sustainable Locations for Federal Facilities* as part of the GreenCheck process it uses to review every lease, construction, renovation, and repair project to ensure it meets federal sustainability requirements. Historically, EPA has located major regional offices in central business districts well served by public transit.

Sustainable Practices for Designed Landscapes: EPA is implementing the *Guidance for Federal Agencies on Sustainable Practices for Designed Landscapes* for lease, construction, renovation, and repair projects through its GreenCheck process, which is used to review every project to ensure it meets federal sustainability requirements. A recent design completed for a landscaping renovation at EPA's Corvallis, Oregon, laboratory includes species that attract native bees, butterflies, or hummingbirds. In April 2015, EPA began developing a baseline assessment of local pollinator communities at all EPA-owned facilities. This baseline assessment will identify opportunities to promote the protection and expansion of pollinator communities at EPA-owned facilities nationwide. In addition, EPA's facilities that have completed the Agency's internal *Guiding Principles* certification process have developed a landscape management plan. The plan is tailored with facility-specific standard operating procedures to implement sustainable landscaping practices, including sustainable plant selection, invasive species removal, minimized irrigation, maintenance, composting, integrated pest management, and erosion control.

Water Efficiency Management Provisions: EPA is using the Implementing Instructions: Federal Agency Implementation of Water Efficiency and Management Provisions a basis for its efforts to exceed federal water reduction requirements. EPA has a systematic approach to evaluate its reporting facilities' potable and ILA water use; identify and prioritize cost-effective water conservation measures; and implement projects to reduce potable water use intensity and ILA water use. Using this approach, EPA has achieved water use reductions well ahead of the FY 2015 federal water conservation goals.

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

Agency Size and Scope	FY 2013	FY 2014
Total Number of Employees as Reported in the President's Budget	16,177	15,180
Total Acres of Land Managed	628	623
Total Number of Buildings Owned	20	20
Total Number of Buildings Leased (GSA and Non-GSA Lease)	116	116
Total Building Gross Square Feet (GSF)	11,134,814	11,148,785
Operates in Number of Locations Throughout U.S.	136	136
Operates in Number of Locations Outside of U.S.	0	0
Total Number of Fleet Vehicles Owned	131	125
Total Number of Fleet Vehicles Leased	906	882
Total Number of Exempted-Fleet Vehicles (Tactical, Law Enforcement, Emergency, Etc.)	331	314
Total Amount Contracts Awarded as Reported in FPDS ($Millions)	$1,424	$1,284

Agency Progress Toward (Prior) Sustainability Goals in EO 13514 and EO 13423

Figure 1-1

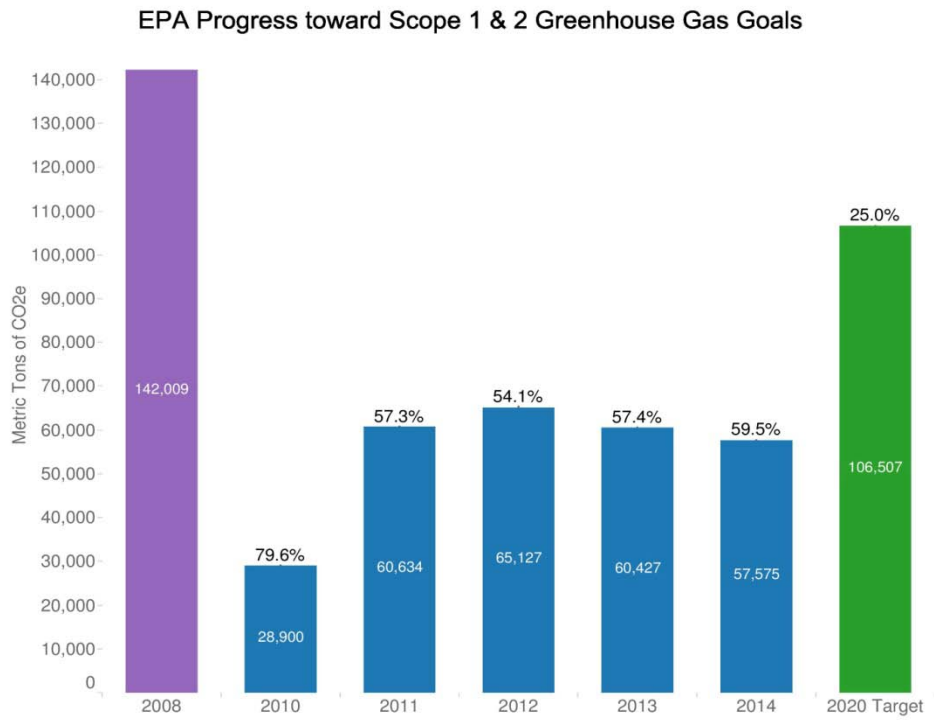


Figure 1-2

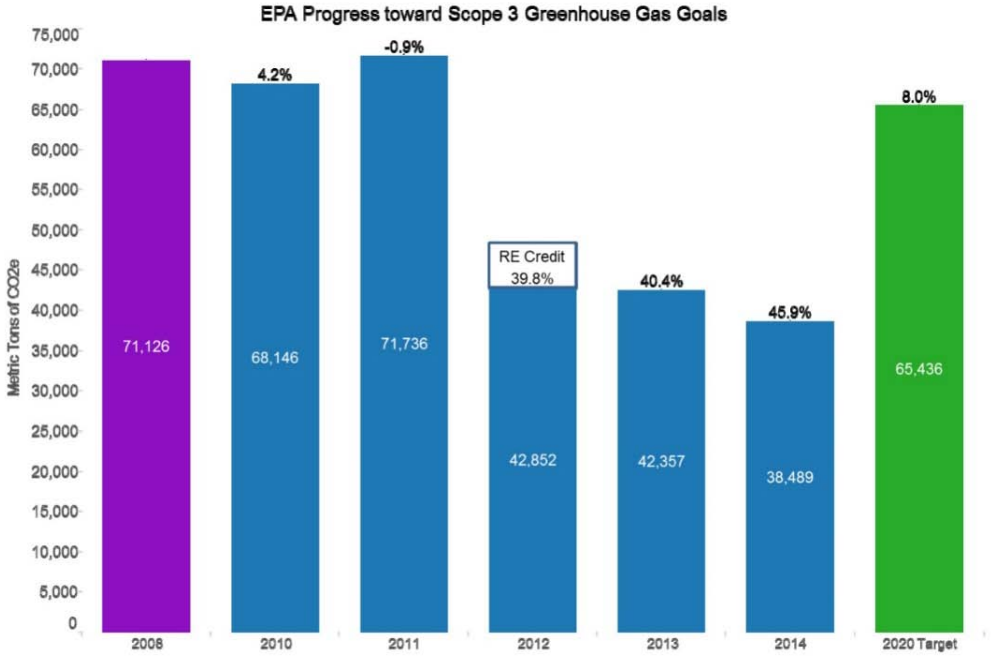
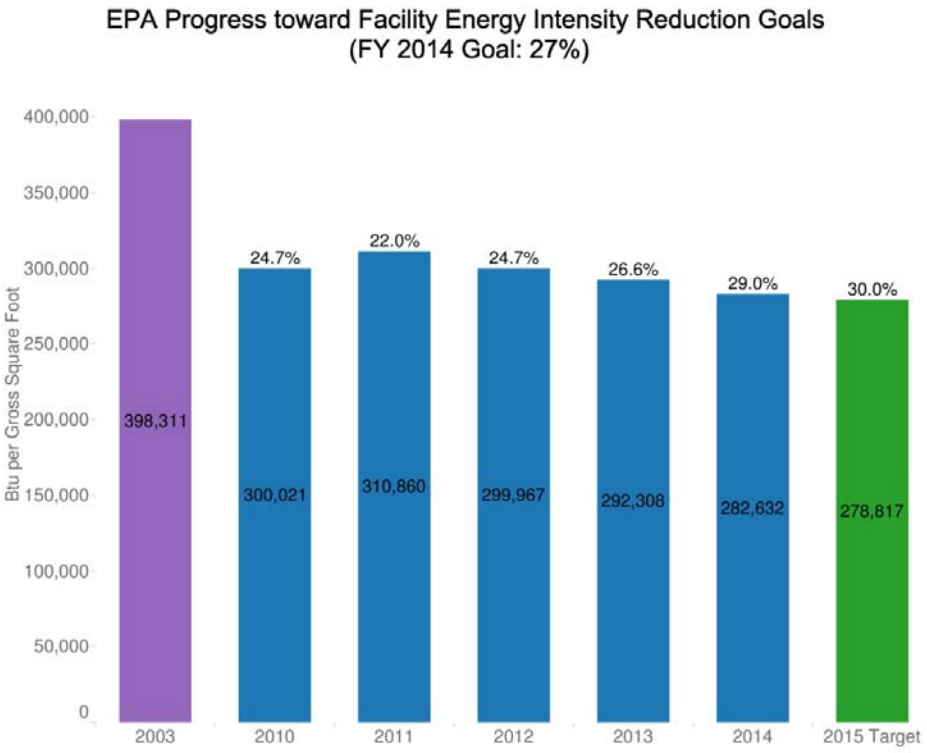


Figure 2-1



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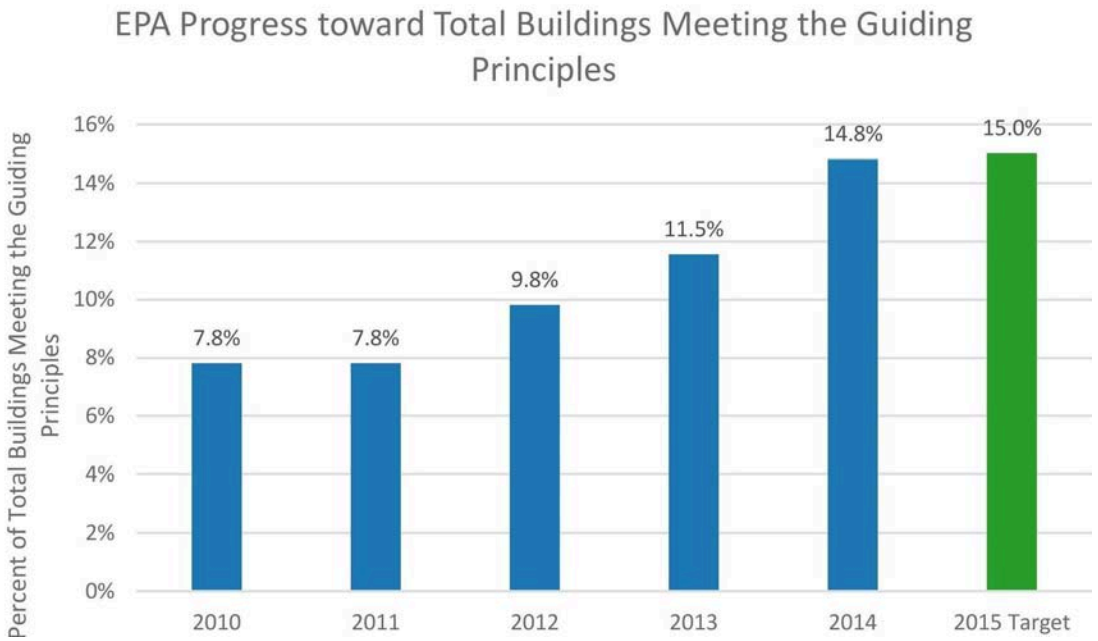
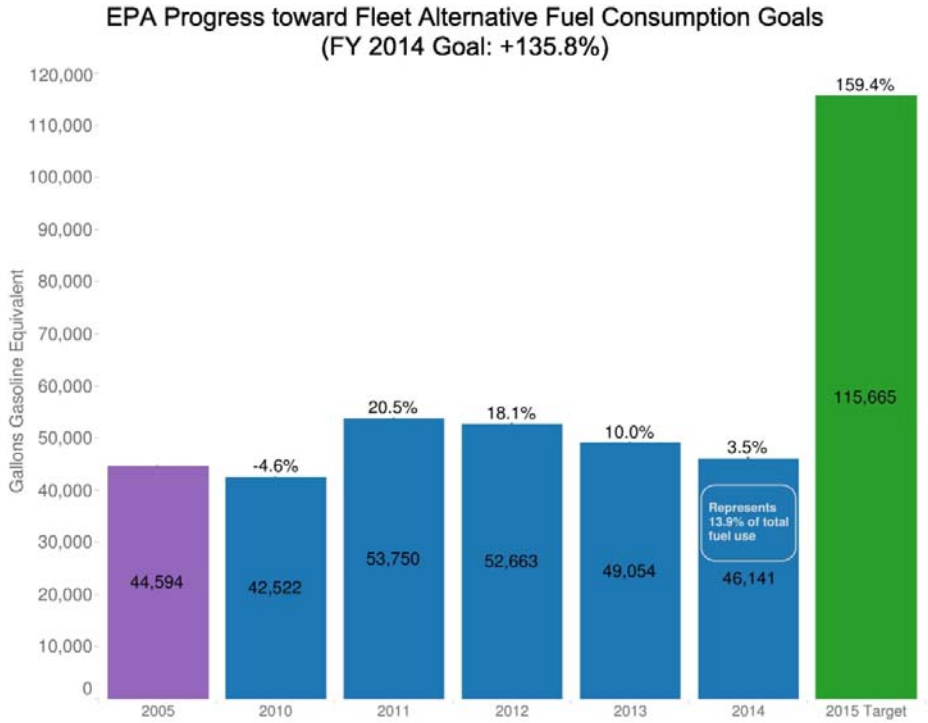


Figure 3-1



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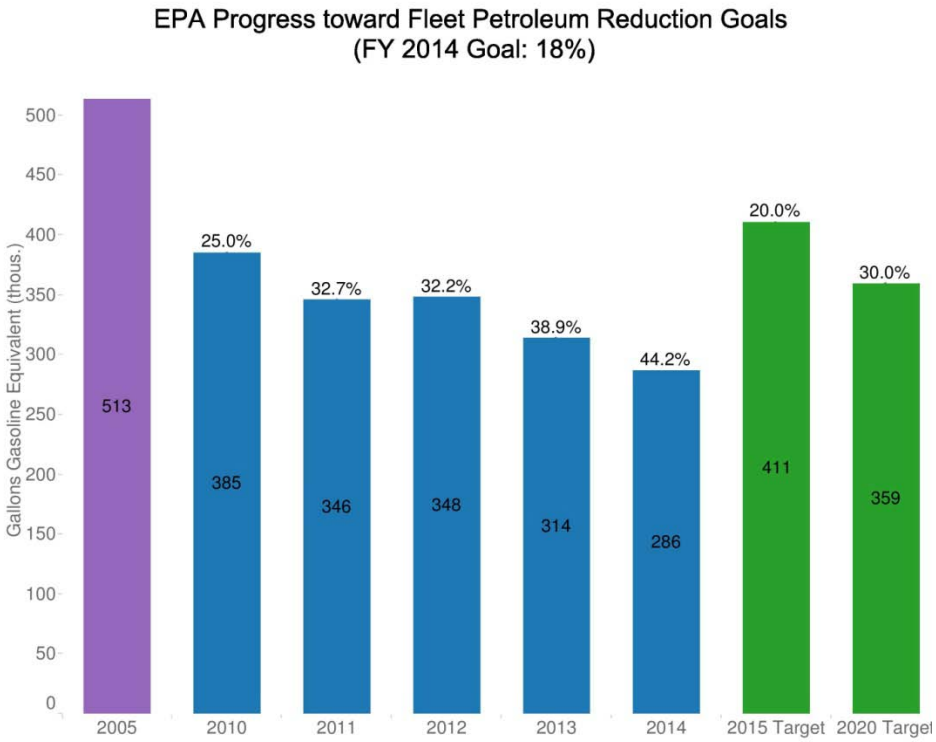


