



**General Services Administration
FY 2014 Strategic Sustainability Performance Plan**

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Policy Statement

The US General Services Administration (GSA) is committed to ensuring the long term viability, security, responsiveness, and efficiency of the Federal Government. As part of this commitment, GSA recognizes its fiduciary obligation to provide Federal agencies with services, products, spaces, and vehicles that allow them to effectively carry out their missions today in a manner that assures and promotes the economic, social, and environmental well-being of the United States tomorrow. GSA also understands its responsibility to the citizens and businesses of the United States, and it remains committed to ensuring that it operates in a fair, efficient, open, and transparent manner.

GSA has demonstrated that “Going Green Saves Green” through the savings and efficiencies generated by its sustainability initiatives. GSA is proud to be a Federal leader in sustainability performance, consistently meeting and, often, exceeding its Federal sustainability mandates and performance goals and earning top marks on its Office of Management and Budget (OMB) Energy and Sustainability Scorecards.

For fiscal year (FY) 2014 and beyond, GSA will continue to expand on the work it has done thus far: implementing cost-saving energy conservation measures in its facilities; increasing the fuel efficiency of the nearly 200,000 vehicles in the GSA Fleet; making sustainable products and services more affordable and available to the Federal Government; preparing the Federal Government for the future risks and impacts presented by climate change; conserving water through building and landscaping improvements; reducing waste generation and diverting waste from landfills; and increasing the amount of renewable energy generated at GSA sites.

In carrying out their day-to-day activities, GSA employees are aware that they serve as stewards: stewards of the taxpayers’ dollars, stewards of the environment, stewards of Federal buildings, and stewards of this great nation and its Government. We understand our organization’s responsibility for ensuring the sustainability of our Government, and we look forward to continuing to work towards a prosperous and sustainable future with other Federal agencies, businesses and non-profit organizations, and the American people.



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Executive Summary

Goal 1: Reduce Carbon Pollution

GSA is actively taking steps to reduce carbon pollution from Federal buildings, vehicles, procurement activities, and other business areas in order to limit the Federal Government's contribution to climate change.

Evaluation Measures and Successes

- In FY 2010, GSA established a goal of reducing scope 1 and 2 carbon pollution to 28.7 percent below FY 2008 levels by FY 2020. In FY 2013, for the second year running, GSA exceeded its FY 2020 target, having achieved a reduction of 53.8 percent (or over 1.2 million metric tons of carbon dioxide equivalent) compared to FY 2008 levels. GSA's avoided emissions in FY 2013 were equivalent to shutting down an average-sized coal power plant for 117 days, saving over 16,000 tanker trucks worth of gasoline, or taking over 250,000 cars off the road for a year.
- As part of its next-generation Federal Strategic Sourcing Initiative (FSSI) contract for parcel delivery services (DDS3), in FY 2014 GSA issued the first-ever requirement in a government-wide contract for vendors to report the government's Scope 3 greenhouse gas (GHG) emissions associated with purchased products and services. This reporting will allow customer agencies to track, report, and manage their delivery-related emissions and associated costs, and demonstrates the feasibility of adding additional contractor-reported Scope 3 emissions from purchased products and services to government Scope 3 inventories. In the same DDS3 contract award, GSA also included an evaluation component to gauge the carbon intensity of offerors' services and the Social Cost of Carbon associated with their proposals.
- GSA's FY 2013 scope 1 GHG emissions savings included a 33 percent reduction in internal vehicle fleet emissions from FY 2008 levels. That's a savings equivalent to taking 295 cars off the road for a year.
- In FY 2013, GSA reduced energy usage per square foot by 24.7 percent from FY 2003 levels in its buildings that are subject to the Energy Independence and Security Act of 2007 (EISA 2007), ahead of its target of 24 percent, and on track to the 30 percent reduction by 2015 required by EISA and GSA's internal goal of 37.5 percent by 2020. GSA would have spent an additional \$64.7 million on energy in FY 2013 if energy use intensity (EUI) was still at FY 2003 levels.
- In FY 2013, GSA reduced travel expenditures by over \$40 million and Scope 3 business air travel emissions by more than 82 percent from FY 2010 levels.
- Starting in FY 2013, GSA began to use Rapid Building Assessment (RBA) technology to evaluate over 90 percent of the facilities it is required to audit under EISA 2007. RBA allows GSA to evaluate facility performance quickly and accurately at a fraction of the price of a traditional audit.

- During FY 2013 GSA successfully implemented GSALink, a smart building assessment, analytics and management tool in 55 buildings and is currently deploying to an additional 26 buildings. GSALink represents the way GSA will be managing and operating facilities in the future. It will allow GSA to reduce energy consumption using a low-cost / high-tech approach to diagnose and correct costly building automation system faults in a timely manner. Since January 2014, GSA has identified savings opportunities of approximately \$3.1 million.

Planned Actions

- In FY 2014, GSA will conduct building operation audits using metering technology and implement identified energy conservation measures that can be achieved through operations and maintenance practices. Practices such as reducing nighttime base load of buildings, reducing external nighttime lighting, and validating temperature setpoints will be implemented inventory-wide.
- As part of its “Freeze the Footprint” program GSA is reducing per-employee office space allocations in GSA-occupied space, which will significantly reduce Scope 1 and 2 GHG emissions from internal operations. By FY 2017, GSA will reduce Usable Square Feet (USF) per office-based employee to 150 USF/person, down from 296 USF/person in FY 2013. By the end of FY 2014, GSA will reduce USF/employee to 282 (a 4.5 percent reduction from FY 2013).
- GSA will deploy GSALink to an additional 26 buildings in FY 2014. GSA intends to integrate up to 150 facilities with the GSALink application from FY 2014 through 2016. Estimated savings is projected to be over \$13.1 million between Q3 FY 2014 and QY4 FY 2016 as GSALink becomes fully operational.
- In FY 2014, GSA will continue to promote the implementation of low and no-cost energy efficiency measures through actionable best practices for building operations as part of the Shave Energy Program (also known as Energy Reduction Program) or its equivalent in 76 buildings across the country. Additionally, training material will be examined and brought up to date, and designated personnel in all regions will have completed training associated with the development and implementation of this program.
- GSA will continue to pilot the inclusion of industry-specific sustainability best practices, including carbon accounting and disclosure, in major new and refreshed government-wide contracts.

Goal 2: Sustainable Buildings

The GSA Public Buildings Service (PBS) owns or leases 9,011 assets, comprising more than 377.9 million square feet of workspace—an area roughly the size of the city of Mountain View, CA—for 1.1 million Federal employees, and is the steward for 471 historic properties.

GSA remains committed to providing some of the most high-performing and efficient workspaces in the world; using energy from clean, renewable sources, whose development will contribute to

economic recovery; and ensuring that the planning, siting, and operation of GSA facilities fosters the development of more vibrant and sustainable local communities. GSA will use its portfolio as a test-bed for new technologies and innovative practices, leveraging its unique position to create an efficient and productive workplace of the future.

Evaluation Measures and Successes

- In FY 2013, 13.5 percent of the GSA building inventory (government-owned buildings and leased space) met the Guiding Principles for High Performance and Sustainable Buildings, exceeding GSA's internal FY 2013 target of 13 percent and the Federal-wide interim target of 11 percent. GSA continues to implement processes, procedures, and tools to achieve our 2014 goal of 15 percent and is on track to achieve 18 percent compliance with the Guiding Principles by 2015, exceeding the Executive Order 13514 (EO 13514) goal of 15 percent.
- In FY 2013, GSA completed 22 Planning Outreach and Partnership (POP) Meetings with local governments and organizations across all 11 GSA Regions.
- GSA continued to assess new and innovative building efficiency technologies through the Green Proving Ground (GPG) Program. In FY 2013, three new technology evaluations were issued (joining three previously published ones), eighteen technology evaluations were in progress, and five new technologies were selected for evaluation.
- In FY 2013, GSA revised green lease paragraphs to include lighting specifications with higher energy efficiency requirements, update references to current American Society of Heating, Refrigerating and Air-Conditioning Engineers (ASHRAE) standards, and to specify recycled content level for ceiling tiles.
- In FY 2013, GSA updated the PBS-P100, Facilities Standards for the Public Buildings Service, from a prescriptive to a multi-tiered performance based standard. The new P100 specifies four acceptable performance levels. This multi-tiered approach provides clear, standardized high-performance benchmarks across GSA's portfolio, and allows a project manager to optimize desired results given a project's own unique circumstances. The new P100 was publicly released in March 2014.

Planned Actions

- GSA leases now contain more than 30 mandatory green paragraphs aligning with the Guiding Principles, including requirements related to energy efficiency, water conservation, reduced resource use, and indoor air quality. In FY 2014 and 2015, GSA will continue to review these lease clauses so that they are effective, enforceable, consistently included, and aligned with industry standards and applicable requirements.
- GSA will continue to assess new and innovative building efficiency technologies through the GPG Program. In FY 2014, GPG will continue to conduct evaluations of technologies selected in previous program years. The program will issue results for 10 technology evaluations and identify new technologies to be evaluated as part of the FY 2014 program. Additionally, deployment of

two proven technologies will be completed: 16,000 advanced power strips will be installed in 80 GSA facilities, and wireless sensor technology will be implemented in two GSA operated data centers.

- In FY 2014, GSA will work with each of the 12 Client Portfolio Planning (CPP) agencies to understand their sustainability goals and work to support their efforts by providing solutions that reduce their rentable square feet of occupied space and their carbon footprint.
- In FY 2014 and 2015, GSA will continue to support customer agency green teams and will work to implement Green Teams in each of its regional office buildings and Central Office by providing high-level leadership encouragement, education, and communications support. Green Teams are volunteer-driven efforts that work to engage tenants on environmentally and socially sustainable workplace practices including recycling drives, bicycle commuting, energy-saving behaviors, and reuse/donation of unwanted items. Green Teams also provide support to other sustainability programs.
- GSA is continuing to develop quantitative measures for evaluating location efficiency of GSA's real estate portfolio and proposed locations for owned and leased facilities, along with support tools for decision-making. Using the Environmental Protection Agency (EPA's) Smart Location Index (a predictive measure of employee commuting vehicle miles traveled) and GSA's suite of Geographic Information Systems (GIS) tools, GSA will evaluate GHG implications of potential locations to encourage improvement over the status quo when selecting new locations. By September 2014, GSA will verify the accuracy of the Smart Location Index predictions using GSA portfolio data, and by September 2015, GSA will have incorporated use of these tools into its Leasing Desk Guide and Request for Lease Proposal documents. GSA will also explore the possibility of using these tools in client portfolio planning, implementing them in at least one opportunity, if possible.
- In FY 2014, GSA will implement a roll-out plan for the new Facilities Standards for the Public Buildings Service (P100). This plan includes notification and training for project teams, new delivery method and contracting strategies, and implementation of a new process for updating the facilities standard.
- In FY 2014, GSA will complete 22 Planning Outreach and Partnership Meetings with local governments and across the agency's 11 regions.

Goal 3: Fleet Management

GSA Fleet maintains the second largest non-tactical Federal fleet in the US Government, with currently nearly 200,000 vehicles leased to over 55 Federal agency customers. GSA Fleet works assiduously to ensure that it provides low-cost, high-efficiency vehicle options to its customer agencies in an effort to facilitate meeting their missions in the most sustainable manner possible—although GSA is not directly responsible for ensuring that its customers meet their fleet energy and sustainability targets.

Evaluation Measures and Successes

- GSA has increased the number of available alternative fuel vehicle (AFV) offerings: GSA provided 291 AFV offerings in FY 2010; 502 in FY 2011; 894 in FY 2012; 1,537 in FY 2013, and 1,513 in FY 2014, accounting for a 420 percent increase in AFV offerings over the 5 fiscal years. AFVs comprise 53 percent of the GSA leased fleet.¹ In contrast, agency-owned fleets are comprised of only 22 percent AFVs.²
- Each year, GSA replaces eligible vehicles in the GSA leased fleet with new, more fuel efficient vehicles. Compared to vehicles replaced during the same year, vehicles newly added to the fleet had a 24 percent higher average mile-per-gallon (MPG) rating in FY 2010, a 21 percent higher rating in FY 2011, a 15 percent higher rating in FY 2012, and a 19 percent higher average MPG rating in FY 2013.
- In an effort to assist customer agencies in meeting their sustainability mandates and “green” their fleet, beginning in FY 2013, GSA Fleet encouraged consolidation of agency-owned vehicles into the GSA Fleet and agreed to replace eligible consolidated conventional vehicles with up to 10,000 hybrid sedans, funding the associated incremental cost. In FY 2014, GSA expanded this offer to current GSA Fleet leasing customers. If fully implemented, this initiative could result in the reduction of approximately 1,000,000 gallons of fuel per year for the life of these vehicles. These vehicles will be acquired in a manner that is cost neutral to the customer agency and will increase the number of AFVs in the Federal fleet, assisting agencies in meeting environmental mandates. As of May 2014, over 4,100 hybrid sedans had been ordered in support of this initiative.
- In FY 2011, GSA launched the Government’s first Electric Vehicle (EV) Pilot Program, leasing 116 electric vehicles to 21 agencies across nine cities. As part of the pilot, GSA funded the 240V charging station and the entire incremental cost of acquiring the EV, only requiring customers to pay a monthly cost that resembles that of a conventionally fueled sedan, as well as a comparatively lower mileage cost. For Phase I, GSA funded five Think City’s, ten Nissan Leaf’s, and 101 Chevrolet Volt’s.
- In FY 2013, GSA reduced petroleum usage within its internal fleet by 45 percent (more than 260,000 gallons) from FY 2005 levels, well ahead of the EISA 2007 target of 14 percent. Using FY 2012 fuel prices, this reduction translates to avoided fuel costs of more than \$924,000.
- In FY 2014 GSA Fleet launched a Dispatch Reservation Module (DRM) to assist agencies in implementing car-sharing solutions. This tool allows agencies to build vehicle motor pools from both GSA leased and agency owned vehicle inventory. Customer agency drivers can make reservations by using an online scheduling tool and vehicle dispatches are recorded and tracked, capturing data for better management and improved vehicle utilization.