Figure 4

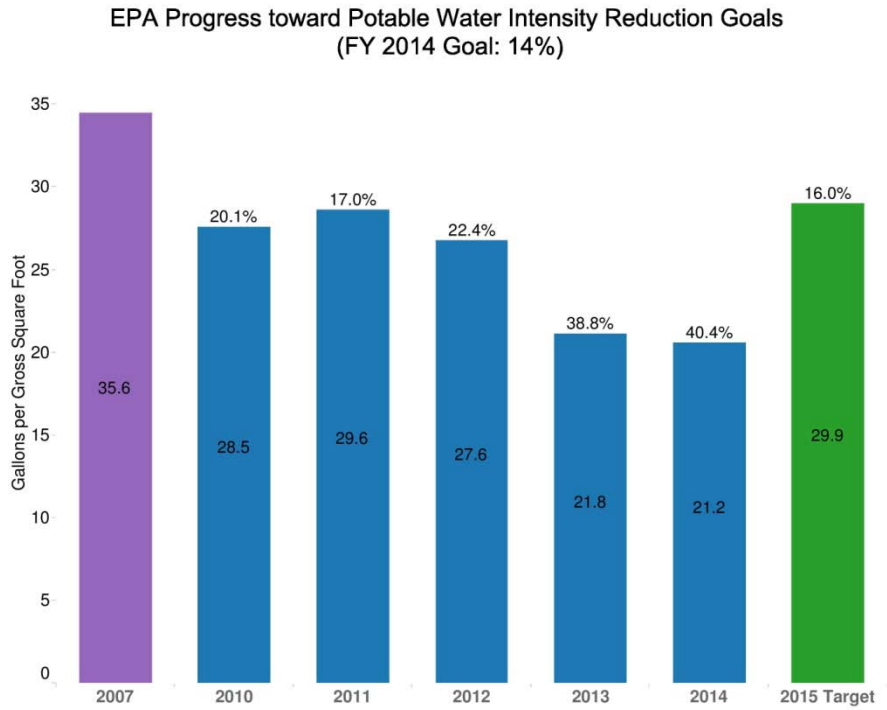


Figure 6

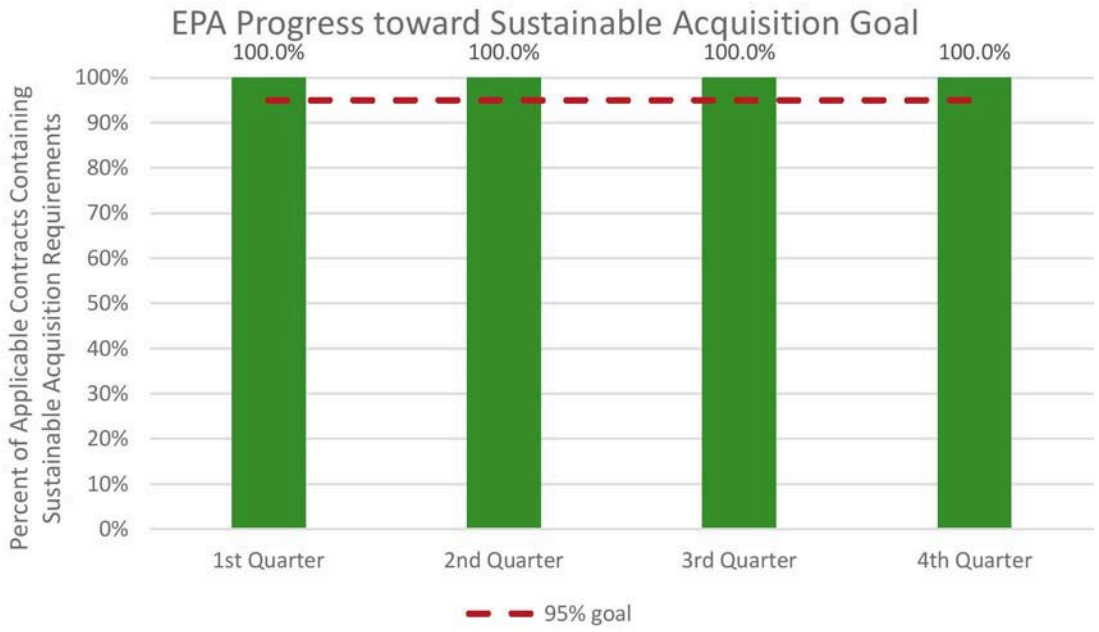


Figure 7

EPEAT	POWER MANAGEMENT	END-OF-LIFE	COMMENTS
			

EPEAT:

	95% or more Monitors and PCs/Laptops purchased in FY2013 was EPEAT Compliant Agency-wide
	85-94% or more Monitors and PCs/Laptops purchased in FY2013 was EPEAT Compliant Agency-wide
	84% or less Monitors and PCs/Laptops purchased in FY2013 was EPEAT Compliant Agency-wide

Power Management:

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

End-Of-Life:

	100% of electronics tracked at end-of life, demonstrating 100% disposal through GSA Xcess, CFL, Unicor, USPS Recycling Program or Certified Recycler (R2, E-Stewards). *Submitted annual report to GSA for Federal Electronics Assets furnished to non-Federal recipients.*
	100% of electronics tracked at end-of life, demonstrating 100% disposal through GSA Xcess, CFL, Unicor, USPS Recycling Program and/or non-Certified Recycler. Submitted annual report to GSA for Federal Electronics Assets furnished to non-Federal recipients.
	100% of electronics not tracked at end-of-life or less than 100% disposal through GSA Xcess, CFL, Unicor, USPS Recycling Program or non-Certified Recycler. *No annual report submitted to GSA for Federal Electronics Assets furnished to non-Federal recipients.*

Figure 8

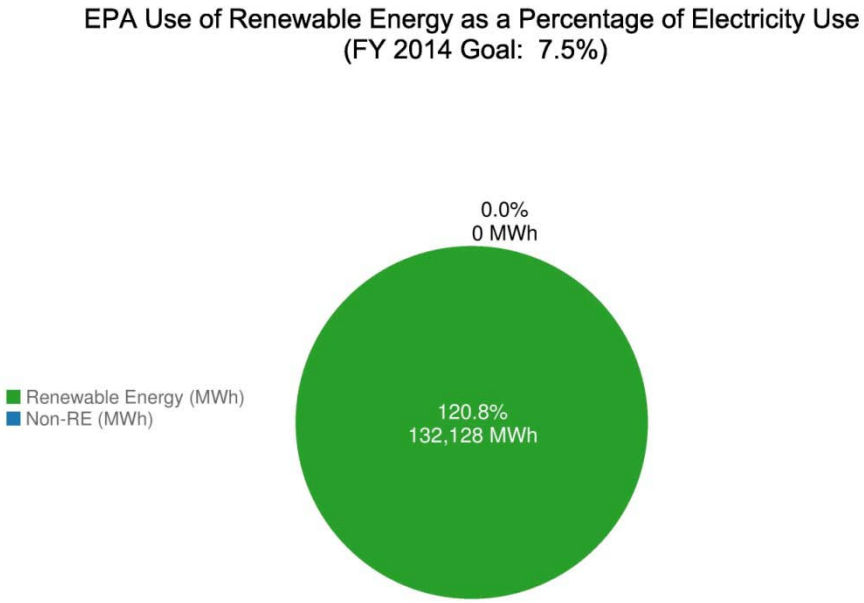
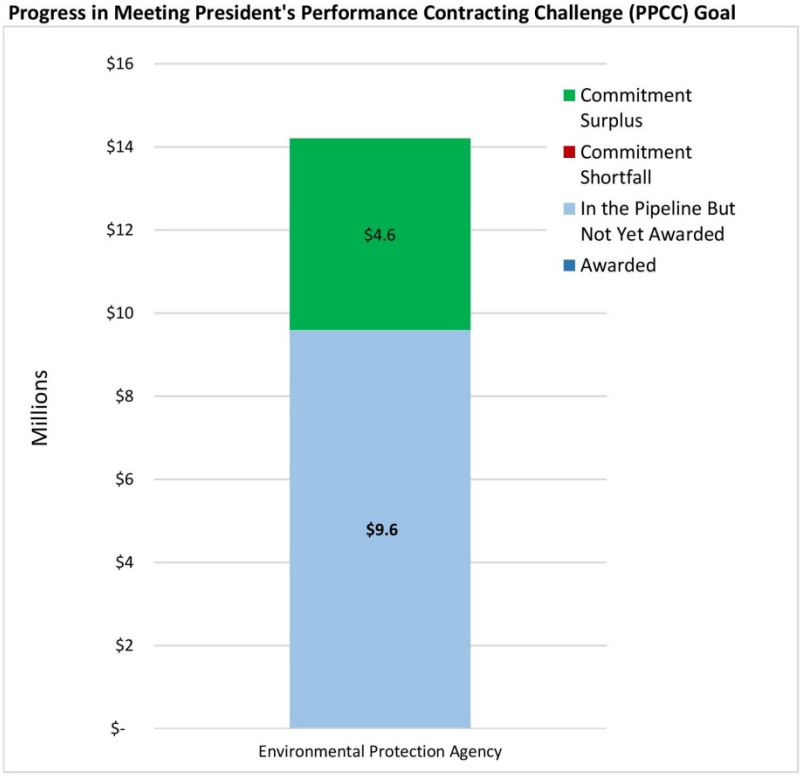


Figure 10

Figure 10-1: Environmental Protection Agency
Progress in Meeting President's Performance Contracting Challenge (PPCC) Goal



Agency Strategies to Meet the Goals of EO 13693

To facilitate agency planning and reporting, the majority of the goals for EO 13693 take effect in the beginning of fiscal year 2016 (October 1, 2015) and are therefore appropriate for inclusion in this document. As noted previously, many of the goals that agencies pursued under the previous executive orders have been carried over into EO 13693.

This section provides certain goal areas where "Required Strategies" are identified. Where an agency does not adopt those required strategies as an FY 2016 priority, the agency should explain the rationale for that decision in the strategy narrative. Also included are recommended strategies that represent strategies that have been successfully implemented by the Federal community and can also be adopted as priority strategies.

Goal 1: Greenhouse Gas (GHG) Reduction

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

(A) Strategy	(B) Top Five? Yes/No/NA	(C) Strategy Narrative	(D) Specific Targets/Metrics to Measure Success Including Milestones in the Next 12 Months
(A) Required Strategy Under EO 13693			
Use the FEMP GHG emission report to identify/target high emission categories and implement specific actions to resolve high emission areas identified.	No	EPA maintains an internal GHG emissions inventory modeled after the FEMP GHG emissions report; this inventory reinforces EPA's understanding that GHG emissions from facility energy consumption represent the vast majority of the Agency's Scope 1 and 2 GHG emissions each year. As described below and in Tables 2-1 and 2-2, EPA is already taking steps to reduce facility energy consumption, so this is not one of the Agency's top five strategies in this area.	

(A) Strategy	(B) Top Five? Yes/No/NA	(C) Strategy Narrative	(D) Specific Targets/Metrics to Measure Success Including Milestones in the Next 12 Months
Identify alternative sources of data or alternative methods of analysis not set forth in EO 13693, but with the potential to support its goals.	No	In order to meet the Scope 1 and 2 GHG emissions reduction target established under EO 13693, EPA is focused on reducing energy intensity at its reporting laboratories. The Agency is not pursuing additional data sources or analysis methods at this time, so this is not one of the Agency's top five strategies in this area.	
Identify and support management practices or training programs that encourage employee sustainability and greenhouse gas consideration.	Yes	EPA prepares annual, facility-specific energy reduction ("ConservE") targets for each reporting facility through its Energy Forecasting Program, taking into account prior years' performance, planned energy projects, and any projected variations in energy use. On a quarterly basis, EPA prepares a series of internal facility energy and water performance reports and distributes these reports to facility managers, Agency management, and other stakeholders. Facility managers are encouraged to investigate deviations from normal usage patterns. EPA also prepares and distributes an annual GHG emissions report detailing Scope 1 and 2 GHG emissions for each reporting facility.	1) EPA will communicate FY 2015 ConservE targets to facility managers by July 31, 2015. 2) EPA will prepare year-end FY 2015 GHG emissions report by February 1, 2016.

(A) Strategy	(B) Top Five? Yes/No/NA	(C) Strategy Narrative	(D) Specific Targets/Metrics to Measure Success Including Milestones in the Next 12 Months
Conceptualize the goals of EO 13693 within a projected cost-benefit framework to identify low-hanging fruit.	Yes	Through its Energy Strategy, EPA has identified and completed many readily achievable energy conservation measures (ECMs) at its reporting facilities. EPA continues to identify other energy savings opportunities through ongoing facility energy assessments. In addition, at its laboratory in Chapel Hill, North Carolina, EPA has hired a resource efficiency manager (REM) as a cost-effective method of identifying and completing energy conservation projects at the Agency's most energy-intensive laboratory.	1) EPA will obtain the final ECM report from the REM at the Chapel Hill, North Carolina, laboratory by August 31, 2015. 2) EPA will incorporate ECMs identified by the REM at the Chapel Hill, North Carolina, laboratory within the design for the facility's infrastructure replacement project by December 31, 2015.
Isolate successful measures applied toward the goals of EO 13514 that could be expanded to meet the goals of EO 13693.	Yes	EPA continues to conduct ventilation assessments at its laboratories to evaluate opportunities to reduce air flows (a major source of energy consumption at these facilities) and identify emerging best practices. The Agency also continues to consolidate laboratory and office space where feasible to reduce leasing and utility costs.	1) EPA will utilize a recent ventilation assessment in combination with a facility master plan to evaluate a path forward for its Fort Meade, Maryland, laboratory by June 30, 2016. 2) EPA will complete the design phase for its Golden/Denver NEIC laboratory consolidation project by December 31, 2015.
Determine unsuccessful programs or measures to be discontinued to better allocate agency resources, human and otherwise.	No	EPA has a thorough vetting process to test and implement energy conservation and GHG emissions reduction strategies prior to full-scale implementation. The Agency does not plan to discontinue any existing programs, so this is not one of the Agency's top five strategies in this area.	

(A) Strategy	(B) Top Five? Yes/No/NA	(C) Strategy Narrative	(D) Specific Targets/Metrics to Measure Success Including Milestones in the Next 12 Months
Determine which goals set forth in EO 13693 represent unambitious targets given past agency performance, identify by how much they could be exceeded, and establish new within-agency target.	No	EPA surpassed its previous EO 13514 GHG emissions reduction goal. While EPA is setting a new GHG emissions reduction target by fiscal year (FY) 2025 relative to its FY 2008 baseline in response to EO 13693, this is not one of the Agency's top five GHG emission reduction strategies.	
Employ operations and management best practices for energy consuming and emission generating equipment.	Yes	EPA implements best practices for energy-efficient operations through several strategies. Through EISA Section 432 energy assessments and recommissioning, EPA identifies and addresses operating and energy efficiency opportunities and educates its facility managers and operations and maintenance (O&M) staff. EPA is focusing on air distribution systems and individual laboratory ventilation controls to ensure these systems operate in a cohesive and efficient manner.	EPA will implement laboratory air flow corrections identified at one laboratory by January 31, 2016.

(A) Strategy	(B) Top Five? Yes/No/NA	(C) Strategy Narrative	(D) Specific Targets/Metrics to Measure Success Including Milestones in the Next 12 Months
Safely reduce ventilation rates to save energy.	Yes	Laboratories are energy-intensive, one-pass air facilities, where 100 percent of outside air is conditioned, passed through a laboratory, and exhausted outside. EPA is safely reducing laboratory ventilation by: using high-performance, low-flow fume hoods; "hibernating" fume hoods where safe and appropriate and updating specifications to consider hibernation of fume hoods; reducing air flow rates while maintaining containment using the latest ASHRAE/ANSI standards; including occupancy sensors to allow lower air change rates in unoccupied laboratories; and improving the operational efficiency of its biosafety cabinets.	EPA will initiate an air flow reduction project at one laboratory by June 30, 2016.

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

(A) Strategy	(B) Top Five? Yes/No/NA	(C) Strategy Narrative	(D) Specific Targets/Metrics to Measure Success Including Milestones in the Next 12 Months
(A) Required Strategy Under EO 13693			
Reduce employee business ground travel.	Yes	Beginning in FY 2010, EPA installed 115 video-conferencing units (VCUs) as an alternative to face-to-face meetings involving air and ground business travel. Video teleconferencing (VTC) bridge calls have increased significantly since FY 2010. Partly as a result of this initiative, EPA reduced its GHG emissions from business ground travel by nearly 80 percent in FY 2014 compared to the FY 2008 baseline. EPA expects to maintain at least a 50 percent reduction in business ground travel GHG emissions in future years.	EPA will maintain policies on reduced travel and encourage VTC use on an ongoing basis through June 30, 2016.
Reduce employee business air travel.	Yes	Thanks in part to increased use of VTC, EPA reduced Scope 3 GHG emissions associated with employee business air travel by nearly 53 percent in FY 2014 compared to the FY 2008 baseline. EPA expects to maintain at least a 35 percent reduction in business air travel GHG emissions in future years.	EPA will maintain policies on reduced travel and encourage VTC use on an ongoing basis through June 30, 2016.
Develop and deploy employee commuter reduction plan.	No	EPA is already leveraging its transit subsidy program to reduce the number of employees driving to work, but this is not one of the Agency's top five strategies in this area. In conjunction with the Agency's telework practices, EPA anticipates maintaining the reductions it has achieved in GHG emissions associated with employee commuting.	

(A) Strategy	(B) Top Five? Yes/No/NA	(C) Strategy Narrative	(D) Specific Targets/Metrics to Measure Success Including Milestones in the Next 12 Months
Use employee commuting survey to identify opportunities and strategies for reducing commuter emissions.	No	EPA has conducted Agencywide employee commuting surveys using GSA's Carbon Footprint Tool but has not yet identified its best opportunities for reducing commuting emissions by analyzing survey results, so this is not one of the Agency's top five strategies in this area.	
Increase number of employees eligible for telework and/or the total number of days teleworked.	No	Although this is not one of EPA's top five strategies in this area, the Agency is working with its unions to establish an Agency telework policy that increases the number of hours employees can telework during each pay period.	
Develop and implement bicycle commuter program.	No	EPA supports bicycle commuting in many of its locations with provisions such as secure racks and shower facilities, but at this time a formal, Agencywide bicycle commuter program is not one of EPA's top five strategies in this area.	
Provide bicycle commuting infrastructure.	Yes	In addition to a transit subsidy program with high levels of participation, EPA provides secure bicycle storage facilities at most major regional offices and Headquarters facilities and will continue to support these facilities.	In association with the consolidation of EPA's Headquarters offices in Arlington, Virginia, from two office buildings to one, EPA will evaluate the adequacy of current bicycle facilities and identify alternatives to meet increasing bicycle commuter needs of EPA employees by December 31, 2016.

(A) Strategy	(B) Top Five? Yes/No/NA	(C) Strategy Narrative	(D) Specific Targets/Metrics to Measure Success Including Milestones in the Next 12 Months
Plan to begin FY 2016: Report scope 3 greenhouse gas emissions for leases over 10,000 rentable square feet [EO section 3(h)(v)].	Yes	Since FY 2010, EPA has estimated and voluntarily reported to DOE's Federal Energy Management Program (FEMP) its Scope 3 GHG emissions associated with energy consumption at leased facilities where EPA is not responsible for paying the utility bills. As a result, EPA is well positioned to meet the new EO 13693 requirement for reporting Scope 3 GHG emissions from energy consumption in leased facilities greater than 10,000 square feet. Over time, EPA will strive to improve the quality of these data by requesting or requiring actual energy consumption data from this subset of its facilities.	EPA will continue to request and review energy consumption data from all leased facilities greater than 10,000 square feet and estimate and report resulting GHG emissions to DOE/FEMP by February 1, 2016.
Reconfigure and streamline office space to reduce Scope 3 GHG emissions from leased space.	Yes	As EPA employees telework to a greater degree, both via the increase in number of days of telework per week and via deployment of collaborative software services available from non-traditional workspaces, the needs and design of workspaces will change. EPA can serve its employees using smaller workstations or touchdown stations, resulting in a smaller space footprint, reduced rent costs, and a reduction in Scope 3 GHG emissions from leased space.	EPA will complete the move of personnel and equipment from Potomac Yard North into Potomac Yard South and William J. Clinton West Federal Building by July 2016.

Goal 2: Sustainable Buildings

Building Energy Conservation, Efficiency, and Management

Section 3(a) of EO 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 EO 13693.

Building Efficiency Performance, and Management

Section 3(h) of EO 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: **3 percent**.

Table 2-1: Goal 2 Strategies—Sustainable Buildings

(A) Strategy	(B) Top Five? Yes/No/NA	(C) Strategy Narrative	(D) Specific Targets/Metrics to Measure Success Including Milestones in the Next 12 Months
(A) Required Strategy Under EO 13693			
Use remote building energy performance assessment auditing technology [3(a)(A)].	No	Due to the varied and unique operations of EPA's specialized research laboratories, remote building energy performance assessment auditing is not a practical technology for the Agency. EPA will continue to conduct onsite or desk building energy audits as required by the Energy Independence and Security Act of 2007 (EISA).	

(A) Strategy	(B) Top Five? Yes/No/NA	(C) Strategy Narrative	(D) Specific Targets/Metrics to Measure Success Including Milestones in the Next 12 Months
Participate in demand management programs [3(a)(B)].	No	EPA currently participates in energy demand management programs at its facilities in Cincinnati, Ohio; Fort Meade, Maryland; and Research Triangle Park, North Carolina, but this is not one of the Agency's top five strategies in this area. The Agency will continue to explore implementation of these programs at its facilities where appropriate in the future.	
Ensure that monthly performance data is entered into the Environmental Protection Agency (EPA) ENERGY STAR Portfolio Manager [3(a)(C)].	Yes	EPA annually benchmarks energy use in the ENERGY STAR Portfolio Manager to meet the EISA Section 432 benchmarking requirement. Prior to FY 2014, the Agency benchmarked energy use in the Laboratories for the 21st Century (Labs21®) Energy Benchmarking Tool. EPA has met the FY 2014 benchmarking requirement by entering monthly building data for its EISA-covered facilities and will continue to enter these data annually and use Portfolio Manager to monitor trends in facility energy performance in the future.	1) By March 31, 2016, EPA will benchmark its EISA-covered facility energy use in ENERGY STAR Portfolio Manager. 2) By June 30, 2016, EPA will initiate work to determine the level of effort involved with benchmarking its non-covered facilities in Portfolio Manager.

(A) Strategy	(B) Top Five? Yes/No/NA	(C) Strategy Narrative	(D) Specific Targets/Metrics to Measure Success Including Milestones in the Next 12 Months
Where feasible: Incorporate Green Button data access system into reporting, data analytics, and automation processes [3(a)(D)].	No	Development is underway for EPA's Agencywide national advanced metering system, which will capture real-time energy and water consumption data at its facilities, provide data analytics, and assist with required annual energy and water reporting requirements. Because EPA is building a comprehensive data platform for its national advanced metering system, incorporating Green Button data is not one of the Agency's top five strategies in this area.	
Implement space utilization and optimization practices and policies [3(a)(E)].	Yes	EPA has historically implemented many efforts to consolidate space within its owned and leased facilities. EPA's *Synthesis Report of the US EPA Laboratory Enterprise Evaluation* was recently completed, which identified additional opportunities for space consolidation, several of which are currently underway.	EPA will review its laboratory consolidation study and begin to identify which priority space utilization and optimization activities to pursue by June 30, 2016.
Identify opportunities to transition test-bed technologies to achieve the goals of this section [3(a)(F)].	No	EPA has piloted the use of occupancy sensors to set air change-per-hour rates in laboratory modules based on occupancy. After installing occupancy sensors in laboratory modules at its facility in Cincinnati, Ohio, EPA is considering installing similar sensors in its laboratories in Chelmsford, Massachusetts, and Manchester, Washington; however, this is not one of the Agency's top five strategies in this area.	

(A) Strategy	(B) Top Five? Yes/No/NA	(C) Strategy Narrative	(D) Specific Targets/Metrics to Measure Success Including Milestones in the Next 12 Months
Where feasible: Conform to city energy performance benchmarking and reporting requirements [3(a)(G)].	No	While this is not one of EPA's top five strategies in this area, the Agency will continue to monitor local benchmarking and reporting requirements in areas where its existing facilities are sited and comply as appropriate.	
Begin planning for FY 2020 requirement: Ensure all new construction of Federal buildings greater than 5,000 gross square feet that enters the planning process be designed to achieve energy net-zero and, where feasible, water or waste net-zero by FY 2030 [3(h)(i)].	Yes	EPA is currently in the planning process for the Las Vegas Consolidated Laboratory. Although planning has already begun, EPA intends to evaluate opportunities to achieve net-zero energy, water, and/or waste in this project. EPA will use the lessons learned from this project to inform the net-zero design process for projects initiated after 2020.	EPA will initiate updates to its design and construction manual, *EPA Facilities Manual, Volume 2: Architecture and Engineering Guidelines*, by December 31, 2015, to ensure all future projects greater than 5,000 gross square feet entering the planning phase in 2020 and thereafter will meet the net-zero requirement.
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	EPA has been using its *Best Practice Lease Provisions* for all major lease procurements since 2008, which include source selection evaluation factors for sustainability, including energy efficiency; therefore, this is not one of the Agency's top five strategies in this area.	
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)].	Yes	Since 2008, EPA has been using its *Best Practice Lease Provisions* for all major lease procurements, which require the lessor to report energy and water consumption data for the Agency's portion of the building. EPA has been a leader in the federal government with its early adoption of this practice. EPA will continue to follow the *Best Practice Lease Provisions* as new leases are executed.	For new lease projects greater than 10,000 rentable square feet initiated in the next 12 months (through June 30, 2016), EPA will insert the requirement for the building lessor to disclose energy consumption data for EPA's portion of the leased building.

(A) Strategy	(B) Top Five? Yes/No/NA	(C) Strategy Narrative	(D) Specific Targets/Metrics to Measure Success Including Milestones in the Next 12 Months
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	EPA is implementing the Council on Environmental Quality's *Implementing Instructions—Sustainable Locations for Federal Facilities* as part of its GreenCheck process, which is used to review every lease, construction, renovation, and repair project to ensure the project meets federal sustainability requirements. This strategy, however, is not one of the Agency's top five strategies in this area.	
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	EPA plans to review and update its GreenCheck process and *Architecture and Engineering Guidelines* to include this requirement, but this is not one of the Agency's top five strategies in this area.	
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	EPA plans to review and update its GreenCheck process and *Architecture and Engineering Guidelines* to include climate resiliency aspects, but this is not one of the Agency's top five strategies in this area.	
(A) Recommended Strategy			
Install and monitor energy meters and sub-meters as soon as practicable.	No	This is not one of the Agency's top five strategies in this area, because EPA has already installed energy and water meters to capture 100 percent of its consumption. Additionally, EPA's advanced metering hardware captures 72 percent of the Agency's reportable energy consumption, and sub-meters are installed where practicable.	

(A) Strategy	(B) Top Five? Yes/No/NA	(C) Strategy Narrative	(D) Specific Targets/Metrics to Measure Success Including Milestones in the Next 12 Months
Collect and utilize building and facility energy use data to improve building energy management and performance.	No	While collecting energy data and improving building performance are important strategies for EPA, this is not one of the Agency's top five strategies in 2015 in this area.	
Incorporate green building specifications into all new construction and major renovation projects.	Yes	EPA uses its GreenCheck process to review every lease, construction, renovation, and repair project to ensure the project meets federal green building requirements. The Agency maintains *Architecture and Engineering Guidelines* that include green building design criteria for EPA's new construction and renovation projects. EPA also maintains *Best Practice Lease Provisions* with green building lease clauses to ensure newly constructed and renovated leased space meets EPA and federal green building requirements.	By June 30, 2016, EPA will: 1) Update its GreenCheck process to include new requirements from EO 13693. 2) Complete the GreenCheck process for all new construction, renovation, and repair projects undertaken in the next 12 months. 3) Initiate update of its *Architecture and Engineering Guidelines.* 4) Update its *Best Practice Lease Provisions* to reflect GSA's latest lease format.
Redesign or lease interior space to reduce energy use by implementing daylighting, space optimization, sensors/control system installation, etc.	No	While EPA assesses lighting control opportunities in its high performance sustainable existing building certification process, and optimizes space use through more efficient and flexible workstations in new office spaces and laboratory consolidation efforts, this is not one of the Agency's top five strategies in this area.	

(A) Strategy	(B) Top Five? Yes/No/NA	(C) Strategy Narrative	(D) Specific Targets/Metrics to Measure Success Including Milestones in the Next 12 Months
Develop and deploy energy and sustainability training for all facility and energy managers.	No	Although this is not one of the Agency's top five strategies in this area, in June 2015, EPA is conducting a training workshop for Agency employees that addresses facilities management; sustainability; safety, health, environmental management; and security. Sustainability related workshop session topics include energy and solar projects, advanced metering, net zero, fleet management, and climate resiliency.	
Include in every construction contract all applicable sustainable acquisition requirements for recycled, biobased, energy-efficient, and environmentally preferable products.	No	Although this is not one of the Agency's top five strategies in this area, EPA's GreenCheck process ensures the design and specification of construction projects meet the requirements for recycled content, biobased, energy efficiency, and environmentally preferable products. EPA construction contract language also addresses these requirements.	

Table 2-2: Goal 2 Strategies—Data Center Efficiency

(A) Strategy	(B) Top Five? Yes/No/NA	(C) Strategy Narrative	(D) Specific Targets/Metrics to Measure Success Including Milestones in the Next 12 Months
(A) Required Strategy Under EO 13693			
Ensure the agency chief information officer promotes data center energy optimization, efficiency, and performance [3(a)(ii)(A)].	Yes	EPA plans to consolidate data centers under the Federal Data Center Consolidation Initiative (FDCCI), closing 40 percent of the Agency's non-core data centers.	EPA will initiate closure of 40 percent of non-core data centers by December 31, 2015.
Install and monitor advanced energy meters in all data centers by fiscal year 2018 [3(a)(ii)(B)].	Yes	EPA will initiate planning to prioritize installation of advanced energy meters across agency data centers.	EPA will install advanced energy meters at all EPA data centers by the end of FY 2018.

(A) Strategy	(B) Top Five? Yes/No/NA	(C) Strategy Narrative	(D) Specific Targets/Metrics to Measure Success Including Milestones in the Next 12 Months
(A) Recommended Strategy			
Optimize agency Data Centers across total cost of ownership metrics.	Yes	EPA plans to implement intra-agency cross-geographical continuity of operations (COOP) through replication and backup between Agency data centers, instead of hiring external COOP sites.	EPA will initiate plans to achieve $250,000 per year savings from discontinuing use of its Boulder, Colorado, disaster recovery and COOP site through June 30, 2016.
Improve data center temperature and air-flow management.	Yes	EPA will raise temperatures in its National Computer Center-operated data centers to reduce air conditioning energy and cost requirements. The Agency plans to procure and install new airflow tiles strategically located to maximize efficient cooling and prototype cold aisle containment barriers to ensure that cool air is directed to computer systems.	On a quarterly basis through June 30, 2016, EPA will continue to track energy consumption measures in an effort to achieve 25 percent less energy consumption in NCC-operated data centers by 2020.
Identify and consolidate obsolete and underutilized agency computer servers into energy-efficient data centers.	Yes	EPA will replace obsolete equipment through routine equipment refresh cycles and leverage virtualization technologies to ensure the maximum practical utilization of IT resources.	EPA will surplus 100 percent of obsolete equipment by June 30, 2016. Virtualization utilization must vary according to the specific workload associated with each virtualization cluster. EPA will identify measures appropriate for each environment and the excess capacity required to provide for scalability.

Goal 3: Clean & Renewable Energy

Agency Clean Energy Share of Total Electric and Thermal Energy Goal

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

Agency Renewable Energy Share of Total Electricity Consumption Goal

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

Table 3: Goal 3 Strategies—Clean and Renewable Energy

(A) Strategy	(B) Top Five? Yes/No/NA	(C) Strategy Narrative	(D) Specific Targets/Metrics to Measure Success Including Milestones in the Next 12 Months
(A) Required Strategy Under EO 13693			
DoD only: Include in DoD accounting, fulfillment of the requirements of DoD goals under section 2852 of the National Defense Authorization Act of 2007 [3(e)(vi)].	N/A		
(A) Recommended Strategy			
Install agency-funded renewable on-site and retain corresponding renewable energy certificates (RECs) or obtaining replacement RECs [3(d)(i)].	Yes	EPA has numerous successful onsite renewable energy demonstration projects installed on its facilities across the country, including solar arrays and outdoor lights, ground source heat pumps, and wind turbines. EPA is reevaluating the findings and recommendations from a 2011 feasibility study of onsite renewable energy options to identify additional opportunities to further evaluate generating energy at its laboratory facilities.	By June 30, 2016, EPA will review the findings of its 2011 renewable energy feasibility study to identify one to two EPA laboratory locations with suitable conditions for onsite renewable energy projects for further study.

(A) Strategy	(B) Top Five? Yes/No/NA	(C) Strategy Narrative	(D) Specific Targets/Metrics to Measure Success Including Milestones in the Next 12 Months
Contract for the purchase of energy that includes installation of renewable energy on or off site and retain RECs or replacement RECs for the term of the contract [3(d)(ii)].	Yes	EPA continues to pursue onsite renewable energy projects where cost-effective and implements demonstration projects where it makes financial sense to do so and when funding is available. EPA is also making considerable progress on a renewable energy savings performance contract (ESPC) combined with a power purchase agreement to support a 1.5-megawatt photovoltaic (PV) installation at the Agency's Edison, New Jersey, laboratory. EPA has committed to purchasing replacement RECs for the energy generated by this PV system through its extensive green power/REC purchase program.	By June 30 2016, EPA will make significant progress on the installation of the solar PV array at the Edison, New Jersey, laboratory.
Purchase electricity and corresponding RECs or obtaining equal value replacement RECs [3(d)(iii)].	Yes	At its facilities in Corvallis, Oregon, and Duluth, Minnesota, EPA currently participates in utility-offered programs where EPA purchases both electricity and corresponding RECs (i.e., delivered green power). Participating in these delivered green power programs has been an EPA strategy since 2002, and the Agency will continue to pursue similar opportunities where feasible.	By June 30, 2016, EPA will identify an additional utility company offering for obtaining delivered green power at an EPA facility.

(A) Strategy	(B) Top Five? Yes/No/NA	(C) Strategy Narrative	(D) Specific Targets/Metrics to Measure Success Including Milestones in the Next 12 Months
Purchase RECs [3(d)(iv)].	Yes	In September 2006, EPA became the first federal agency to purchase green power equivalent to 100 percent of its estimated annual electricity use. EPA will continue to procure RECs and other forms of green power to reduce its reported Scope 1 and 2 GHG emissions, and support the green power market.	EPA plans to complete the Agency's FY 2016 REC purchase with DLA Energy by December 31, 2015.
Install thermal renewable energy on-site at Federal facilities and retain corresponding renewable attributes or obtain equal value replacement RECs 3(e)(i).	Yes	EPA has a number of onsite thermal renewable energy systems at its facilities, including: a ground source heat pump system installed at its laboratory in Ada, Oklahoma; three solar hot water heating systems in Edison, New Jersey, Athens, Georgia, and Narragansett, Rhode Island; and a passive solar thermal wall in Golden, Colorado.	1) By June 30, 2016, EPA will study the feasibility of a ground source heat pump system at one laboratory. 2) By June 30, 2016, EPA will also review the findings of its 2011 renewable energy feasibility study to identify additional thermal renewable energy opportunities for further study.
Install combined heat and power processes onsite at Federal facilities [3(e)(ii)].	No	While EPA will always consider combined heat and power technology where feasible, this is not one of the Agency's top five strategies in this area.	
Identify opportunities to install fuel cell energy systems on-site at federal facilities [3(e)(iii)].	No	EPA may consider fuel cell energy systems where feasible, however this is not one of the Agency's top five strategies in this area.	
Identify opportunities to utilize energy from small modular nuclear reactor technologies [3€(iv)].	N/A	Modular nuclear reactor technologies are not applicable in EPA's current inventory of facilities.	