¹ Data retrieved from most recent available (FY 2012) Federal Fleet Report data set.

² Data retrieved from most recent available (FY 2012) Federal Fleet Report data set.

Planned Actions

- In FY 2014 GSA launched Phase II of its EV pilot, in collaboration with 20 Federal Agencies. By the end of FY 2014, GSA will procure an additional 200 electric vehicles, increasing the total number of vehicles in the pilot to over 300. The Phase II vehicles include 17 Ford Focus Battery Electric Vehicles, 68 Chevy Volts, and 115 Ford C-MAX Energi. GSA is continuing to fund the entire incremental cost of acquiring the EV, the 240V charging station and one year of data subscription allowing agencies to monitor, track and capture their vehicle's use and frequency of charge. It is projected that all 200 vehicles for Phase II of the EV pilot will be delivered by the end of August 2014. GSA is working with customers to prepare in advance for the delivery of their new electric vehicles to help ensure customers are able to capture charging station data—a requirement of the pilot.
- In FY 2014, GSA Fleet plans to conduct multiple car-sharing pilots. One pilot is planned to supplement the GSA Washington, DC-based internal GSA fleet. This pilot will focus on commercially available hourly rentals that offer GSA employees the ability to reserve a car by the hour or by day, to meet official business needs requiring local travel. The second pilot will focus on utilizing car-sharing technology on existing GSA Fleet vehicles located in the downtown Chicago area. The goal is to research, procure, test, and evaluate various car-sharing technologies and tools. The results from these car-sharing solutions will be evaluated to identify best practices for vehicle sharing, examine business models and technologies that facilitate car sharing, and identify any obstacles that may inhibit agencies from effectively sharing vehicles.
- In FYs 2014 and 2015, GSA Fleet will continue to encourage consolidation of agency-owned vehicles into the GSA Fleet and as resources permit, will replace eligible consolidated conventional vehicles with hybrid sedans, funding the associated incremental cost. This initiative will continue to assist agencies with the reduction of fuel and will increase the number of AFVs in the Federal fleet, assisting agencies in meeting environmental mandates.
- In addition to expanding the low-cost, high-efficiency vehicle solutions it offers to customer agencies, GSA is also seeking efficiency and cost savings within its internal fleet. By FY 2015, GSA will reduce internal fleet petroleum consumption by 30 percent from FY 2005 levels, and will expand the use of alternative fuels through a communications campaign targeting users of existing E-85 capable vehicles. GSA will also increase its use of alternative fuel (AF), low GHG emission, and/or high fuel economy vehicles. Through the Vehicle Allocation Methodology (VAM), GSA internal fleet will continue to reduce the overall size of the inventory as well as vehicle size in an effort to attain the optimal fleet size.

Goal 4: Water Use Efficiency & Management

GSA is committed to reducing water usage in its facilities and capturing and reusing water where possible.

Evaluation Measures and Successes

- In FY 2013, GSA reduced water usage in buildings subject to the Executive Order 13423 and Executive Order 13514 reduction goals by over 27 percent from an FY 2007 baseline, exceeding the FY 2013 target of 12 percent. This reduction represents over 807 million gallons of water, or the annual water use of over 5,500 average U.S. homes. GSA would have paid \$7.37 million more for water in FY 2013 if water intensity were still at 2007 levels.
- In FY 2013, GSA completed its modernization of the Edith Green-Wendell Wyatt Federal Building in Portland, Oregon. The project created an efficient high-performance green building, expected to achieve a 55 percent reduction in energy savings and use 60 percent less water than typical office buildings. Overall, these sustainable and innovative technologies are expected to result in \$300,000-\$400,000 in avoided utility costs per year.
- GSA is cooperating with local government agencies in Texas, California, and other drought-affected areas to conduct water audits at reduced or no cost to GSA. In Austin, Texas, GSA partnered with the City of Austin to conduct water audits, and implement conservation measures on five of its buildings. This and similar actions in other drought-affected areas will help local governments meet their requirements to address long term drought conditions, while also saving water and utility expense at Federal buildings.

Planned Actions

- Advanced water meters in GSA facilities are identifying leaks, monitoring the results of repairs and corrections, and indicating water savings achieved. GSA will continue to perform routine maintenance to detect irrigation system leaks.
- Energy Saving Performance Contract (ESPC) projects awarded by GSA's Northeast and Caribbean Region (including New York City), valued at approximately \$100 million, are expected to reduce the region's water consumption by 25 percent.
- Nationwide, GSA's top three individual ESPC awards with water savings, including replacement of toilets, urinals, and faucets, and modification of chillers and irrigation systems in multiple buildings, will save over 2.3 million gallons and \$280,000 in water costs annually.

Goal 5: Pollution Prevention & Waste Reduction

In FY 2013, GSA diverted 52 percent of non-hazardous solid waste generated in 578 buildings from landfills through its recycling programs, generating over \$700,000 in recycling revenues. The recycling revenues were distributed to Federal agencies participating in GSA's building recycling programs, and support the Child Care Tuition Assistance Program and pollution prevention programs. GSA also expanded food waste organics composting to 48 buildings.

Evaluation Measures and Successes

- In FY 2013, GSA diverted 52 percent of its non-hazardous solid waste from landfills through its recycling programs, which is a 9 percent increase relative to the FY 2012 waste diversion rate.

GSA generated over \$700,000 in recycling receipts and retained a 3.6 percent administrative fee to fund Child Care Tuition Assistance Programs and recycling programs in GSA-owned buildings.

- In FY 2013, GSA launched a Solid Waste educational module in the Sustainable Facilities Tool (www.SFTool.gov), a public Web site that promotes integrative sustainable building design principles and practices. The Solid Waste module offers Federal agencies and stakeholders information and resources to meet E.O. 13514 waste reduction sustainability goals.

Planned Actions

- In FY 2014, GSA will report on Construction and Demolition (C&D) waste diversion for prospectus-level projects that are completed in FY 2014. Additionally, GSA will establish an enterprise system-of-record and deliver training and outreach sessions in an effort to capture C&D waste diverted in applicable small projects starting in FY 2015.
- In FY 2014, GSA will issue a suite of internal guidance documents on waste diversion and recycling to support facilities managers in promoting and implementing cost-effective waste reduction practices in GSA-owned buildings.
- In FY 2015, GSA will launch a new solid waste and recycling data management tool to track waste diversion in GSA owned buildings. The data management tool will be integrated in GSA's Sustainable Operations & Maintenance (O&M) database and will assist in documentation of performance associated with meeting the Guiding Principles for Sustainable Existing Buildings, including for buildings that are pursuing a Leadership in Energy and Environmental Design (LEED) Existing Buildings Operations and Maintenance (EBOM) certification.
- In FY 2014, GSA identified a facilities maintenance database application to inventory equipment, such as chillers, that contain refrigerants that are identified as ozone-depleting substances (ODS) and have a global warming potential (GWP). Using this application, GSA will develop a plan to identify chlorofluorocarbons (CFCs) and hydrochlorofluorocarbons (HCFCs) for excess, as well as to inventory equipment containing hydrofluorocarbons (HFCs) and related estimated emissions as part of the GHG emissions inventory.