(A) Strategy	(B) Top Five? Yes/No/NA	(C) Strategy Narrative	(D) Specific Targets/Metrics to Measure Success Including Milestones in the Next 12 Months
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€(v)].	N/A	Carbon capture and storage energy projects are not applicable at sites within EPA's current inventory of facilities.	
Implement other alternative energy approaches that advance the policy set forth in section 1 and achieve the goals of section 2 of EO 13693 [3€(vii)].	No	EPA will consider alternative energy technologies at any new and existing facilities where feasible; however this is not one of the Agency's top five strategies in this area.	
Consider opportunities to install or contract for energy installed on current or formerly contaminated lands, landfills, and mine sites.	N/A	EPA does not own any current or formerly contaminated lands, landfills, or mine sites that can be used for energy technology installations.	

Goal 4: Water Use Efficiency & Management

Potable Water Consumption Intensity Reduction Goal

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

ILA Water Consumption Reduction Goal

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

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

(A) Strategy	(B) Top Five? Yes/No/NA	(C) Strategy Narrative	(D) Specific Targets/Metrics to Measure Success Including Milestones in the Next 12 Months
(A) Required Strategy Under EO 13693			
Install appropriate green infrastructure features to help with stormwater and wastewater management (such as rain gardens, rain barrels, green roofs, or impervious pavement) [3(f)(iv)].	Yes	EPA uses its GreenCheck process to review every lease, construction, and renovation project to ensure that any project that adds or redevelops more than 5,000 square feet of impervious area installs green infrastructure features to meet Section 438 of EISA 2007. EPA also assesses green infrastructure opportunities in its high performance sustainable existing building certification process.	EPA will initiate the contracting process to construct several green infrastructure features such as a green roof, permeable pavers, and rain gardens, as part of the Corvallis, Oregon, laboratory renovation by June 30, 2016.
Install and monitor water meters; collect and utilize building and facility water data for conservation and management [3(f)(ii)].	Yes	EPA has installed and regularly monitors water meters at the building level on all of its reporting facilities and will use this information to maintain potable and ILA water use below EO 13693 required targets.	EPA will collect and disseminate facility-specific water use data for all reporting facilities to EPA management quarterly through June 30, 2016.

(A) Strategy	(B) Top Five? Yes/No/NA	(C) Strategy Narrative	(D) Specific Targets/Metrics to Measure Success Including Milestones in the Next 12 Months
(A) Recommended Strategy			
Install high efficiency technologies (e.g., WaterSense).	Yes	EPA will continue to retrofit existing bathroom fixtures with high-efficiency technologies and is specifying water-efficient technology in all new construction and lease renewals. EPA is implementing lavatory faucet replacement with 0.5 gallon-per-minute models; showerhead and pre-rinse spray valve replacement with WaterSense labeled models; and toilet and urinal replacements with WaterSense labeled models where life-cycle cost effective.	EPA will initiate high-efficiency technology replacement projects at three additional facilities by June 30, 2016.
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).	N/A	EPA does not operate its own water supply systems.	
Minimize outdoor water use and use alternative water sources as much as possible.	No	EPA has already made significant progress reducing outdoor water use in prior years; therefore, this is not one of the Agency's top five strategies in this area.	
Design and deploy water closed-loop, capture, recharge, and/or reclamation systems.	No	EPA has already made significant progress implementing air conditioning condensate capture and reuse projects in prior years; therefore, this is not one of the Agency's top five strategies in this area.	
Install advanced meters to measure and monitor (1) potable and (2) industrial, landscaping and agricultural water use.	No	EPA is successfully using its current suite of meters to monitor water use at all reporting facilities; therefore, this is not one of the Agency's top five strategies in this area.	

(A) Strategy	(B) Top Five? Yes/No/NA	(C) Strategy Narrative	(D) Specific Targets/Metrics to Measure Success Including Milestones in the Next 12 Months
Develop and implement programs to educate employees about methods to minimize water use.	No	This has been an ongoing effort within the Agency's EMSs for many years. Staff are knowledgeable on water-efficient practices and no new initiatives are planned beyond the current EMS approach; therefore, this is not one of the Agency's top five strategies in this area.	
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	EPA is primarily addressing the interconnections and dependencies of energy and water use by effectively implementing strategies to reduce use of both resources concurrently; therefore, this is not one of the Agency's top five strategies in this area.	
Consistent with State law, maximize use of graywater and water reuse systems that reduce potable and ILA water consumption.	Yes	EPA is implementing an initiative to across its portfolio of laboratory facilities to capture and reuse air handler condensate for cooling tower make-up water where climate-appropriate, thereby reducing potable water consumption.	EPA will initiate control system improvements to maximize collection and reuse of condensate and other graywater at the Kansas City laboratory by June 30, 2016.
Consistent with state law, identify opportunities for aquifer storage and recovery to ensure consistent water supply availability.	N/A	This strategy is not applicable to the building level activity that EPA operates.	
Ensure that planned energy efficiency improvements consider associated opportunities for water conservation.	No	Laboratory facilities have significant space heating and cooling needs and associated water use for boiler and cooling tower operations. Planned heating and cooling energy efficiency projects have commensurate water use reductions. These projects are ongoing, but this is not one of EPA's top five strategies in this area.	

(A) Strategy	(B) Top Five? Yes/No/NA	(C) Strategy Narrative	(D) Specific Targets/Metrics to Measure Success Including Milestones in the Next 12 Months
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.	Yes	EPA has a consistent process in place to update facility-specific water management plans approximately every four years. A drought management and preparedness chapter is being added during each plan update. Each update includes a discussion of drought risk, opportunities for short-term response to local drought potential, and considerations for making new construction projects more resilient to drought.	EPA will include drought planning chapters in two water management plan updates by December 31, 2015.

Goal 5: Fleet Management

Agency Progress Toward Fleet Per-Mile Greenhouse Gas Emissions Goal

EO 13693 section 3(g) states that agencies with a fleet of at least 20 motor vehicles will improve fleet and vehicle efficiency and management. EO 13693 section 3(g)(ii) requires agencies to take actions that reduce fleet-wide per-mile greenhouse gas emissions from agency fleet vehicles relative to a new, FY 2014 baseline and sets new goals for percentage reductions: not less than 4percent by the end of FY 2017; not less than 15 percent by the end of FY 2020; and not less than 30 percent by then end of FY 2025.

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

Table 5: Goal 5 Strategies—Fleet Management

(A) Strategy	(B) Top Five? Yes/No/NA	(C) Strategy Narrative	(D) Specific Targets/Metrics to Measure Success Including Milestones in the Next 12 Months
(A) Required Strategy Under EO 13693			
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)].	No	Although this is will be a priority strategy for EPA in FY 2017 and beyond, EPA will wait to review official U.S. General Services Administration (GSA) guidance on telematics vendors in order to make an informed strategic decision for future years; therefore, this is not one of the Agency's top five strategies in this area.	

(A) Strategy	(B) Top Five? Yes/No/NA	(C) Strategy Narrative	(D) Specific Targets/Metrics to Measure Success Including Milestones in the Next 12 Months
Ensure that agency annual asset-level fleet data is properly and accurately accounted for in a formal Fleet Management System, as well as submitted to the Federal Automotive Statistical Tool reporting database, the Federal Motor Vehicle Registration System, and the Fleet Sustainability Dashboard (FLEETDASH) system [3(g)(iv)].	Yes	EPA already has a formal Fleet Management Information System and submits data into FAST, FMVRS, and FleetDASH. EPA will work to further integrate into FleetDASH and allow for Regional and Program Office fleet managers to access the system.	1) EPA will continue to submit all relevant vehicle data in its Agency Automotive Statistical Tool (AST) database, FAST, FMVRS, and FleetDASH on an ongoing basis through June 30, 2016. 2) EPA will set up fleet manager accounts in FleetDASH by June 30, 2016.
Plan for agency fleet composition such that 20% of passenger vehicle acquisitions are zero emission or plug-in hybrid vehicles by 2020, and 50% by 2025. Vehicles acquired in other vehicle classes count double toward this target [3(g)(v)].	No	This goal takes effect in FY 2020 for new vehicle acquisitions. Therefore, this is not one of EPA's top five strategies in this area in 2015.	
Plan for appropriate charging or refueling infrastructure for zero emission or plug-in hybrid vehicles and opportunities for ancillary services to support vehicle-to-grid technology [3(g)(vi)].	No	EPA is still assessing the impacts of charging infrastructure and awaiting guidance from CEQ on implementing this requirement before making substantial investments in charging units. Therefore, this is not one of the Agency's top five strategies in this area.	
(A) Recommended Strategy			
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	EPA will continue to review its fleet inventory and right-size the Agency's fleet accordingly.	EPA will develop and submit the VAM Fleet Management Plan by March 30, 2016.

(A) Strategy	(B) Top Five? Yes/No/NA	(C) Strategy Narrative	(D) Specific Targets/Metrics to Measure Success Including Milestones in the Next 12 Months
Increase utilization of alternative fuel in dual-fuel vehicles.	No	Although EPA will continue to target 100 percent alternative fuel use in all non-waivered flex-fuel vehicles, this is not one of the Agency's top five strategies in this area.	
Use a Fleet Management Information System to track fuel consumption throughout the year for agency-owned, GSA-leased, and commercially leased vehicles.	Yes	EPA will track all relevant fleet data elements in the Agency's fleet database, AST.	EPA will certify fleet data quarterly and submit data into FAST at the end of FY 2015.
Increase GSA leased vehicles and decrease agency-owned fleet vehicles, when cost effective.	Yes	As part of the VAM review, EPA will determine if Agency-owned vehicles are able to be replaced with GSA leased vehicles.	EPA will develop and submit the VAM Fleet Management Plan by March 30, 2016.
Implement vehicle idle mitigation technologies.	No	EPA will review the feasibility of this strategy in conjunction with its review of telematics, but it is not one of the Agency's top five strategies in this area.	
Minimize the use of "law enforcement" vehicle exemption and implementing the GSA Bulletin FMR B-33, *Motor Vehicle Management, Alternative Fuel Vehicle Guidance for Law Enforcement and Emergency Vehicle Fleets* of November 15, 2011.	No	EPA only designates vehicles as "law enforcement" (LE) if our LE fleet managers certify them as such. EPA will review the feasibility of creating LE tiers per B-33, but this is not one of the Agency's top five strategies in this area.	
Where State vehicle or fleet technology or fueling infrastructure policies are in place, conform with the minimum requirements of those policies.	No	While it is not entirely clear which state policies this recommendation is referring to, if it refers to emissions inspections, EPA is actively working to comply with state vehicle emissions requirements; however, this is not of the Agency's top five strategies in this area.	

(A) Strategy	(B) Top Five? Yes/No/NA	(C) Strategy Narrative	(D) Specific Targets/Metrics to Measure Success Including Milestones in the Next 12 Months
Reduce miles traveled (e.g., share vehicles, improve routing with telematics, eliminate trips, improve scheduling, use shuttles, etc.).	No	EPA has significantly reduced miles traveled over the past eight fiscal years. The Agency will continue to urge trip consolidation and elimination while reviewing how telematics can support advanced routing technology to further reduce fuel consumption; however, this is not one of the Agency's top five strategies in this area.	
Begin reducing per-mile GHG emissions in applicable fleet vehicles.	Yes	EPA will develop the Agency's strategy for reducing per-mile GHG emissions.	EPA will develop and begin implementing a fleet GHG reduction strategy by July 1, 2016.

Goal 6: Sustainable Acquisition

Sustainable Acquisition Goal—Biobased

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

Sections 3(iv) and 3(iv)(A) also require that agencies act, as a part of the implementation and planning requirements of section 14 of EO 13693, until agencies have achieved at least 95 percent compliance with the BioPreferred and biobased purchasing requirement, to establish an annual target for the number of contracts to be awarded with BioPreferred and biobased criteria and dollar value of BioPreferred and biobased products to be delivered and reported under those contracts in the following fiscal year.

To establish this 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.

Please input the number of contracts targeted for FY 2016 here **00** and dollar value here $**00**.[1]

Table 6: Goal 6 Strategies—Sustainable Acquisition

(A) Strategy	(B) Top Five? Yes/No/NA	(C) Strategy Narrative	(D) Specific Targets/Metrics to Measure Success Including Milestones in the Next 12 Months
(A) Required Strategy Under EO 13693			
Meet statutory mandates that require purchase preference for recycled content products designated by EPA [3(i)(i)(A).	No	Although EPA continues to make purchasing recycled content products a priority, this is not one of the Agency's top five strategies in this area.	
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	Although EPA continues to making purchasing energy- and water-efficient products a priority, as described in Goal 2, this is not one of the Agency's top five strategies in this area.	

[1] EPA has chosen not to provide these optional targets in its 2015 SSPP.

(A) Strategy	(B) Top Five? Yes/No/NA	(C) Strategy Narrative	(D) Specific Targets/Metrics to Measure Success Including Milestones in the Next 12 Months
Meet statutory mandates that require purchase preference for Biopreferred and biobased designated products designated by the USDA [3(i)(i)(C)].	Yes	EPA will provide sample contract language to help increase purchase and use of BioPreferred products and services in applicable contracts; and meet the purchase preference requirements for BioPreferred and biobased designated products per USDA 3(i)(i)(C). Second, EPA will advise acquisition personnel of the laws, the FAR, and EOs directing all federal agencies to purchase biobased products in the 97 categories (e.g., cleaners, paints), identified by the USDA, of biobased products for which EPA and its contractors have purchasing requirements. Third, EPA will provide its acquisition personnel with information about the USDA's BioPreferred and biobased products program.	EPA will continue to monitor and measure its progress quarterly through June 30, 2016.
Purchase sustainable or products and services identified by EPA programs such as the ones outlined in [3(i)(ii)].	No	Although purchasing sustainable products and services continues to be a priority for EPA, this is not one of the Agency's top five strategies in this area.	
Purchase Significant New Alternative Policy (SNAP) chemicals or other alternatives to ozone-depleting substances and high global warming potential hydrofluorocarbons, where feasible [3(i)(ii)(A)].	No	Although reducing ODSs is a priority as discussed in Goal 7, this strategy is not one of the Agency's top five strategies in this area.	

(A) Strategy	(B) Top Five? Yes/No/NA	(C) Strategy Narrative	(D) Specific Targets/Metrics to Measure Success Including Milestones in the Next 12 Months
Purchase WaterSense certified products and services (water-efficient products) [3(i)(ii)(B)].	No	Although purchasing WaterSense labeled products is part of EPA's water conservation strategy as described in Goal 4, this strategy is not one of the Agency's top five strategies in this area.	
Purchase Safer Choice labeled products (chemically intensive products that contain safer ingredients) [3(i)(ii)(C)].	No	Although purchasing products that contain safer ingredients is part of EPA's pollution prevention efforts described in Goal 7, this strategy is not one of the top five strategies in this area.	
Purchase SmartWay Transport partners and SmartWay products (fuel-efficient products and services) [3(i)(ii)(D)].	No	Although EPA promotes SmartWay through the program itself and strives to increase fuel efficiency as described in Goal 5, this is not one of the Agency's top five strategies in this area.	
Purchase environmentally preferable products and services that meet or exceed specifications, standards, or labels recommended by EPA that have been determined to assist agencies in meeting their needs and further advance sustainable procurement goals of this order [3(i)(iii)(A)].	No	Although purchasing environmentally preferable products continues to be a priority for EPA, this is not one of the Agency's top five strategies in this area.	
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	Although EPA supports meeting environmental criteria developed or adopted by voluntary consensus standards bodies, this is not one of the Agency's top five strategies in this area.	

(A) Strategy	(B) Top Five? Yes/No/NA	(C) Strategy Narrative	(D) Specific Targets/Metrics to Measure Success Including Milestones in the Next 12 Months
Ensure contractors submit timely annual reports of their BioPreferred and biobased purchases [3(i)(iv)(B)].	Yes	During FY 2015, EPA will continue to notify acquisition personnel of this requirement pursuant to FAR 52.223-2. Second, EPA will consult with the USDA to ascertain the Agency's past and current level of compliance of contractor reporting. Based upon the results obtained from the USDA, EPA will develop and implement any needed corrective action. Third, EPA will implement outreach efforts to contracting officers to ascertain contractor compliance, inclusive of continued training.	EPA will monitor and measure progress on this strategy quarterly through June 30, 2016.
Reduce copier and printing paper use and acquiring uncoated printing and writing paper containing at least 30% postconsumer recycled content or higher as designated by future instruction under section 4(e) of EO 13693 [3(i)(v)].	No	Although reducing paper waste and purchasing recycled content paper continue to be priorities for EPA, this is not one of the Agency's top five strategies in this area.	

(A) Strategy	(B) Top Five? Yes/No/NA	(C) Strategy Narrative	(D) Specific Targets/Metrics to Measure Success Including Milestones in the Next 12 Months
(A) Recommended Strategy			
Update and deploy agency procurement policies and programs to ensure that federally-mandated designated sustainable products are included in all relevant procurements and services.	No	OAM began updating its Green Purchasing Plan (GPP) and several policies pursuant to the Policy Reformation and Restoration Project in FY 2013. The updated GPP was memorialized in EPA's Acquisition Guidance in FY 2014. EPA launched a federal-wide survey in FY 2013 regarding the Environmentally Preferable Purchasing Program. The evaluation report is posted at http://www.epa.gov/evaluate/pdf/pesticides/eval-epp-program.pdf. It was determined that this report had no impact on updating EPA's sustainable acquisition policies. This strategy was completed in FY 2014.	
Deploy corrective actions to address identified barriers to increasing sustainable procurements with special emphasis on biobased purchasing.	No	During FY 2014, training for the Electronic Product Environmental Assessment Tool (EPEAT), Federal Green Challenge, and BioPreferred purchasing was conducted. Also during FY 2014 outreach, sessions with the facilities and contracting staff were provided to give guidance on accurate coding of contract actions, selection of product service codes, product descriptions, and applicable contract clauses. This strategy was completed in FY 2014.	

(A) Strategy	(B) Top Five? Yes/No/NA	(C) Strategy Narrative	(D) Specific Targets/Metrics to Measure Success Including Milestones in the Next 12 Months
Include biobased and other FAR sustainability clauses in all applicable construction and other relevant service contracts.	No	During FY 2014, training for EPEAT, Federal Green Challenge, and BioPreferred purchasing was conducted. Also during FY 2014, outreach sessions with the facilities and contracting staff were provided to give guidance on accurate coding of contract actions, selection of product service codes, product descriptions, and applicable contract clauses. This strategy was completed in FY 2014.	
Review and update agency specifications to include and encourage biobased and other designated green products to enable meeting sustainable acquisition goals.	N/A	This strategy is not applicable and not selected because: 1) in January 2013 the USDA advised OAM that the definition of "specification" does not apply to statement of work/statement of objectives language; 2) OMB did not require EPA to discuss "performance review of 25 percent of the applicable formal specifications" in the 2012 midyear Sustainability Scorecard; 3) OMB did not require EPA to discuss "agency specification reviews" in the Addendum to the FY 2012 SSPP; and 4) EPA did not select this strategy for the 2013 SSPP.	

(A) Strategy	(B) Top Five? Yes/No/NA	(C) Strategy Narrative	(D) Specific Targets/Metrics to Measure Success Including Milestones in the Next 12 Months
Use Federal Strategic Sourcing Initiatives, such as Blanket Purchase Agreements (BPAs) for office products and imaging equipment, which include sustainable acquisition requirements.	Yes	EPA currently supports the Federal Strategic Sourcing Initiative, DDS3, and is analyzing the offerings of the FSSI OS3 contracts to determine which contracts best meet EPA's Agencywide requirements. In addition, OAM is partnering with the EPA Office of Environmental Information and a variety of EPA program offices and laboratories respectively on strategic approaches to reduce copy paper usage and cost and to develop strategic sourcing vehicles to support EPA's Agencywide needs for maintenance services across the country. EPA strives to ensure maximum inclusion of positive environmental attributes for all applicable strategic sourcing vehicles.	This strategy will continue during FY 2015. This strategy will be monitored and progress measured quarterly through June 30, 2016.
Report on sustainability compliance in contractor performance reviews.	Yes	This strategy is being implemented in four components. First, the policy is now included in the former Contract Management Manual 42.15/EPA Acquisition Guide 42.15.1. Second, OAM is currently evaluating training options. Third, input regarding sustainability requirements was provided for the federal-wide guide entitled "Guidance for Contractor Performance Reporting System." Fourth, the feasibility of including sustainable acquisitions is a component of EPA's annual review of the quality of completed contractor past performance assessments.	The first three components of this strategy were completed in FY 2014. The fourth component of this strategy will continue in FY 2015, wherein a percentage of completed CPARS evaluations on applicable contracts will be reviewed and evaluated. Analysts are discussing how to best determine what the meaningful percentage will be based upon the contributing factors such as: 1) quantity of applicable contracts; and 2) CPARS for applicable contracts.

(A) Strategy	(B) Top Five? Yes/No/NA	(C) Strategy Narrative	(D) Specific Targets/Metrics to Measure Success Including Milestones in the Next 12 Months
Ensure that agency purchase-card holder policies advises the purchase card holders to use the GSA Green Procurement Compilation where desired products are listed in the Compilation.	Yes	EPA will update and revise its purchase card policy to advise purchase cardholders to use the GSA Green Procurement Compilation located at http://www.gsa.gov/portal/content/198257. Also, EPA will provide Agency purchase cardholders with resources and tools, inclusive of training, needed to learn about and use the GSA Green Procurement Compilation.	EPA will monitor and measure progress on this strategy quarterly through June 30, 2016.
Employ environmentally sound disposal practices with respect to agency disposition of excess or surplus electronics.	No	Although environmentally sound disposal of electronics is part of EPA's electronic stewardship efforts described in Goal 9, this is not one of the Agency's top five strategies in this area.	

Goal 7: Pollution Prevention & Waste Reduction

Agency Progress Toward Pollution Prevention & Waste Reduction

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

Table 7: Goal 7 Strategies—Pollution Prevention & Waste Reduction

(A) Strategy	(B) Top Five? Yes/No/NA	(C) Strategy Narrative	(D) Specific Targets/Metrics to Measure Success Including Milestones in the Next 12 Months
(A) Required Strategy Under EO 13693			
Report in accordance with the requirements of sections 301 through 313 of the Emergency Planning and Community Right-to-Know Act of 1986 (42 U.S.C 11001-11023) [3(j)(i)].	No	EPA reports in accordance with sections 301–313 of the Emergency Planning and Community Right-to-Know Act (EPCRA) of 1986, but this is not one of the Agency's top five strategies in this area. EPA leverages internal reporting mechanisms to confirm which facilities are reporting via the Toxic Release Inventory.	
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 EO 13693 [3(j)(iv)].	No	All of EPA's laboratories have chemical management committees that meet periodically to discuss opportunities for reducing chemical purchasing and chemical waste generation, strengthening chemical management systems, and adopting innovative analytical techniques that use fewer chemicals; therefore, this is not one of EPA's top five strategies in this area.	

(A) Strategy	(B) Top Five? Yes/No/NA	(C) Strategy Narrative	(D) Specific Targets/Metrics to Measure Success Including Milestones in the Next 12 Months
(A) Recommended Strategy			
Eliminate, reduce, or recover refrigerants and other fugitive emissions.	No	EPA requires ozone depleting substance (ODS) management plans and inventories for all sites that use ODS-containing equipment. Plans must include phase-out strategies and inventories for Class I and Class II ODSs, but this is not one of EPA's top five strategies in this area.	
Reduce waste generation through elimination, source reduction, and recycling.	Yes	EPA requires reporting locations to report facility waste generation and diversion data and encourages waste reduction, recycling, and composting to support its internal Agencywide waste diversion goal of 60 percent. EPA will continue to collect facility-specific waste, recycling, and organics data and encourage its facilities to pursue additional recycling, waste reduction, and composting programs and best management practices.	1) EPA will continue to pursue its internal goal to divert at least 60 percent of nonhazardous solid waste on an ongoing basis through June 30, 2016. 2) If updated federal waste management guidance is released before June 30, 2016, EPA will initiate efforts to align its internal strategies to the updated guidance, as necessary.

(A) Strategy	(B) Top Five? Yes/No/NA	(C) Strategy Narrative	(D) Specific Targets/Metrics to Measure Success Including Milestones in the Next 12 Months
Implement integrated pest management and improved landscape management practices to reduce and eliminate the use of toxic and hazardous chemicals/materials.	Yes	EPA implements integrated pest management (IPM), hardscape management, and/or landscape management best practices where applicable to reduce or eliminate the use of toxic and hazardous chemicals. Facilities participating in the Agency's internal *Guiding Principles* certification conduct a thorough review of their IPM plans to ensure all applicable IPM best practices are incorporated. EPA is also conducting pollinator site assessments and plans to integrate landscape management best practices with pollinator protection strategies, where feasible, at EPA-owned locations.	1) By December 30, 2015, EPA will initiate a pilot at one of its largest laboratory facilities to implement additional IPM best practices and reduce the amount of pesticides needed to control pests at the facility. 2) EPA will conduct pilot pollinator assessments at 17 facilities by December 30, 2015. 3) EPA will initiate updates to landscape management plans where appropriate to address pollinator protection by June 30, 2016.
Establish a tracking and reporting system for construction and demolition debris elimination.	No	EPA collects C&D waste and recycling data to identify opportunities for improvement. The Agency will continue to seek to achieve a C&D waste diversion rate of at least 75 percent for all new construction and renovation projects; however, this is not one of EPA's top five strategies in this area.	

(A) Strategy	(B) Top Five? Yes/No/NA	(C) Strategy Narrative	(D) Specific Targets/Metrics to Measure Success Including Milestones in the Next 12 Months
Develop/revise Agency Chemicals Inventory Plans and identify and deploy chemical elimination, substitution, and/or management opportunities.	No	EPA promotes responsible chemical management and requires chemical management plans at all laboratories; however, this is not one of the Agency's top five strategies in this area. EPA will update its Agencywide EMS Objectives, Targets and Metrics (OTMs), including those focused on chemical management, to set and track targets for identifying and deploying opportunities for chemical elimination or substitution.	
Inventory of current HFC use and purchases.	Yes	EPA requires EMS reporting locations to inventory Class I and Class II ODSs and will initiate planning to incorporate other refrigerants in data collection, including HFC chemicals. Currently, 100 percent of applicable reporting locations have ODS inventories and 97 percent have written ODS management plans.	EPA will begin incorporating HFCs in annual inventory reporting and will evaluate possible targets for Agencywide HFC use and purchasing by June 30, 2016.
Require high-level waiver or contract approval for any agency use of HFCs.	Yes	EPA requires EMS reporting locations to have written ODS management plans, to develop ODS inventories, and to phase out applicable Class I and Class II ODSs. EPA will leverage this inventory and reporting process to include HFC chemicals, to identify where the Agency is using HFCs, and to begin evaluating options for a waiver process.	By June 30, 2016, EPA will initiate planning for a process to establish a high-level waiver and approval process for HFC use.
Ensure HFC management training and recycling equipment are available.	Yes	EPA plans to provide training on HFC management and recycling to facility safety and health managers.	EPA will initiate planning for a training on HFC management and recycling by June 30, 2016.

Goal 8: Energy Performance Contracts

Agency Progress on Energy Performance Contracting

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

Table 8: Goal 8 Strategies—Energy Performance Contracting

(A) Strategy	(B) Top Five? Yes/No/NA	(C) Strategy Narrative	(D) Specific Targets/Metrics to Measure Success Including Milestones in the Next 12 Months
(A) Required Strategy Under EO 13693			
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)].	No	EPA does not plan to initiate new performance contracting agreements until the Agency reviews its recently completed *Synthesis Report of the US EPA Laboratory Enterprise Evaluation*, so this is not one of the Agency's top five strategies in this area for the next year.	
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	EPA is making significant progress toward completing a 1.5 megawatt photovoltaic (PV) array at its Edison, New Jersey, laboratory that combines an energy savings performance contract with a power purchase agreement.	By June 30, 2016, EPA will make significant progress on the installation of the solar PV array at the Edison, New Jersey, laboratory.
(A) Recommended Strategy			
Evaluate 25% of agency's most energy intensive buildings for use with energy performance contracts.	No	EPA does not plan to evaluate new performance contracting opportunities until the Agency reviews its recently completed *Synthesis Report of the US EPA Laboratory Enterprise Evaluation*, so this is not one of the Agency's top five strategies in this area for the next year.	

(A) Strategy	(B) Top Five? Yes/No/NA	(C) Strategy Narrative	(D) Specific Targets/Metrics to Measure Success Including Milestones in the Next 12 Months
Prioritize top 10 projects which will provide greatest energy savings potential.	Yes	EPA uses its Energy Strategy framework to prioritize top energy-saving projects at its reporting facilities and continues to identify other energy savings opportunities through ongoing facility energy assessments. Once EPA reviews its recently completed *Synthesis Report of the US EPA Laboratory Enterprise Evaluation*, the Agency will revise its Energy Strategy to reflect cost-effective energy savings projects at its remaining facilities.	EPA will continue to maintain and update its Energy Strategy program to identify and prioritize the top 10 most cost-effective energy savings projects at its facilities by June 30, 2016.
Cut cycle time of performance contracting process by at least 25%.	No	Reducing the cycle time of EPA's performance contracting process is not one of the Agency's top five strategies in this area.	
Assign agency lead to participate in strategic sourcing initiatives.	Yes	EPA's Chief Sustainability Officer (CSO) is the agency lead for strategic sourcing initiatives.	EPA's CSO will continue to serve as the Agency lead for strategic sourcing initiatives through June 30, 2016.
Devote 2% of new commitments to small buildings (less than 20,000 square feet).	No	EPA prioritizes performance contracting opportunities at facilities where it is cost-effective and feasible to do so; however, devoting 2 percent of new commitments to small buildings is not one of EPA's top five strategies in this area.	

(A) Strategy	(B) Top Five? Yes/No/NA	(C) Strategy Narrative	(D) Specific Targets/Metrics to Measure Success Including Milestones in the Next 12 Months
Identify and commit to include three to five onsite renewable energy projects in energy performance contracts.	No	EPA continues to pursue onsite renewable energy projects where cost-effective and implements demonstration projects where it makes financial sense to do so and when funding is available. However, pursuing additional onsite renewable energy projects using performance contracting is not one of the Agency's top five strategies in this area until the Agency has a chance to assess the performance of the PV array (mentioned earlier) being installed at its Edison, New Jersey, laboratory.	
Ensure relevant legal and procurement staff are trained by FEMP ESPC/ UESC course curriculum.	No	Participating in FEMP trainings is not one of the Agency's top five strategies in this area.	
Provide measurement and verification data for all awarded projects.	No	EPA performs measurement and verification (M&V) for all major energy conservation projects and will continue to do so for any performance contract or Agency-funded initiatives. EPA reports M&V data for its initiated projects in FEMP's Compliance Tracking System (CTS) as required by EISA Section 432, but this is not one of the Agency's top five strategies in this area for the next year, due to the anticipated timing of PV installation completion at its Edison, New Jersey, laboratory (mentioned earlier).	
Enter all reported energy savings data for operational projects into MAX COLLECT (max.gov).	Yes	EPA will continue to update the MAX COLLECT system as required annually.	EPA will ensure that the MAX COLLECT system contains required updates by the end of FY 2015.

Goal 9: Electronic Stewardship

Agency Progress on Electronic Stewardship

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

Table 9: Goal 9 Strategies—Electronic Stewardship

(A) Strategy	(B) Top Five? Yes/No/NA	(C) Strategy Narrative	(D) Specific Targets/Metrics to Measure Success Including Milestones in the Next 12 Months
(A) Required Strategy Under EO 13693			
Establish, measure, and report procurement preference for environmentally sustainable electronic products [3(l)(i)].	Yes	EPA will continue to promote the Agency's established procurement preferences for environmentally sustainable electronic products through EPA's Green Purchasing Plan, PC Configuration Standard, and other sustainable acquisition policies.	In accordance with OMB annual scorecard reporting, EPA will review a representative sample of applicable IT contract actions for compliance with green purchasing requirements by June 30, 2016.
Establish, measure, and report policies to enable power management, duplex printing, and other energy-efficient or environmentally sustainable features on all eligible agency electronic products [3(l)(ii)].	Yes	EPA will continue to implement its existing policies for duplexing and power management and deploy power management and duplex-enabling on new eligible computers and network printers, such as those products that are a part of the Agency's hardware refresh.	EPA will continue to achieve a 100 percent power management-enabling rate on an ongoing basis through June 30, 2016, for all eligible computers and monitors through enterprise-wide management software.
Establish, measure, and report sound practices with respect to the agency's disposition of excess or surplus electronic products [3(l)(iii)].	Yes	To ensure continued stewardship of the Agency's electronic assets, EPA will continue to implement environmentally sound disposition of electronic assets through approved programs such as GSA Xcess, Computers for Learning (CFL), and UNICOR, and submit data annually to GSA.	EPA will strive to achieve a rate of 75 percent or higher for IT product donations through GSA's CFL program on an ongoing basis through June 30, 2016.