Goal 6: Sustainable Acquisition

As part of its mission to deliver best value products, services, and workspace to its customer agencies, GSA is committed to making sustainable products and services more available and cost effective. GSA also remains committed to developing and revising government-wide procurement policy and training to promote the purchasing of sustainable products and services. As an important interface between the private sector and the Federal Government, GSA will continue to work with both communities to improve the sustainability of its supply chain.

Evaluation Measures and Successes

- Twelve of GSA's Multiple Award Schedules now include "green only" requirements, offering only those models of applicable products which feature required environmental attributes, such as Energy Star appliances and biobased products.
- In FY 2013, agencies purchased \$88 million worth of recycled content products through the FSSI Office Supplies 2 (OS2) blanket purchase agreements (BPAs), including \$19.5 million worth of remanufactured toner cartridges. OS2's recycled copy paper sales alone resulted in over 70,000 fewer trees being used and reduced GHG emissions equivalent to taking 550 cars off the road. Agencies saved \$21.7 million compared to historical Multiple Award Schedule prices for these products.
- In FY 2013, GSA added sustainable acquisition guidance and applicable requirements for eight services categories to its Green Procurement Compilation (GPC), which is the Procure module with the Sustainable Facilities Tool. Additional enhancements to the GPC include a new Biomedical Equipment and Supplies category (developed with NIH), ability to display agency-specific content, customizable and downloadable product lists, and linkage of products to The Guiding Principles for High Performance and Sustainable Buildings.
- GSA integrated single- and multi-attribute sustainability standards into all applicable interior finishes in the 2013 update of the P-100. The standards apply to both prospectus-level and small projects.
- GSA updated the project management application it uses for all building construction and repairs/alterations to include sustainable purchasing checks in the requirements development and final payment phases.
- GSA included all applicable green product requirements and appropriate sustainability provisions in its FSSI and One Acquisition Solution for Integrated Services (OASIS) solicitations, including FSSI acquisitions for cleaning products, building maintenance products, and office supplies. FSSI seeks to centralize purchases of common goods and services across the Federal Government, leveraging concentrated buying power while ensuring consistent pricing and quality. OASIS is GSA's next generation contract vehicle for complex professional services, including program management, management consulting, logistics, engineering, scientific, and financial services. Sustainability provisions included, in addition to all applicable green product requirements, encouragement or requirements for vendors to use sustainable packaging practices, EPA SmartWay approved transportation partners, disclosure of carbon emissions, and other practices as appropriate to the contract and industry sector.
- GSA has completed two life cycle assessments of its FY 2011 spend profile. The first study enables strategic decision making and prioritization by quantifying the environmental impacts associated with GSA purchases. The second study analyzes six high-impact sectors to identify the sources of environmental impacts within the supply chain, assess the effectiveness of current green purchasing requirements, and recommend procurement-related solutions to mitigate

identified impacts. The studies provide GSA with a framework for greening its supply chain, developing content for the GPC, use of environmental standards and ecolabels, and other green purchasing activities.

- GSA updated its Green Purchasing Plan (GPP), which provides GSA employees with information on why, how, and where to purchase sustainable products.
- GSA developed the Web-based course, How to Integrate Green into Acquisition (FAC 038), which is available on the Defense Acquisition University Web site.
- GSA continued its leadership of Government-wide efforts to promote sustainable acquisition, providing a new co-chair to the White House Council on Environmental Quality Sustainable Acquisition & Materials Management Practices (SAMM) Working Group.
- Along with the U.S. Department of Energy, the U.S. Department of Agriculture, and EPA, GSA joined the private, non-profit Sustainable Purchasing Leadership Council (SPLC), a standards-developing body comprised of public and private purchasers, suppliers, and public interest advocates, established to provide consensus-based standards for recognizing leadership in sustainable acquisition.
- GSA greatly improved the accuracy of its semi-annual sustainable acquisition reviews for the OMB Sustainability Scorecard by more broadly defining applicable actions, strictly limiting sufficient evidence of compliance, centralizing selection of contracts for review, and focusing on significant sustainability opportunities and GSA's largest spend areas.
- GSA's Region 9 (Pacific Rim) received the U.S. Environmental Protection Agency (EPA) Federal Green Challenge 2014 Overall Achievement Award, which recognized the region's transition to 100 percent post-consumer recycled paper and its success in convincing other Federal purchasers to do the same. The strategy of leveraging collective purchasing power drove recycled paper prices down and led to greenhouse gas emissions reductions of over 2,400 metric tons of carbon equivalent.

Planned Actions

- GSA will continue to include all applicable green products requirements and appropriate sustainability provisions in additional FSSI and other government-wide solutions, including for Furniture, Building Maintenance Operations services, customized IT solutions, and network services.
- By the end of FY 2014, GSA will further enhance the GPC with examples of green solicitations and sample contract language, the ability for agencies to create customized pages, and expected life cycle energy cost savings for Energy Star and FEMP products.
- As GSA develops the Common Acquisition Platform and category management, it will integrate applicable green product and sustainability provisions, including a link to the Green Procurement Compilation and tips for how to make contracts sustainable.

- GSA will assess additional opportunities to add green-only requirements and sustainability provisions to its Multiple Award Schedules, such as the IT Schedule 70.
- By Q1 FY 2015, GSA will use life cycle analysis (LCA) to identify market-appropriate sustainability considerations in four additional high-impact service categories: Telecommunications; Data processing, hosting, and related services; Custom computer programming services; and Facilities support services. The analysis will identify key spend categories within the sector, identify significant environmental impact categories, and determine sources of impacts within the supply chain.
- GSA will develop and establish a viable Life Cycle Assessment (LCA) tool (product comparison chart and/or questionnaire) and guidance for contracting, acquisition, and procurement personnel to utilize in the purchase of supplies and services. The LCA guidance and tool will enable incorporation of product/service life cycle considerations into GSA's purchasing decisions via review of the financial aspect of a product or service as well as the environmental and social benefits. By the end of FY 2014, the LCA Multi-Disciplinary Team will beta-test its current guidance and LCA tool with case studies and review opportunities to enhance the LCA guidance on GSA's Sustainable Facilities Tool Web page. For FY 2015, will focus on implementing the process for conducting an LCA for GSA purchases of products and services.
- GSA has identified product categories that can be purchased sustainably and are used repeatedly in the construction and operation of Federal buildings. In FY 2014 and 2015, these "Key Sustainable Products" will be given special attention with focused market research and industry engagement in the setting of standards; workforce guidance; and development of measures to confirm contractor use of these products.
- GSA will collect market data for its Key Sustainable Product categories showing little or no cost differential between sustainable and non-sustainable products, and disseminate this data for use in market research for individual acquisitions.
- GSA will automate inclusion of FAR green purchasing clauses in all applicable PBS contracts as part of EASi, PBS's new contract writing system.
- GSA will award blanket contracts for small renovation and repair projects and include sustainable product specifications consistent with those in the P-100.
- GSA continues to implement the GSA/Department of Health and Human Services Health and Sustainability Guidelines for Federal Concessions and Vending Operations into its commercial cafeteria contracts which promote sustainable practices in food service such as composting, using recyclable/compostable disposables and educating patrons on how to recycle their cafeteria waste.
- GSA will consolidate and update its existing policies, providing comprehensive guidance, training, and recognition for incorporating sustainable requirements into the contracting process, including:

- Issuing the Sustainable Acquisition Guide, a how-to guide providing step-by-step instructions from pre-award to post-award for Project Managers, Contracting Officers, and Contracting Officer Representatives.
- Updating and deploying agency-wide and service-specific training modules educating the workforce on requirements and tools for sustainable acquisition.
- Establishing an annual awards program recognizing excellence in sustainable acquisition demonstrated by GSA's offices and regions.
- Relocating the agency-wide sustainable acquisition policy from the Green Purchasing Plan to the General Service Acquisition Manual & Regulations (GSAM/R).

Goal 7: Electronics Stewardship

GSA has a role in reducing the IT-related energy footprint in its buildings. There are 21 data centers operated by tenant agencies in space leased from GSA. The total area of these energy intensive data spaces (excluding server closets with areas less than 500 square feet) comprises 8.8 million square feet. GSA works to make energy efficient electronics available to Federal agencies and facilitates the responsible and cost-effective disposal of such electronics through the issuance of Federal e-waste disposal regulation and the development of innovative solutions for e-waste take-back. GSA also provides innovative solutions that allow Federal agencies to transition their data management and computing services to the Cloud.

Evaluation Measures and Successes

- Since FY 2010, and continuing in FY 2013, 100 percent of GSA's applicable electronics acquisitions were Federal Energy Management Program (FEMP)-designated, ENERGY STAR qualified, and/or met the Electronic Product Environmental Assessment Tool (EPEAT) Silver or Gold standard. Since FY 2007, and continuing in 2013, 100 percent of GSA's computers were power-management enabled.
- GSA's purchases of EPEAT Gold products since FY 2010 saved more than 880,000 pounds (lbs) of primary materials — equivalent to the weight of eleven 18-wheelers. These products helped GSA reduce energy use by 1.15 million kilowatt-hours, or the average yearly electricity use of 90 U.S. homes.
- In FY 2013, all GSA e-waste was disposed of using GSA Xcess, Computers for Learning, Unicor, or an R2 or E-stewards certified private recyclers.
- In March of 2014, in coordination with CEQ, OMB, and EPA, GSA issued its proposed e-waste regulation to implement its 2012 e-waste disposal management guidance (FMR Bulletin B-34).
- GSA offered EPEAT-registered imaging equipment and televisions to Federal agencies through four Multiple Award Schedules and the FSSI Print Management BPAs.
- GSA's primary IT schedule, Schedule 70, added requirements that vendors offering Energy Star or EPEAT-registered equipment must properly identify the green attributes in their product listings in GSA Advantage.

- During FY 2014, GSA removed 89 percent of the personal printers in the GSA printer inventory, allowing these printers only where essential to executing GSA's mission.

Planned Actions

- By the end of FY2014, GSA will make the final e-waste regulation available for review and interagency comment.
- In FY2014, GSA will also develop training and outreach materials that will assist Federal agencies in complying with the new regulation. In addition, GSA is currently exploring offerings that will help agencies comply with the new regulation and will, if feasible, identify and make available such offerings by the end of FY2014.
- GSA's Agency Asset Management System (AAMS) allows Federal agencies to easily transfer used electronics within their own agencies – before the used electronics are offered to other agencies. This tool improves information sharing on used electronics and increases the reuse of the equipment within agencies.
- In accordance with recent Federal Data Center Consolidation Initiative Program Management Office (FDCCI PMO) guidance, GSA IT has identified three of 120 data centers as 'core' data centers. Of its 117 non-core data centers, 63 percent (74 data centers) are slated to be closed, which is in excess of OMB's government-wide goal of 40 percent by FY 2015.
- In FY 2014, GSA is continuing to assess opportunities to remove personal printers and eliminate unnecessary network printers. GSA is working to reduce its employee-to-printer ratio from a high of 2.6:1 to 14:1 by the end of FY 2015. GSA estimates annual savings of approximately \$2.7 million as a result of this effort.

Goal 8: Renewable Energy

GSA is committed to using cost-effective, renewable energy. GSA will continue to install renewable energy generators on-site and incentivize renewable generation by utility companies through the purchase of renewable energy credits (RECs). By FY 2020, at least 30 percent of electricity used by GSA will come from renewable sources.

Evaluation Measures and Successes

- In FY 2013, 46.3 percent of electricity procured or generated by GSA came from renewable sources (more than 1,200,000 megawatt-hours (MWh), well ahead of the December 5, 2013, Presidential Memorandum target of 20 percent by 2020. Over 27,000 MWh of this renewable electricity was generated on-site.

Planned Actions

- GSA expects to generate nearly 29,000 MWh per year once all American Reinvestment and Recovery Act (ARRA) funded on-site renewable projects are online in October 2015, enough to power nearly 2,600 homes for an entire year.

- GSA will prioritize incorporation of onsite generation into ESPC projects where economically feasible and continue to explore other cost-effective options and financing models for onsite renewables.
- GSA will continue to supplement its onsite renewable energy generation with purchases of grid-supplied renewable energy bundled with renewable energy credits (RECs), purchases of stand-alone RECs, and purchases of energy from specific off-site renewable energy projects, where economically feasible.

Goal 9: Climate Change Resilience

GSA understands that climate change could affect its ability to fulfill the agency's mission, operate its facilities, provide products and services, and meet policy and program objectives. As part of the agency's responsibilities under Section 8(i) of Executive Order 13514, *Federal Leadership in Environmental, Energy, and Economic Performance*, and Executive Order 13653, *Preparing the United States for the Impacts of Climate Change*, GSA is committed to securing Federal property and supply chain investments, which are critical to meeting the agency's objectives in supporting the delivery of government services to the public.

Evaluation Measures and Successes

- GSA received several awards for one of its planned adaptation activities, the climate adaptation pilots it held with staff and customers in its Kansas City, MO, and Washington, DC, regions. These awards include: 2013 Presidential GreenGov Climate Champion Award; selection as one of six nationwide projects for CEQ's GreenGov Spotlight Communities program; and GSA's Real Property Innovation Special Achievement Award for Asset Management.
- In FY 2013, GSA developed process-based metrics to monitor and evaluate the implementation and success of climate adaptation actions. Combining lessons learned from experts in the United Kingdom and the U.S. Forest Service, GSA crafted a Climate Change Adaptation Self-Assessment, a brief survey that allows GSA to track each region, service, and business line's ongoing climate change adaptation management process.
- GSA hosted a customer meeting in October 2013 to determine Federal need for climate change adaptation support services and issued a Request for Information (RFI) in September 2013 to assess the marketplace for climate change adaptation services (Applying and Interpreting Climate Models, Applied Climate Science, Climate Risk Management, and Climate Risk Communications and Training). In FY 2014, Federal climate science experts from the National Oceanic and Atmospheric Administration, National Park Service, U.S. Army Corps of Engineers, and U.S. Bureau of Reclamation assisted GSA in reviewing the RFI responses.

Planned Actions

- GSA will update the agency Climate Change Risk Management Plan, per the requirements of Executive Order 13653. This includes issuance of an FY 2014 plan (see Appendix 1), as well as

updating agency and service-level vulnerability assessments based on the Third National Climate Assessment. This will inform subsequent updates of the agency FY 2015 Climate Change Risk Management Plan, and most importantly, inform GSA's prioritization of adaptation activities. It should be noted that no comments were received during the public comment period for the prior plan.

- In partnership with PBS Portfolio, the Adaptation Team will include in the FY 2016 Capital Investment and Leasing Plan call a Climate Risks section to guide project prioritization and assistance.
- GSA will use responses to its 2013 RFI to help determine any next steps it should take to support Federal agencies in acquiring climate change adaptation support services. GSA will create a performance tracking plan once the market assessment is completed in FY 2014 and an implementation strategy is selected and approved by FAS management in FY 2015.
- GSA will continue to build climate risk literacy, capability, and confidence in specific business lines and agency processes. With the launch of an enterprise-wide geographic information system (GIS) in FY 2015, GSA has the opportunity to use of this tool to visualize the potential impacts of climate risks throughout agency operations.

Goal 10: Energy Savings Performance Contracts

GSA has agreed to aggressive commitments under the President's performance contracting challenge, and is committed to meeting these as well as to providing assistance and expertise to help other agencies maximize their use of energy performance contracts.

Evaluation Measures and Successes

- By December 2013, GSA awarded \$191.1 million in Energy Savings Performance Contracts (ESPCs), exceeding the agency's \$175 million commitment under the first phase of the President's performance contracting challenge.

Planned Actions

- By December 2016, GSA will award a total target of \$344.5 million in energy performance contracts, or \$169.5 million above the original December 2013 goal.
- In awarding new ESPCs, GSA will prioritize top potential projects which will provide greatest energy savings potential, seeking to bundle multiple buildings together where possible for the greatest energy savings potential. GSA will complete its Acquisition Plan for inclusion of the top 5 or more highest-potential projects by June 30, 2014.

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Appendix 1

Table 1: Agency Size and Scope

	FY 2012	FY 2013
Total Number of Employees as Reported in the Agency's Budget	12,369	11,884
Total Acres of Land Managed	176,412	170,608
Total Number of Buildings Owned	1,523	1,576
Total Number of Buildings Leased (GSA and Non-GSA Lease)	7,661	7,435
Total Building Gross Square Feet (GSF)	418,838,763	422,826,064
Operates in Number of Locations Throughout U.S.	9,184	9,011
Operates in Number of Locations Outside of U.S.	0	0
Total Number of Fleet Vehicles Owned	0	0
Total Number of Fleet Vehicles Leased	1,163	1,040
Total Number of Exempted-Fleet Vehicles (Tactical, Law Enforcement, Emergency, Etc.)	302	177
Total Amount Contracts Awarded as Reported in FPDS (\$ Millions)	9,898	8,563

Evaluating Previous Strategies

Goal 1: Greenhouse Gas (GHG) Reduction – Scope 1 & 2

(A) Strategy	(B) Did you implement this strategy? (Yes/No)	(C) Was the strategy successful for you? (Yes/No)	(D) Will you use this strategy again next year? (Please explain in 1-2 sentences)
Ensure that all major renovations and new building designs are 30 percent more efficient than applicable code	Yes	Yes	Yes. See details under Goal 1 Strategies Table below.
Implement in EISA 432 covered facilities all lifecycle cost effective ECMs identified. Reduce on-site fossil-fuel consumption by installing more efficient boilers, generators, furnaces, etc. and/or use renewable fuels	Yes	Yes	Yes. See details under Goal 1 Strategies Table below.
Reduce grid-supplied electricity consumption by improving/upgrading motors, boilers, HVAC, chillers, compressors, lighting, etc.	Yes	Yes	Yes. See details under Goal 1 Strategies Table below.
Employ operations and management best practices for energy consuming and emission generating equipment	Yes	Yes	Yes. See details under Goal 1 Strategies Table below.
Install building utility meters and benchmark performance to track energy and continuously optimize performance	Yes	Yes	Yes. See details under Goal 1 Strategies Table below.

Evaluating Previous Strategies**Goal 1: Greenhouse Gas (GHG) Reduction – Scope 3**

(A) Strategy	(B) Did you implement this strategy? (Yes/No)	(C) Was the strategy successful for you? (Yes/No)	(D) Will you use this strategy again next year? (Please explain in 1-2 sentences)
Develop and deploy employee commuter reduction plan	No	N/A	GSA will develop a commuter reduction plan in FY 2015 after completion of our next employee commuting survey.
Reduce employee business air travel	Yes	No	No. Air travel emissions have already been reduced 80 percent from FY 2008 and make up less than 0.2 percent of GSA's GHG inventory. Further reductions in travel would impede core agency functions such as project supervision and management.
Increase number of employees eligible for telework and/or the total number of days teleworked	Yes	Yes	Yes. See details under Goal 1 Strategies Table below.
Provide bicycle commuting infrastructure	Yes	No	Yes. Recent impacts are unknown because GSA's commuter survey is conducted only in even-numbered FY's, but are expected to be minor due to uneven rollout of efforts. GSA plans to expand its efforts in this area.

Evaluating Previous Strategies**Goal 2: Sustainable Buildings**

(A) Strategy	(B) Did you implement this strategy? (Yes/No)	(C) Was the strategy successful for you? (Yes/No)	(D) Will you use this strategy again next year? (Please explain in 1-2 sentences)
Incorporate green building specifications into all new construction and major renovation projects	Yes	Yes	Yes. See details under Goal 2 Strategies Table below.
Redesign or lease interior space to reduce energy use by daylighting, space optimization, sensors/control system installation, etc.	Yes	Yes	Yes. See details under Goal 2 Strategies Table below.
Develop and deploy energy and sustainability training for all facility and energy managers	Yes	Yes	Yes. See details under Goal 2 Strategies Table below.
GSA will foster the development of Green Teams in its regions and facilities.	Yes	Yes	Yes. See details under Goal 2 Strategies Table below.
Implement sustainable O&M practices in GSA facilities.	Yes	Yes	Yes. See details under Goal 2 Strategies Table below.
Incorporate current and relevant sustainability clauses in GSA lease language	Yes	Yes	Yes. See details under Goal 2 Strategies Table below.
GSA will continue to engage local communities and work with them to develop more vibrant and sustainable local economies.	Yes	Yes	Yes. See details under Goal 2 Strategies Table below.
Improve facility-level sustainability project and action tracking.	Yes	Yes	Yes. See details under Goal 2 Strategies Table below.