(A) Strategy	(B) Top Five? Yes/No/NA	(C) Strategy Narrative	(D) Specific Targets/Metrics to Measure Success Including Milestones in the Next 12 Months
(A) Recommended Strategy			
Update and deploy policies to use environmentally sound practices for disposition of all agency excess or surplus electronic products and monitor compliance.	Yes	EPA will continue to follow Agency and GSA personal property disposition procedures of transfer, donation, sale, and recycling of electronic equipment. EPA will continue to monitor compliance and use only Responsible Recycling certified recyclers.	EPA will initiate an update of Agency policies to include industry best practices in the recently updated asset management standard (ISO 55000:2014) by June 30, 2016.
Promote electronics stewardship through the purchase of environmentally preferable electronic products, including electronics with EPEAT registration.	Yes	EPA will continue to ensure sustainable acquisition compliance of environmentally preferable electronic products, including EPEAT-registered IT equipment, by implementing its green purchasing policy and training.	EPA will achieve 95 percent sustainable acquisition compliance in applicable product categories for environmentally preferable electronic products, including electronics with EPEAT registration, on an ongoing basis through June 30, 2016.

Goal 10: Climate Change Resilience

Table 10: Goal 10 Strategies—Climate Change Resilience

(A) Strategy	(B) Top Five? Yes/No/NA	(C) Strategy Narrative	(D) Specific Targets/Metrics to Measure Success Including Milestones in the Next 12 Months
(A) Required Strategy Under EO 13693			
Update agency external programs and policies (including grants, loans, technical assistance, etc.) to incentivize planning for, and addressing the impacts of, climate change.	Yes	One of the Strategic Measures on climate adaptation in the *FY 2014-2018 EPA Strategic Plan* is to have 240 state, tribal, and community partners incorporate climate change adaptation into the implementation of their environmental programs supported by major EPA financial mechanisms (grants, loans, contracts, and technical assistance agreements). This goal fulfills directives in the President's Climate Action Plan, EO 13653, and EO 13693 to modernize federal programs to support climate-resilient investments in states, tribes, and local communities.	A specific area of focus is on promoting the use of the Clean Water and Safe Drinking Water Revolving Loan Funds (SRFs) to fund water conservation, reuse, and recycling projects. Since current drought conditions are having disproportionate impacts on tribes, the Agency will continue working to support tribal drought resilience through EPA's General Assistance Program (GAP) and specific set-aside funds for tribes through the SRFs on an ongoing basis through June 30, 2016.

(A) Strategy	(B) Top Five? Yes/No/NA	(C) Strategy Narrative	(D) Specific Targets/Metrics to Measure Success Including Milestones in the Next 12 Months
(A) Recommended Strategy			
Update agency emergency response procedures and protocols to account for projected climate change, including extreme weather events.	No	EPA updated its emergency response plans in FY 2013 to account for extreme weather events. Also, EPA's Office of Solid Waste and Emergency Response (OSWER) has produced a Climate Change Adaptation Implementation Plan that identifies the vulnerabilities of Emergency Response programs to climate change and actions to address them. The Implementation Plan identifies actions to ensure that Emergency Operations Center staff are provided with the most accurate and comprehensive information that takes into consideration changes in climate. No new updates are anticipated in FY 2015, so this is not one of the Agency's top five strategies in this area.	
Ensure workforce protocols and policies reflect projected human health and safety impacts of climate change.	No	The 17 Climate Change Adaptation Implementation Plans produced by EPA's Program and Regional Offices already account for projected human health and safety impacts of climate change and contain priority commitments to protect the Agency's workforce; therefore, this is not one of the Agency's top five goal strategies in this area.	
Update agency external programs and policies (including grants, loans, technical assistance, etc.) to incentivize planning for, and addressing the impacts of, climate change.	N/A	This item is a repeat of the earlier mentioned required strategy, which is one of EPA's top five strategies in this area.	

(A) Strategy	(B) Top Five? Yes/No/NA	(C) Strategy Narrative	(D) Specific Targets/Metrics to Measure Success Including Milestones in the Next 12 Months
Ensure agency principals demonstrate commitment to adaptation efforts through internal communications and policies.	No	EPA Administrator Gina McCarthy signed EPA's revised "Policy Statement on Climate Change Adaptation" in June 2014; therefore, this is not one of the Agency's top five strategies in this area. This policy statement reaffirmed the commitments of EPA's principals to adaptation efforts.	
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	One of the 10 Agencywide priorities identified in EPA's *Climate Change Adaptation Plan* calls for the Agency to place special emphasis on, and work in partnership with, overburdened populations. Certain parts of the population, such as children, the elderly, the poor, tribes and indigenous people, environmental justice communities, and small rural communities can be especially vulnerable to the impacts of climate change. The Agency will continue to engage the most vulnerable communities to improve their capacity to prepare for and avoid damages from climate change impacts.	Each of the 17 Climate Change Adaptation Implementation Plans produced by EPA's Program and Regional Offices describe how they will continue to identify vulnerable populations and places to climate change, and then work with them to strengthen their adaptive capacity; EPA will continue this work on an ongoing basis through June 30, 2016.

(A) Strategy	(B) Top Five? Yes/No/NA	(C) Strategy Narrative	(D) Specific Targets/Metrics to Measure Success Including Milestones in the Next 12 Months
Ensure that agency climate adaptation and resilience policies and programs reflect best available current climate change science, updated as necessary.	Yes	All of EPA's climate adaptation and resilience policies and programs are guided by the best available scientific information. EPA's *Climate Change Adaptation Plan*, and the 17 Climate Change Adaptation Implementation Plans produced by the Program and Regional Offices, are all based strictly on peer-reviewed scientific literature (e.g., the National Climate Assessment, the Assessments of the Intergovernmental Panel on Climate Change). Also, all the plans went through a public review and comment period.	On an ongoing basis through June 30, 2016, EPA will continue to follow its strict Peer Review Policy to enhance the quality and credibility of the Agency's decisions by ensuring that the scientific and technical work products underlying these decisions receive appropriate levels of peer review by independent scientific and technical experts.

(A) Strategy	(B) Top Five? Yes/No/NA	(C) Strategy Narrative	(D) Specific Targets/Metrics to Measure Success Including Milestones in the Next 12 Months
Design and construct new or modify/manage existing agency facilities and/or infrastructure to account for the potential impacts of projected climate change.	Yes	EPA's Office of Administration and Resources Management produced a Climate Change Adaptation Implementation Plan (June 2014). The Plan addresses the need to make EPA's facilities more climate-resilient. EPA will ensure that new construction and major renovations account for climate change resiliency through updates planned to its Architecture and Engineering (A&E) Guidelines and GreenCheck form required for all new construction and renovation projects. EPA has conducted resiliency assessments at two existing facilities (Ada, Oklahoma; Gulf Breeze, Florida) to identify best practices and opportunities to enhance resiliency. EPA plans to share its findings with similar facilities.	EPA will initiate an update to its A&E Guidelines to address climate change stressors and identified vulnerabilities and address climate resiliency considerations by December 31, 2015.

(A) Strategy	(B) Top Five? Yes/No/NA	(C) Strategy Narrative	(D) Specific Targets/Metrics to Measure Success Including Milestones in the Next 12 Months
Incorporate climate preparedness and resilience into planning and implementation guidelines for agency-implemented projects.	No	Although EPA is updating relevant components of its Facilities Manual and GreenCheck form required for new construction and renovation projects to incorporate climate change resiliency into design and operation specifications, this is not one of the Agency's top five strategies in this area. EPA's *Climate Change Adaptation Plan* called for developing Implementation Plans by the Program and Regional Offices to provide details on how each will carry out the work called for in the Agencywide Plan. The Plan provided guidelines for the development of the Implementation Plans. Seventeen Implementation Plans have already been produced by the Program and Regional Offices.	

(A) Strategy	(B) Top Five? Yes/No/NA	(C) Strategy Narrative	(D) Specific Targets/Metrics to Measure Success Including Milestones in the Next 12 Months
Ensure climate change adaptation is integrated into both agency-wide and regional planning efforts, in coordination with other Federal agencies as well as state and local partners, Tribal governments, and private stakeholders.	Yes	EPA's *Climate Change Adaptation Plan* identifies 10 Agencywide priorities for addressing the vulnerabilities of its mission to climate change and for integrating climate adaptation into its programs, policies, rules and operations. The 17 Climate Change Adaptation Implementation Plans produced by EPA's Program and Regional Offices provide more detail on how each office will carry out the work called for in the Agencywide Plan and provide a roadmap for how EPA will continue to implement the Agency's programs, serving communities all across the country that are facing climate-related challenges, to protect human health and the environment even as the climate changes.	The 17 Implementation Plans contain over 550 priority commitments by the Agency with specific targets/metrics to measure success; EPA will continue to implement them on an ongoing basis through June 30, 2016.

Appendix A.
Preliminary Plan to Address the Climate Preparedness and Resiliency Requirements of EO 13693

U.S. Environmental Protection Agency (EPA) Preliminary Plan to Address the Climate Preparedness and Resilience Requirements of Section 13(a) and (b) of EO 13693
June 30, 2015

EPA released its final *Climate Change Adaptation Plan* in October 2014. The *Plan* identifies 10 Agencywide priorities on climate adaptation. It describes how EPA will anticipate and plan for future changes in climate and incorporate considerations of climate change into its programs, policies, rules, and operations to ensure they are effective under future climatic conditions. As called for in the Agencywide *Plan*, EPA National Environmental Program Offices, all 10 Regional Offices, and several National Support Offices developed their own *Implementation Plans* that provide details on how they will carry out the work called for in the Agencywide *Plan* and meet the 10 EPA priorities on climate adaptation. EPA released the 17 final *Implementation Plans* in October 2014. Both the *Plan* itself and the 17 *Implementation Plans* can be found at http://www.epa.gov/greeningepa/documents/adaptationplans2014_508.pdf.

As its preliminary plan to address the climate preparedness and resilience requirements of section 13(a) and (b) of E.O. 13693, EPA presents the following top five goal strategies for climate adaptation, which have been incorporated into the Agency's 2015 Strategic Sustainability Performance Plan.

Top Five Goal Strategies for Climate Adaptation

1. **Update Agency external programs and policies to incentivize planning for, and addressing the impacts of, climate change.**

   One of the Strategic Measures on climate adaptation in the FY 2014-2018 EPA Strategic Plan is to have 240 state, tribal, and community partners incorporate climate change adaptation into the implementation of their environmental programs supported by major EPA financial mechanisms (grants, loans, contracts, and technical assistance agreements). This goal fulfills directives in the President's Climate Action Plan, EO 13653, and EO 13693 to modernize federal programs to support climate-resilient investments in states, tribes, and local communities.

   A specific area of focus is on promoting the use of the Clean Water and Safe Drinking Water Revolving Loan Funds (SRFs) to fund water conservation, reuse, and recycling projects. Since current drought conditions are having disproportionate impacts on tribes, the Agency will continue working to support tribal drought resilience through EPA's General Assistance Program (GAP) and specific set-aside funds for tribes through the SRFs on an ongoing basis through June 30, 2016.

2. **Identify vulnerable communities that are served by EPA's mission and are potentially impacted by climate change and measures to address those vulnerabilities where possible.**

   One of the 10 Agencywide priorities identified in EPA's *Climate Change Adaptation Plan* calls for the Agency to place special emphasis on, and work in partnership with,

overburdened populations. Certain parts of the population, such as children, the elderly, the poor, tribes and indigenous people, environmental justice communities, and small rural communities can be especially vulnerable to the impacts of climate change. The Agency will continue to engage the most vulnerable communities to improve their capacity to prepare for and avoid damages from climate change impacts.

Each of the 17 Climate Change Adaptation *Implementation Plans* produced by EPA's Program and Regional Offices describe how they will continue to identify vulnerable populations and places to climate change, and then work with them to strengthen their adaptive capacity; EPA will continue this work on an ongoing basis through June 30, 2016.

3. Ensure that EPA's climate adaptation and resilience policies and programs reflect best available current climate change science, updated as necessary.

All of EPA's climate adaptation and resilience policies and programs are guided by the best available scientific information. EPA's *Climate Change Adaptation Plan*, and the 17 *Implementation Plans* produced by the Program and Regional Offices, are all based strictly on peer-reviewed scientific literature (e.g., the National Climate Assessment, the Assessments of the Intergovernmental Panel on Climate Change). Also, all the plans went through a public review and comment period.

On an ongoing basis through June 30, 2016, EPA will continue to follow its strict Peer Review Policy to enhance the quality and credibility of the Agency's decisions by ensuring that the scientific and technical work products underlying these decisions receive appropriate levels of peer review by independent scientific and technical experts.

4. Design and construct new or modify/manage existing facilities and/or infrastructure to account for the potential impacts of projected climate change.

EPA's Office of Administration and Resources Management produced a *Climate Change Adaptation Implementation Plan* (June 2014). The *Implementation Plan* addresses the need to make EPA's facilities more climate-resilient. EPA will ensure that new construction and major renovations account for climate change resiliency through updates planned to its *Architecture and Engineering (A&E) Guidelines* and GreenCheck form required for all new construction and renovation projects. EPA has conducted resiliency assessments at two existing facilities (Ada, Oklahoma; Gulf Breeze, Florida) to identify best practices and opportunities to enhance resiliency. EPA plans to share its findings with similar facilities.

EPA will initiate an update to its *A&E Guidelines* to address climate change stressors and identified vulnerabilities and address climate resiliency considerations by December 31, 2015.

5. **Ensure climate change adaptation is integrated into both Agencywide and regional planning efforts, in coordination with other federal agencies as well as state and local partners, Tribal governments, and private stakeholders.**

   EPA's *Climate Change Adaptation Plan* identifies 10 Agencywide priorities for addressing the vulnerabilities of its mission to climate change and for integrating climate adaptation into its programs, policies, rules and operations. The 17 *Implementation Plans* produced by EPA's Program and Regional Offices provide more detail on how each office will carry out the work called for in the Agencywide *Plan* and provide a roadmap for how EPA will continue to implement the Agency's programs, serving communities all across the country that are facing climate-related challenges, to protect human health and the environment even as the climate changes.

   The 17 *Implementation Plans* contain over 550 priority commitments by the Agency with specific targets/metrics to measure success; EPA will continue to implement them on an ongoing basis through June 30, 2016.

Appendix B.
2015 Fleet Management Plan and Vehicle Allocation Methodology Results

FY 2015 Vehicle Allocation Methodology Fleet Management Plan

UNITED STATES
ENVIRONMENTAL PROTECTION AGENCY

March 2015

Contents

(A) Introduction of the agency mission, organization, and fleet role in agency missions

The Environmental Protection Agency's (EPA) primary mission is to protect human health and the environment. The Agency is organized across ten regions that cover the entire United States, including Guam, American Samoa, Puerto Rico, and the U.S Virgin Islands. EPA manages a decentralized motor vehicle fleet with both Regional and Program Office fleet components that support the Agency's mission. This includes, but is not limited to: administrative functions, official travel, environmental testing, emergency response (ER), law enforcement (LE), and other mission support operations. In some cases, vehicles are assigned to specific senior management officials, LE officers, or on-scene coordinators (for brownfield or Superfund sites). However, most vehicles operate within motor pools with the ability to share vehicles across entire offices. ER, LE, and special purpose vehicles are excluded from motor pools. Each Regional/Program Office fleet determines how many and what types of vehicles are needed based on mission requirements, vehicle availability, and budgetary considerations. EPA has consistently reduced its fleet inventory over the past several years and only acquires additional vehicles if mission requirements dictate such action.

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

EPA assigns motor vehicles to qualifying vehicle operators based on several factors. These include mission need, mission criticality, passenger/cargo requirements, and availability of reasonable alternatives (e.g., public transit, teleconferencing, or shuttle bus service). In some cases, vehicles are assigned to specific senior management officials, LE officers, or on-scene coordinators (for brownfield or Superfund sites), but most vehicles operate within motor pools. EPA's fleet has not seen a net increase in its inventory for several years and additional vehicles are only approved when a specific and urgent mission requirement presents itself. EPA considers several alternatives prior to adding vehicles including:

1) Absorbing additional use into existing, similar vehicles in the fleet;
2) Determining if public transportation, teleconferencing, or shuttle bus service would suffice; and
3) Offsetting the additional vehicle acquisition via a vehicle disposal from within the Agency fleet.

Every two years, the EPA Administrator signs a home-to-work (HTW) memorandum that authorizes employees with specific job classifications to utilize vehicles for HTW transportation. Additionally, these employees must request a HTW authorization for each use of an EPA vehicle for HTW, provide justification for such use, complete an official HTW determination form, and have it signed and approved by their management. The Administrator's HTW memorandum does not provide a blanket HTW authorization for these employees; rather, it tightly restricts authorization to relevant job classifications and provides further controls via HTW justifications and documentation. Generally, EPA's vehicles are not specifically assigned solely for HTW purposes. These Agency controls help limit HTW transportation to only those instances where allowing such travel is in the best interests of the government.