Evaluating Previous Strategies

Goal 3: Fleet Management

(A) Strategy	(B) Did you implement this strategy? (Yes/No)	(C) Was the strategy successful for you? (Yes/No)	(D) Will you use this strategy again next year? (Please explain in 1-2 sentences)
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	Yes	Yes. See details under Goal 3 Strategies Table below.
Reduce miles traveled (e.g., share vehicles, improve routing with location tools, eliminate trips, improve scheduling, use shuttles, etc.)	Yes	Yes	Yes. See details under Goal 3 Strategies Table below.
Acquire only highly fuel-efficient, low greenhouse gas-emitting vehicles and alternative fuel vehicles (AFVs)	Yes	Yes	Yes. See details under Goal 3 Strategies Table below.
Increase utilization of alternative fuel in dual-fuel vehicles	Yes	Yes	Yes. See details under Goal 3 Strategies Table below.
Use a Fleet Management Information System to track fuel consumption throughout the year for agency-owned, GSA-leased, and commercially-leased vehicles	Yes	Yes	Yes. See details under Goal 3 Strategies Table below.
Increase GSA leased vehicles and decrease agency-owned fleet vehicles, when cost effective	No	No	Not applicable. GSA allocates vehicles from the GSA-owned fleet for internal use.

Evaluating Previous Strategies**Goal 4: Water Use Efficiency & Management**

(A) Strategy	(B) Did you implement this strategy? (Yes/No)	(C) Was the strategy successful for you? (Yes/No)	(D) Will you use this strategy again next year? (Please explain in 1-2 sentences)
Purchase and install water efficient technologies (e.g., Waterwise, low-flow water fixtures and aeration devices).	Yes	Yes	Yes. See details under Goal 4 Strategies Table below.
Develop and deploy operational controls for leak detection including a distribution system audit, leak detection, and repair programs.	Yes	Yes	Yes. See details under Goal 4 Strategies Table below.
Design, install, and maintain landscape to reduce water use.	Yes	Yes	Yes. See details under Goal 4 Strategies Table below.
Design and deploy water closed-loop, capture, recharge, and/or reclamation systems.	Yes	Yes	Yes. See details under Goal 4 Strategies Table below.

Evaluating Previous Strategies

Goal 5: Pollution Prevention & Waste Reduction

(A) Strategy	(B) Did you implement this strategy? (Yes/No)	(C) Was the strategy successful for you? (Yes/No)	(D) Will you use this strategy again next year? (Please explain in 1-2 sentences)
Eliminate, reduce, or recover refrigerants and other fugitive emissions	Yes	No	Yes. GSA is implementing improvements to its system for inventorying these materials and emissions. See details under Goal 5 Strategies Table below.
Reduce waste generation through elimination, source reduction, and recycling	Yes	Yes	Yes. See details under Goal 5 Strategies Table below.
Establish a tracking and reporting system for diversion of construction and demolition debris	Yes	Yes	Yes. See details under Goal 5 Strategies Table below.

Evaluating Previous Strategies**Goal 6: Sustainable Acquisition**

(A) Strategy	(B) Did you implement this strategy? (Yes/No)	(C) Was the strategy successful for you? (Yes/No)	(D) Will you use this strategy again next year? (Please explain in 1-2 sentences)
Update and deploy agency procurement policies and programs to ensure that federally-mandated designated sustainable products are included in all relevant procurements and services	Yes	Yes	Yes. GSA notes that better government-wide enforcement of sustainable products provisions would improve GSA's ability to mandate compliance with these provisions in our acquisitions conducted on behalf of other agencies.
Deploy corrective actions to address identified barriers to increasing sustainable procurements with special emphasis on biobased purchasing	Yes	Yes	Yes. See details under Goal 6 Strategies Table below.
Include biobased and other FAR sustainability clauses in all applicable construction and other relevant service contracts	Yes	Yes	Yes. See details under Goal 6 Strategies Table below.
Review and update agency specifications to include and encourage biobased and other designated green products to enable meeting sustainable acquisition goals	Yes	Yes	Yes. See details under Goal 6 Strategies Table below.
Use Federal Strategic Sourcing Initiatives, such as Blanket Purchase Agreements (BPAs) for office products and imaging equipment, which include sustainable acquisition requirements	Yes	Yes	Yes. See details under Goal 6 Strategies Table below.
Report on sustainability compliance in contractor performance reviews	Yes	Yes	Yes. See details under Goal 6 Strategies Table below.
Improve the accuracy of environmental icons used in GSA Advantage!	Yes	Yes	Yes. See details under Goal 6 Strategies Table below.
Improve the coding of	Yes	Yes	Yes. See details under Goal 6

environmental attributes in FPDS.			Strategies Table below.
GSA will enhance and expand its Green Procurement Compilation (GPC) Tool.	Yes	Yes	Yes. See details under Goal 6 Strategies Table below.
Include sustainability requirements in future FSSI and OASIS Schedules.	Yes	Yes	Yes. See details under Goal 6 Strategies Table below.

Evaluating Previous Strategies

Goal 7: Electronic Stewardship & Data Centers

(A) Strategy	(B) Did you implement this strategy? (Yes/No)	(C) Was the strategy successful for you? (Yes/No)	(D) Will you use this strategy again next year? (Please explain in 1-2 sentences)
Identify agency “Core” and “Non-Core” Data Centers	Yes	Yes	Yes. See details under Goal 7 Strategies Table below.
Consolidate 40 percent of agency non-core data centers	Yes	Yes	Yes. See details under Goal 7 Strategies Table below.
Optimize agency Core Data Centers across total cost of ownership metrics	Yes	Yes	Yes. See details under Goal 7 Strategies Table below.
Ensure that power management, duplex printing, and other energy efficiency or environmentally preferable options and features are enabled on all eligible electronics and monitor compliance	Yes	Yes	Yes. See details under Goal 7 Strategies Table below.
Update and deploy policies to use environmentally sound practices for disposition of all agency excess or surplus electronic products, including use of certified eSteward and/or R2 electronic recyclers, and monitor compliance	Yes	Yes	Yes. See details under Goal 7 Strategies Table below.
Ensure acquisition of 95 percent EPEAT registered and 100 percent of ENERGY STAR qualified and FEMP designated electronic office products	Yes	Yes	Yes. See details under Goal 7 Strategies Table below.