(C) Vehicle Allocation Methodology (VAM) development and explanation for fleet size changes

For the FY 2012 and 2013 VAM reviews, EPA heavily scrutinized under-utilized and inefficient vehicles in an effort to eliminate these vehicles (where feasible) as soon as possible for the greatest long-term cost savings. The Agency was successful in doing this by exceeding its original reduction goal of 48 vehicles (4.2% of total fleet inventory) by eliminating more than double that amount in FY 2012 and 2013. However, EPA did not want to diminish its fleet too quickly given the rapid reduction pace of FY 2012 and 2013. Therefore, the Agency reduced its main elimination threshold, vehicle miles traveled (VMT), from 10,000 VMT to 4,000 VMT for the FY 2014 VAM review and reduced it further to 2,500 VMT for the FY 2015 VAM review. By doing this, EPA was able to target the most under-utilized vehicles for elimination as well as focus on right-sizing the fleet. For the purposes of this report, the term right-sizing refers to determining the correct size and capabilities of each vehicle in the fleet. EPA's right-sizing goal is to ensure that sedans (i.e., fuel-efficient vehicles) comprise the highest percentage of the total fleet as possible (given mission requirements). EPA Headquarters (HQ) used the following specific criteria for recommending vehicle eliminations in FY 2015:

1) **VMT—** Vehicles that had less than 2,500 VMT in FY 2014 were recommended for elimination (vehicles acquired after April 1, 2014 were excluded due to having a shorter time period to meet this threshold).
2) **Mission Criticality—** Vehicles were reviewed for mission need and purpose. Vehicles dedicated solely for passenger transportation that fell below the VMT threshold were recommended for elimination. Highly specialized or critical assignment vehicles (including most LE and ER vehicles) were justified for retention.

3) **Cost Savings—** Under-utilized vehicles were reviewed concurrently with similar vehicles in each local fleet and recommended for elimination based on the highest potential cost savings. However, many EPA-owned vehicles were also recommended for elimination due to potential maintenance cost savings.

In order to streamline the VAM survey process for Regional/Program Office Fleet Managers, EPA HQ filtered the current fleet inventory through the criteria listed above using responses from the FY 2014 VAM surveys and data from EPA's fleet database. This process produced a list of recommended eliminations. EPA HQ then conducted a data call to gather field office input on fleet inventory and composition. Each survey consisted of two sections:

1) **Recommended Eliminations—** Fleet managers were asked to provide input on mission criticality (if not available from the FY 2014 VAM survey) as a justification for retention. If the Regional/Program Office Fleet Managers agreed with the HQ elimination recommendation, they were asked to provide an expected disposal date. The survey also requested a list of any additional vehicles each Region/Program Office planned on eliminating without replacement.
2) **Right-sizing Considerations—** Fleet managers were asked to provide an explanation for why larger (less fuel-efficient) passenger transport vehicles were needed. Sport utility vehicles (SUVs) and minivans were listed and required responses in this section. Pickup trucks, medium-duty (MD) vehicles, and heavy-duty (HD) vehicles were exempt from the right-sizing section since these vehicles are almost never used for passenger transport and, therefore, downsizing them to sedans would not be feasible for mission requirements. Valid responses from the FY 2014 VAM surveys were pre-populated in the FY 2015 surveys in order to streamline the process.

EPA's original VAM goal was to reduce its fleet by 48 vehicles (4.2% of total fleet inventory) by FY 2015. Since FY 2011, EPA has eliminated 138 vehicles, or 12.1% of its total fleet, which far exceeded Agency goals for vehicle reductions. Table 1 provides a summary of EPA's VAM eliminations from FY 2012 to 2014.

Table 1. Actual Vehicle Fleet Inventory Reductions

	End of Year Inventory	Vehicle Eliminations	% Decrease from Baseline
FY 2011 (Baseline)	1,145 vehicles[1]	N/A	N/A
FY 2012	1,085 vehicles	60 vehicles[2]	5.3%
FY 2013	1,039 vehicles	46 vehicles	4.0%
FY 2014	1,007 vehicles	32 vehicles	2.8%
Total	**N/A**	**138 vehicles**	**12.1%**

EPA has met and exceeded its FY 2015 goal of reducing its fleet by 4.2% of total fleet inventory. The Agency continues to identify unnecessary and under-utilized vehicles and anticipates another 13 vehicles will be eliminated in FY 2015. Additional fleet reduction and cost savings details can be found in Section D of this report.

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

As discussed in Section C, EPA has reduced its fleet inventory by 138 vehicles (12.1% of total fleet) since FY 2011. These reductions have resulted—and will continue to result—in significant cost savings for EPA. The 138 vehicle reductions and continued right-sizing efforts from the FY 2012 and 2013 VAM reviews are anticipated to save EPA and the federal government over $4.4 million in lease cost savings from FY 2015 to FY 2019. Cost savings are based on the reduction of monthly lease costs and do not include associated maintenance, fuel, or administrative costs. Table 2 provides an estimated lease cost savings summary.

[1] After submission of the FY 2012 VAM, EPA received updated guidance from GSA and DOE regarding the definition of "special purpose vehicles". The updated definition was much narrower than the definition EPA had been using, prompting the Agency to conduct an internal review of all special purpose designations and correct any improper designations. As a result, EPA's FY 2011 VAM baseline of 1,145 differs from the FY 2011 Federal Automotive Statistical Tool (FAST) inventory of 1,102 because 43 vehicles were incorrectly designated as special purpose and, therefore, not reported into FAST.

[2] Includes four vehicles that were incorrectly marked as regular vehicles when, in fact, they were special purpose vehicles. Therefore, they were not reportable and were removed from our VAM inventory.

Table 2. Estimated Annual Vehicle Lease Cost Savings[3]

Estimated Annual Lease Cost Savings from FY 2011 FY 2012 Reductions	$375,924
Estimated Annual Lease Cost Savings from FY 2012 FY 2013 Reductions	$403,068
Estimated Annual Lease Cost Savings from FY 2013 FY 2014 Reductions	$118,056
Total Estimated Annual Lease Cost Savings, FY 2011 FY 2014 Reductions	**$897,048**

EPA met its optimal fleet goal in FY 2012 and has exceeded its optimal fleet by 7.9% as of the end of FY 2014. Although, FY 2015 is the last year a formal VAM is required, EPA will continue to reassess and monitor its present and optimal fleet goals periodically and is committed to operating an effective and efficient fleet, in accordance with the Presidential Memorandum on Federal Fleet Performance. Due to successful efforts from EPA HQ and Regional/Program Office Fleet Managers, lease costs have been reduced due to replacement vehicles being smaller and cheaper. Based on survey responses for the FY 2015 VAM review, EPA anticipates eliminating up to an additional 13 vehicles by the end of the FY. These potential eliminations would result in a 13.2% total reduction in fleet size compared to the FY 2011 baseline.

EPA acquires vehicles from the most cost-effective source, which is typically the General Services Administration (GSA). EPA only deviates from this policy if GSA is unable to provide a vehicle that meets Agency mission requirements. In these cases, the Agency obtains a written waiver from GSA to acquire a commercially-leased vehicle.

As a result of VAM efforts, EPA is trending towards smaller, more fuel-efficient vehicles, wherever feasible. EPA HQ emphasized right-sizing in the FY 2014 and 2015 VAM surveys and found that many vehicles are able to be replaced with smaller vehicles as they become eligible for replacement. EPA will use these findings to ensure that future replacements are like-sized or smaller for both fuel and cost savings.

EPA based future fleet cost projections on several factors including historical trends, estimated percentage increases/decreases, and future mission needs. For example, EPA used historical trends in vehicle ownership to project what the fleet will look like over the next few years (i.e., less commercially-leased vehicles and GSA-leased vehicles due to shifts towards GSA leases and vehicle reductions, respectively). In terms of fuel cost projections, EPA used estimated percentage increases as it is likely that fuel prices will continue its current upward trend. EPA also reviews current fleet size and projected fleet size when developing cost estimates. As a result, cost estimates are not projected to deviate significantly from current levels.

(E) Explanation of how law enforcement vehicles are categorized

EPA is currently conducting a review of its LE vehicles to appropriately categorize them according to the three tiers outlined in GSA Bulletin B-33. When the review is completed, the appropriate categorizations will be reflected in EPA's fleet database, the Automotive Statistical Tool (AST). EPA does not exempt any LE vehicles from VAM or Energy Policy Act (EPAct) reporting. AST tracks whether a vehicle is LE, but does not currently differentiate between LE 1, LE 2, or LE 3 tiers. However, AST is slated to be updated with this fix in the near future, concurrently with the Agency-wide LE review. EPA does not exempt any vehicles from the VAM review, as long as they are reportable in FAST. LE vehicles are excluded from the requirements of EPAct 1992 and 2005, and EPA exempts them, as per GSA and Department of Energy (DOE) guidance.

(F) Justification for restricted vehicles

EPA does not operate any sedans that are larger than class III. Furthermore, EPA's policy guidance states that the Agency will not acquire any class IV or higher sedans unless it is essential to mission requirements, in accordance with the Code of Federal Regulations (CFR). EPA has historically posted on its website executive fleet vehicles that do not meet the requirements of the Presidential Memorandum on Federal Fleet Performance. However, all of EPA's executive fleet vehicles were compliant as of October 2014, so none are currently posted on EPA's website. EPA does not have any limousines or armored vehicles in the Agency's inventory.

[3] Annual lease costs are estimated based on monthly lease costs for active fleet vehicles at the end of each FY. For the purposes of this analysis, each vehicle was assumed to be in the fleet for the entire FY. Maintenance and fuel costs are not included.

(G) Description of vehicle replacement strategy and results

EPA will comply with the Presidential Memorandum mandate to acquire only AFVs starting January 1, 2016, through managerial controls as well as the education of Regional/Program Office Fleet Managers. Currently, all acquisitions must have approval from EPA HQ prior to finalization. EPA HQ will not approve the orders if they are not AFVs (including hybrid electric vehicles [HEVs], plug-in hybrid electric vehicles [PHEVs], and low greenhouse gas-emitting vehicles [LGVs]). Additionally, EPA HQ will continue to educate fleet managers on this new mandate via trainings and newsletters to ensure that the Agency will comply.

EPA does not have statutory authority to purchase passenger motor vehicles unless specifically granted by Congress. Therefore, EPA will continue to lease the majority of its fleet from GSA and commercial sources. EPA is required to lease from GSA unless GSA (a) cannot provide a vehicle that meets EPA's mission requirements and (b) issues a waiver stating as such. GSA is routinely the most inexpensive source for leasing motor vehicles. For these reasons, EPA will continue to source its vehicle acquisitions from GSA for the foreseeable future with rare exceptions. EPA purchases vehicles only for specific, Congressionally-approved purposes such as mobile laboratories and emissions testing activities. In these instances, EPA requires significant up-fitting and specialization of the vehicles that are not feasible to obtain from GSA.

As part of the AFV acquisition approval process, EPA will confirm that E85 fueling infrastructure is available prior to placing flex-fuel vehicles (FFVs) there. Any fleet location requesting an FFV acquisition will be checked using the Department of Energy Alternative Fuel Station Locator to ensure that E85 infrastructure is located within five miles to maximize the amount of E85 used. This will help the Agency to meet alternative fuel consumption requirements of Executive Order 13423, the EPAct of 2005, and the Energy Independence and Security Act (EISA) of 2007. For fleet locations without E85 infrastructure, EPA only approves PHEV, HEV, and LGV acquisitions unless a reasonable justification is provided in accordance with Agency internal controls.

(H) Description of the agency-wide vehicle management information system

EPA's vehicle management information system (AST) accurately collects and reports on all necessary fleet data elements including:

- Inventory categorized by component fleets and sub-component fleets;
- Maintenance, fuel, leasing, acquisition, and disposal costs;
- Utilization data such as VMT and fuel consumption;
- Identifying data on an individual vehicle basis such as license number, exemption type, fuel type, vehicle type, make, model, vehicle description, and many other data points.

AST provides the requisite capabilities to accurately report to both internal and external entities regarding all FAST-reportable data. This includes the ability to calculate cost per mile and fuel costs for each motor vehicle.

(I) Plans to increase the use of vehicle sharing

EPA HQ continually stresses the importance of trip consolidation and the use of mass transit, video-conferencing, and teleconferencing to its Regional/Program Office fleet components. All component fleets utilize some or all of these strategies to reduce the burden on the vehicle fleet and help conserve fuel and fleet costs. EPA HQ has effectively educated vehicle operators and fleet managers on ride-sharing practices in order to lower overall VMT and consolidate to a smaller fleet. Now that many under-utilized vehicles have been eliminated from the fleet, their utilization will be absorbed by other vehicles in the fleet via trip consolidation and ride-sharing. Additionally, EPA HQ operates a shuttle bus service between its Washington, DC offices in conjunction with other federal agencies, as well. Due to the unique nature of EPA's mission, it is sometimes necessary for vehicles to be assigned to specific employees such as on-scene coordinators who perform site visits to remote locations for environmental testing and mitigation efforts. EPA does not approve single-user vehicles unless there are specific mission requirements that could not reasonably be met with alternative transportation options. This has been addressed and documented via our VAM surveys in recent years.

(J) Impediments to optimal fleet management

EPA HQ has been fortunate in that the Agency's fleet managers are very cooperative, responsive, and willing to routinely and openly discuss fleet issues and provide important feedback. This is critical when operating a

decentralized fleet, as EPA does. The largest obstacle to optimal fleet management hasn't been a specific law or executive order; it is the sheer number and scope of all the fleet-related laws and executive orders combined. Current fleet fuel consumption and vehicle acquisition requirements consist of a patchwork of various laws and executive orders making it extremely burdensome to ensure compliance. The myriad acquisition requirements, for example, are problematic due to segmentation and are compounded by the need for concurrent proximity reviews for alternative fuel infrastructure. It would be helpful if there were unified goals and requirements, such as:

1) **Fuel Consumption**— Agencies should be given the flexibility to determine how to achieve overarching fuel and greenhouse gas reduction goals. This may or may not include strategies such as fuel efficiency, alternative fuel use, VMT reductions, and other tactics. The alternative fuel use mandates from Executive Order 13423 and EPAct of 2005 hamper agencies' abilities to meet overarching goals because the policies dictate the strategies that agencies are required to take.
2) **Vehicle Acquisitions**— Again, having flexibility to determine strategies unique to each Agency would be extremely useful in making vehicle acquisitions more efficient and effective. Perhaps vehicle acquisition targets would not be needed at all if a unified fuel consumption requirement coalesced. Agencies would be able to acquire vehicles that would fit their strategy best. For example, agencies looking to offset petroleum consumption via alternative fuel could acquire AFVs. The current intersection of EPAct 1992 and EISA 2007 acquisition requirements is so small that compliance tracking becomes prohibitively burdensome.

(K) Anomalies and possible errors

EPA's FY 2011 baseline inventory (1,145 vehicles) differs from the FAST FY 2011 inventory (1,102 vehicles). This is due to 43 vehicles that were incorrectly categorized as special purpose in AST and, therefore, not reportable in FAST. GSA and DOE provided EPA with updated guidance on the definition of special purpose vehicles after the FY 2012 VAM submission and EPA has corrected this in AST, but is not able to correct it in FAST. However, to remain consistent and accurate, EPA will be basing all VAM reviews off a corrected baseline of 1,145 vehicles and an optimal fleet inventory of 1,097 vehicles. If possible, EPA requests that GSA and DOE allow EPA to correct this data in FAST, as well.

Data anomalies identified in FAST are listed and explained below:

- **The monthly operating cost per vehicle in at least one row falls outside the pre-defined reasonable cost limits (between $100 AND $1,000).** This is referring to the high operating cost of some of EPA's commercially-leased vehicles. These vehicles are, in several cases, large vehicles (such as shuttle buses) that have a higher monthly lease rate.
- **There are planned acquisitions listed without corresponding acquisition costs on at least one row/ The acquisition cost per vehicle in at least one row falls outside the pre-defined reasonable cost limits (between $10,000 AND $100,000).** EPA plans on acquiring less Agency-owned vehicles in FY 2015 than originally anticipated. EPA indicated lower Agency-owned acquisition funding for FY 2015 which, in turn, reduced the average vehicle acquisition cost to below accepted values.

(L) Summary and contact information

EPA's budget officer participated in the review of this VAM Fleet Management Plan. For questions about this report, please contact:

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Appendix C.
FY 2014 Waste Diversion Calculation Methodology

EPA Agencywide FY 2014 Waste Diversion Data Collection and Results

Executive Order (EO) 13693 requires federal agencies to achieve a non-hazardous recycling rate of 50 percent. Due to the strength of its waste diversion program, EPA established a more aggressive goal of 60 percent. EPA's estimated fiscal year (FY) 2014 Agencywide recycling rate for non-hazardous waste is **64.6 percent**, based on reported data. This figure represents a slight increase from the Agency's FY 2013 estimated recycling rate of 63.8 percent. EPA continues to exceed the 50 percent goal required by EO 13693. EPA also set a goal to divert at least 75 percent of construction and demolition (C&D) materials and debris by FY 2015 for construction and renovation projects greater than 20,000 square feet. In FY 2014, EPA diverted **80.3 percent** of C&D waste for all reported construction and renovation projects.

To calculate these metrics, EPA compiled data from the FY 2014 Environmental Stewardship Questionnaire administered by its Safety, Health, and Environmental Management Division (SHEMD). EPA recorded the following data from EPA regional facilities—including offices, regional laboratories, and program laboratories—that submitted the Environmental Stewardship Questionnaire: municipal solid waste (MSW), recycling, composted organics, C&D waste, and C&D recycling. Electronic equipment waste is not included in these calculations.

EPA facilities are presented in order by region in the supporting tables described below. Facilities report weight data in units of pounds or tons, and EPA converts all data into tons for consistency. EPA calculates the non-hazardous and C&D recycling rates using the following formula, where "total diverted" refers to the total weight of materials recycled and composted (i.e., diverted from landfills and incinerators), and "total discarded" refers to the total weight of trash (i.e., sent to landfills and incinerators):

$$\text{Recycling rate} = \frac{\text{Total diverted (by weight)}}{\text{Total discarded (by weight)} + \text{Total diverted (by weight)}} \times 100$$

It should be noted that EPA's recycling rates are based on available data; waste and recycling data are not available for all EPA facilities. Some EPA facilities that are in multi-tenant leased buildings are unable to obtain EPA-specific waste and recycling data.

Table 1 includes a list of the EPA facilities contacted for waste and recycling data and indicates which facilities provided data. EPA collected complete sets[1] of non-hazardous waste diversion data from 34 facilities and C&D waste diversion data from 10 facilities in FY 2014.

[1] For non-hazardous waste, a complete data set includes weight of MSW and weight of recycling and composted organics, if applicable, for the full fiscal year (October 1 to September 30). For C&D waste, a complete data set includes weight of C&D waste discarded and weight of C&D waste recycled for the full fiscal year.

Table 2 presents the non-hazardous waste and recycling data for EPA facilities that submitted complete sets of data, along with each facility's non-hazardous recycling rate and the Agencywide non-hazardous recycling rate.

Table 3 presents the C&D waste and recycling data for EPA facilities that submitted complete sets of data, along with each facility's C&D recycling rate and the Agencywide C&D recycling rate.

Based on the reported data for FY 2014, EPA continues to exceed the EO 13693 waste diversion requirement and the Agency's internal goal.

Table 1: Non-Hazardous Waste Diversion Data Provided by EPA Facilities, FY 2006–FY 2014

Date: 6/30/2015

Facility	Region	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
William Jefferson Clinton North/South, Washington, DC	HQ	Waste, recycling	Waste, recycling	Waste, recycling	Waste, recycling	Waste, recycling	Waste, recycling	Waste, recycling	Waste, recycling	Waste, recycling, organics
William Jefferson Clinton East/West, Washington, DC	HQ	Waste, recycling	Waste, recycling	Waste, recycling	Waste, recycling	Waste, recycling	Waste, recycling	Waste, recycling	Waste, recycling	Waste, recycling, organics
Potomac Yard One and Two, Arlington, VA	HQ			Waste, recycling	Waste, recycling	Waste, recycling, organics	Waste, recycling, organics	Waste, recycling, organics	Waste, recycling, organics	Waste, recycling, organics
Region 1 Office, Boston, MA	1				Waste, recycling				Waste, recycling, organics	Waste, recycling, organics
New England Regional Laboratory, Chelmsford, MA	1	Waste, recycling	Waste, recycling	Waste, recycling	Waste, recycling	Waste, recycling, organics	Waste, recycling, organics	Waste, recycling, organics	Waste, recycling, organics	Organics
Atlantic Ecology Division Laboratory, Narragansett, RI	1	Waste, recycling	Waste, recycling	Waste, recycling	Waste, recycling	Waste, recycling	Waste, recycling, organics	Waste, recycling, organics	Waste, recycling, organics	Waste, recycling, organics
Region 2 Office, New York, NY	2								Organics	Waste, recycling, organics
Region 2 Laboratory, Edison, NJ	2		Waste					Waste, recycling, organics	Waste, recycling	Waste, recycling
Region 3 Office, Philadelphia, PA	3	Waste, recycling		Waste, recycling	Waste				Organics	Waste, recycling, organics
Environmental Science Center, Fort Meade, MD	3				Waste, recycling	Partial data	Waste, recycling, organics	Waste, recycling, organics	Waste, recycling, organics	Waste, recycling
Wheeling Field Office, Wheeling, WV	3						Waste, recycling	Waste, recycling	Waste, recycling	Waste, recycling
Region 4 Office, Atlanta, GA	4	Waste, recycling		Waste, recycling	Waste, recycling	Waste, recycling	Waste, recycling	Waste, recycling	Waste, recycling	Waste, recycling
National Exposure Research Laboratory, Ecology and Research Division, Athens, GA	4			Waste, recycling	Waste, recycling	Waste, recycling	Waste, recycling	Waste, recycling, organics	Waste, recycling, organics	Waste, recycling, organics
Science and Ecosystem Support Division Laboratory, Athens, GA	4	Waste, recycling	Waste, recycling				Waste, recycling, organics	Waste, recycling, organics	Waste, recycling, organics	Waste, recycling, organics

Facility	Region	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
Research Triangle Park Facilities, Research Triangle Park, NC	4							Waste, recycling, organics	Waste, recycling, organics	Waste, recycling, organics
Gulf Ecology Division Laboratory, Gulf Breeze, FL	4				Waste, recycling	Waste, recycling, organics	Waste, recycling, organics	Waste, recycling, organics	Waste, recycling, organics	Waste, recycling, organics
National Air and Radiation Environmental Laboratory, Montgomery, AL	4					Partial data	Waste, recycling	Waste, recycling	Waste, recycling, organics	Waste, recycling, organics
Environmental Chemistry Laboratory, Bay St. Louis, MS	4								Waste, recycling	Waste, recycling
Region 5 Office, Chicago, IL	5			Partial data	Waste, recycling		Partial data		Waste, recycling	Waste, recycling, organics
Region 5 Laboratory, Chicago, IL	5								Waste, recycling	Waste, recycling, organics
Cincinnati Facilities, Cincinnati, OH	5	Waste, recycling	Waste, recycling	Waste, recycling		Waste, recycling	Waste, recycling	Waste, recycling	Waste, recycling, organics	Waste, recycling, organics
National Vehicle and Fuel Emissions Laboratory, Ann Arbor, MI	5		Waste, recycling	Waste, recycling	Waste, recycling	Waste, recycling, organics	Waste, recycling, organics	Waste, recycling, organics	Waste, recycling, organics	Waste, recycling, organics
Large Lakes and Rivers Forecasting Research Station, Grosse Ile, MI	5		Waste, recycling	Waste, recycling	Waste, recycling	Waste, recycling	Waste, recycling, organics	Waste, recycling, organics	Waste, recycling, organics	Waste, recycling, organics
Mid-Continent Ecology Division Laboratory, Duluth, MN	5		Waste, recycling					Waste, recycling, organics	Waste, recycling, organics	Waste, recycling, organics
Region 6 Office, Dallas, TX	6					Partial data		Waste, recycling	Waste, recycling	Waste, recycling
Environmental Services Branch Laboratory, Houston, TX	6				Waste, recycling	Partial data	Waste, recycling, organics	Waste, recycling, organics	Waste, recycling, organics	Waste, recycling, organics
Robert S. Kerr Environmental Research Center, Ada, OK	6					Recycling	Waste, recycling	Waste, recycling	Waste, recycling, organics	Waste, recycling, organics
Region 7 Office, Lenexa, KS	7			Waste, recycling	Waste, recycling	Waste, recycling	Waste, recycling, organics	Waste, recycling, organics	Waste, recycling, organics	Waste, recycling, organics
Kansas City Science and Technology Center, Kansas City, KS	7			Waste, recycling	Waste, recycling				Waste, recycling	Waste, recycling

Facility	Region	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
Region 8 Office, Denver, CO	8			Waste, recycling	Waste, recycling	Partial data	Waste, recycling, organics	Waste, recycling, organics	Waste, recycling, organics	Partial data
Region 8 Central Regional Laboratory, Golden, CO	8			Partial data			Waste, recycling, organics			
National Enforcement Investigations Center, Lakewood, CO	8				Waste, recycling	Partial data	Waste, recycling	Waste, recycling	Recycling	Waste, recycling
Region 9 Office, San Francisco, CA	9					Waste, recycling, organics	Waste, recycling, organics	Waste, recycling, organics	Waste, recycling, organics	Waste, recycling, organics
Region 9 Laboratory, Richmond, CA	9		Waste, recycling	Waste, recycling	Waste, recycling	Waste, recycling, organics	Waste, recycling, organics	Waste, recycling, organics	Waste, recycling, organics	Waste, recycling, organics
National Exposure Research Laboratory, Las Vegas, NV	9			Waste, recycling	Waste, recycling	Waste, recycling	Waste, recycling	Waste, recycling, organics	Waste, recycling, organics	Waste, recycling, organics
Region 10 Office, Seattle, WA	10				Recycling	Partial data	Recycling, organics			Waste, recycling, organics
Region 10 Laboratory, Manchester, WA	10		Recycling	Recycling		Recycling	Recycling, organics	Recycling, organics	Recycling, organics	Recycling, organics
Western Ecology Division Laboratory, Corvallis, OR	10			Waste, recycling	Waste, recycling	Waste, recycling	Waste, recycling	Waste, recycling, organics	Waste, recycling, organics	Waste, recycling, organics
Willamette Research Station, Corvallis, OR	10							Waste, recycling		
Pacific Coastal Ecology Branch Laboratory, Newport, OR	10							Waste, recycling		

Notes:

"Partial data" indicates that a facility provided an incomplete set of waste, recycling, and/or organics data that did not cover the complete fiscal year.

Facilities that submitted partial data, only waste data, only recycling data, or only organics data are excluded from the annual Agencywide recycling rate calculation.

Table 2: FY 2014 Non-Hazardous Waste Diversion Data Provided by EPA Facilities
Final Summary Table

Date: 6/30/2015

Facility Name	Facility Information				Annual Recycling (Tons)	Annual Organics (Tons)	Annual Waste Disposed (Tons)	Recycling Rate
	Number of Employees	Facility Type	Region	Owner				
William Jefferson Clinton North/South, Washington, DC	1,425	Office	HQ	GSA-Owned	104.0	0.4	108.8	49.0%
William Jefferson Clinton East/West, Washington, DC	2,075	Office	HQ	GSA-Owned	124.3	0.4	102.6	54.9%
Potomac Yard One and Two, Arlington, VA	1,410	Office	HQ	GSA-Leased	101.2	24.4	74.5	62.8%
Region 1 Office, Boston, MA	726	Office	1	GSA-Leased	25.5	2.6	21.6	56.5%
Atlantic Ecology Division Laboratory, Narragansett, RI	117	Lab	1	EPA-Owned	42.8	36.7	6.5	92.4%
Region 2 Office, New York, NY	736	Office	2	GSA-Owned	111.7	0.8	27.9	80.1%
Region 2 Laboratory, Edison, NJ	399	Lab & Office	2	EPA-Owned	23.2	0.0	170.5	12.0%
Region 3 Office, Philadelphia, PA	979	Office	3	GSA-Leased	86.4	0.4	155.7	35.8%
Environmental Science Center, Fort Meade, MD	145	Lab & Office	3	EPA-Owned	13.2	0.0	6.4	67.5%
Wheeling Field Office, Wheeling, WV	22	Lab & Office	3	GSA-Leased	0.7	0.0	0.5	61.0%
Region 4 Office, Atlanta, GA	1,004	Office	4	GSA-Owned	76.0	0.0	50.0	60.3%
National Exposure Research Laboratory, Ecology Research Division, Athens, GA	116	Lab & Office	4	EPA-Owned	41.3	13.9	25.0	68.9%
Science and Ecosystems Support Division Laboratory, Athens, GA	104	Lab	4	GSA-Leased	22.0	0.3	20.0	52.8%
Research Triangle Park Facilities, Research Triangle Park, NC	1,962	Lab & Office	4	EPA-Owned/ EPA-Leased	224.0	8.5	116.0	66.7%
Gulf Ecology Division Laboratory, Gulf Breeze, FL	106	Lab & Office	4	EPA-Owned	16.1	9.6	11.2	69.6%
National Air and Radiation Environmental Laboratory, Montgomery, AL	48	Lab	4	EPA-Owned	21.5	0.1	13.3	61.9%
Environmental Chemistry Laboratory, Bay St. Louis, MS	11	Lab & Office	4	NASA-Owned	0.7	0.0	0.3	72.2%
Region 5 Office, Chicago, IL	1,287	Office	5	GSA-Owned	47.6	0.0	66.7	41.6%
Region 5 Laboratory, Chicago, IL	35	Lab & Office	5	GSA-Owned	6.6	0.0	8.0	45.3%
Cincinnati Facilities, Cincinnati, OH	827	Lab & Office	5	EPA-Owned/ GSA-Leased	386.8	13.8	66.0	85.9%
National Vehicle and Fuel Emissions Laboratory, Ann Arbor, MI	354	Lab & Office	5	EPA-Owned/ GSA-Leased	61.6	0.8	19.4	76.2%
Large Lakes and Rivers Forecasting Research Station, Grosse Ile, MI	39	Lab & Office	5	EPA-Owned	4.0	0.2	0.7	86.3%
Mid-Continent Ecology Division Laboratory, Duluth, MN	125	Lab & Office	5	EPA-Owned	87.3	26.4	25.2	81.9%
Region 6 Office, Dallas, TX	926	Office	6	GSA-Leased	69.4	0.0	53.9	56.3%
Environmental Services Branch Laboratory, Houston, TX	62	Lab & Office	6	EPA-Leased	1.7	9.1	5.5	66.5%
Robert S. Kerr Environmental Research Center, Ada, OK	138	Lab	6	EPA-Owned	8.1	58.8	7.9	89.4%
Region 7 Office, Lenexa, KS	577	Office	7	GSA-Leased	19.5	12.1	13.1	70.7%
Kansas City Science and Technology Center, Kansas City, KS	95	Lab	7	GSA-Leased	2.2	0.0	3.5	38.1%
National Enforcement Investigations Center, Lakewood, CO	118	Lab & Office	8	GSA-Owned	8.4	0.0	5.4	60.9%

Facility Name	Facility Information				Annual Recycling (Tons)	Annual Organics (Tons)	Annual Waste Disposed (Tons)	Recycling Rate
	Number of Employees	Facility Type	Region	Owner				
Region 9 Office, San Francisco, CA	940	Office	9	GSA-Leased	83.0	117.0	52.7	79.2%
Region 9 Laboratory, Richmond, CA	39	Lab & Office	9	EPA-Leased	4.8	0.5	1.8	74.4%
National Exposure Research Laboratory, Las Vegas, NV	143	Lab & Office	9	GSA-Leased	51.6	0.1	10.2	83.5%
Region 10 Office, Seattle, WA	562	Office	10	GSA-Leased	31.9	34.8	4.1	94.2%
Western Ecology Division Laboratory, Willamette Research Station, and Pacific Coastal Ecology Branch Laboratory, Corvallis and Newport, OR	138	Lab & Office	10	EPA-Owned	29.1	0.3	11.6	71.8%
AGENCYWIDE TOTAL	**17,792**				**1,938.2**	**372.1**	**1,266.2**	**64.6%**

Notes:

EPA facilities that submitted complete sets of waste and recycling data are presented in the table above and included in the annual Agencywide recycling rate calculation. Facilities that submitted partial or incomplete data sets are excluded from this table and the Agencywide recycling rate calculation.

The number of employees at each facility is calculated by scaling the population figures in the 2009 Nationwide Facilities Guide using the current total population of full-time federal employees and contractors.

Waste and recycling data are from the FY 2014 Environmental Stewardship Questionnaire, administered by the Safety, Health, and Environmental Management Division (SHEMD).

Table 3: FY 2014 Construction and Demolition (C&D) Waste Diversion Data Provided by EPA Facilities

Final Summary Table

Date: 6/30/2015

Facility Name	Facility Information				Annual C&D Recycled (Tons)	Annual C&D Waste Disposed (Tons)	C&D Recycling Rate
	Number of Employees	Facility Type	Region	Owner			
Region 2 Laboratory, Edison, NJ	399	Lab & Office	2	EPA-Owned	6,204.0	3,618.0	63.2%
National Exposure Research Laboratory, Ecology Research Division, Athens, GA	116	Lab & Office	4	EPA-Owned	11.7	15.4	43.2%
Research Triangle Park Facilities, Research Triangle Park, NC	1,962	Lab & Office	4	EPA-Owned/ EPA-Leased	171.0	31.1	84.6%
Cincinnati Facilities, Cincinnati, OH	827	Lab & Office	5	EPA-Owned/ GSA-Leased	6.0	34.1	15.0%
National Vehicle and Fuel Emissions Laboratory, Ann Arbor, MI	354	Lab & Office	5	EPA-Owned/ GSA-Leased	9,552.0	198.0	98.0%
Mid-Continent Ecology Division Laboratory, Duluth, MN	125	Lab & Office	5	EPA-Owned	4.6	0.0	100.0%
Robert S. Kerr Environmental Research Center, Ada, OK	138	Lab	6	EPA-Owned	4.8	1.1	81.2%
Region 9 Office, San Francisco, CA	940	Office	9	GSA-Leased	156.9	28.9	84.4%
National Exposure Research Laboratory, Las Vegas, NV	143	Lab & Office	9	GSA-Leased	1.0	0.0	100.0%
Region 10 Office, Seattle, WA	562	Office	10	GSA-Leased	607.7	171.6	78.0%
AGENCYWIDE TOTAL	**5,569**				**16,719.8**	**4,098.2**	**80.3%**

Notes:

The number of employees at each facility is calculated by scaling the population figures in the 2009 Nationwide Facilities Guide using the current total population of full-time federal employees and contractors.

Waste and recycling data are from the FY 2014 Environmental Stewardship Questionnaire, administered by the Safety, Health, and Environmental Management Division (SHEMD).