Evaluating Previous Strategies

Goal 8: Renewable Energy

(A) Strategy	(B) Did you implement this strategy? (Yes/No)	(C) Was the strategy successful for you? (Yes/No)	(D) Will you use this strategy again next year? (Please explain in 1-2 sentences)
Purchase renewable energy directly or through Renewable Energy Credits (RECs)	Yes	Yes	Yes. See details under Goal 8 Strategies Table below.
Install onsite renewable energy on Federal sites	Yes	Yes	Yes. See details under Goal 8 Strategies Table below.
Develop biomass capacity for energy generation	Yes	Yes	Yes. See details under Goal 8 Strategies Table below.
Utilize performance contracting methodologies for implementing ECMs and increasing renewable energy	Yes	Yes	Yes. See details under Goal 8 and Goal 10 Strategies Tables below.
Work with other agencies to create volume discount incentives for increased renewable energy purchases	Yes	Yes	Yes. See details under Goal 8 Strategies Table below.

Evaluating Previous Strategies
Goal 9: Climate Change Resilience

(A) Strategy	(B) Did you implement this strategy? (Yes/No)	(C) Was the strategy successful for you? (Yes/No)	(D) Will you use this strategy again next year? (Please explain in 1-2 sentences)
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	Yes	Yes. See details under Goal 9 Strategies Table below.
Update agency emergency response procedures and protocols to account for projected climate change, including extreme weather events.	Yes	Yes	Yes. See details under Goal 9 Strategies Table below.
Ensure workforce protocols and policies reflect projected human health and safety impacts of climate change.	Yes	Yes	Yes. See details under Goal 9 Strategies Table below.
Ensure agency principals demonstrate commitment to adaptation efforts through internal communications and policies.	Yes	Yes	Yes. See details under Goal 9 Strategies Table below.
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	Yes	Yes. See details under Goal 9 Strategies Table below.
Ensure that agency climate adaptation and resilience policies and programs reflect best available current climate change science, updated as necessary.	Yes	Yes	Yes. See details under Goal 9 Strategies Table below.
Design and construct new or modify/manage existing agency facilities and/or infrastructure to account for the potential impacts of projected climate change.	Yes	Yes	Yes. See details under Goal 9 Strategies Table below.
Incorporate climate preparedness and resilience into planning and implementation guidelines for agency-implemented projects.	Yes	Yes	Yes. See details under Goal 9 Strategies Table below.

Assess demand for climate adaptation support services.	Yes	Yes	Yes. See details under Goal 9 Strategies Table below.
Build adaptation capacity across the Federal Government.	Yes	Yes	Yes. See details under Goal 9 Strategies Table below.

Goal 1: Greenhouse Gas (GHG) Reduction

Figure 1-1: Agency Progress toward Scope 1 & 2 GHG Goals

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

GSA Progress toward Scope 1 & 2 Greenhouse Gas Goals

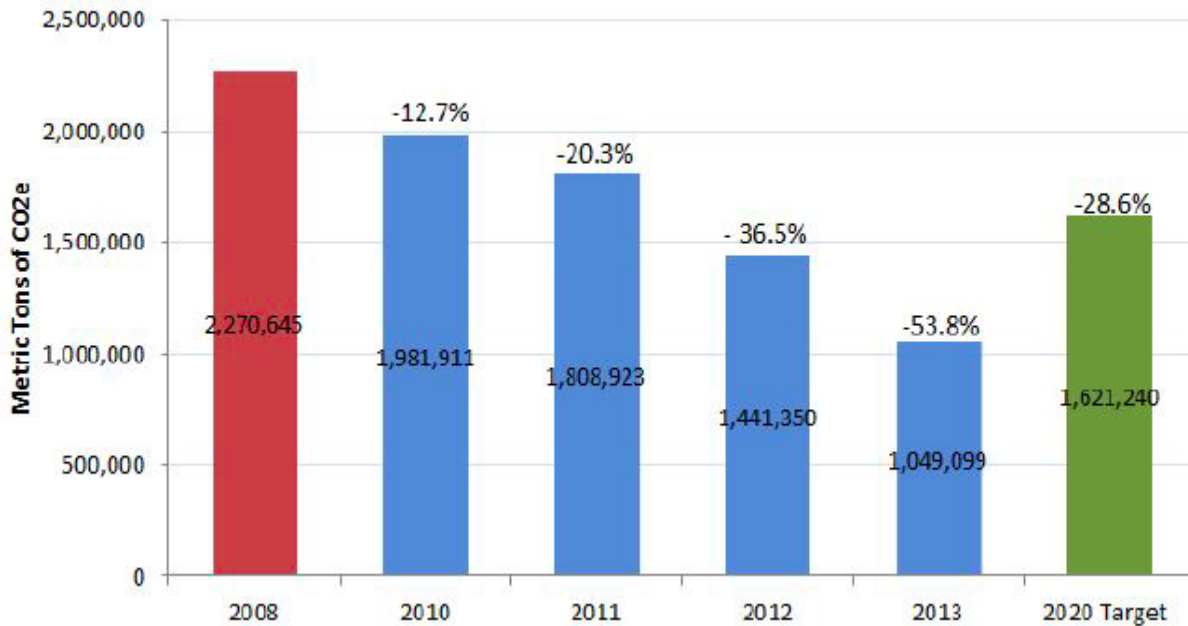


Table 1-1: Goal 1 Strategies – Scope 1 & 2 GHG Reductions

INSTRUCTIONS: In Table 1-1 below, list ONLY the top five priority strategies that the agency will implement in FY 2014 to pursue Goal 1 Scope 1 & 2 GHG reductions. For each agency-level strategy listed below, select the appropriate response from the drop-down menu. If the selection is not applicable (NA) or "No", an explanation must be provided in the Strategy Narrative column (C) as to why the agency will not implement this strategy. If the selection is "Yes" provide in column (C) a description on how the strategy will be implemented and in column (D) provide specific targets/metrics and milestones to measure agency progress/success. DO NOT DELETE ANY STRATEGIES LISTED IN COLUMN (A). Agencies may make minor changes to a column (A) strategy if needed to enable the agency to select that strategy as a FY 2014 priority. If necessary, agencies may add additional strategies into the blank rows provided in column (A) in order to present five priority strategies.

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes / No / NA	(C) Strategy Narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 months
Use the FEMP GHG	No	GSA uses this strategy but not	

<p>emission report to identify/target high emission categories and implement specific actions to resolve high emission areas identified.</p>		<p>among top five priorities. GSA has tools such as monthly energy reporting by region, advanced metering and real-time fault reporting, etc. which are better suited to identify reduction opportunities.</p>	
<p>Ensure that all major renovations and new building designs are 30 percent more efficient than applicable code.</p>	<p>No</p>	<p>GSA uses this strategy but not among top five priorities. O&M activities, smaller projects, and reductions in space are expected to present greater GHG reduction opportunities in FY 2014 and 2015. GSA's Facilities Standard includes the requirement to achieve 30 percent better than ASHRAE 90.1, and this is measured via GSA's gBUILD system.</p>	
<p>Implement in EISA 432 covered facilities all lifecycle cost effective ECMs identified.</p>	<p>Yes</p>	<p>GSA will use line item Energy and Water Retrofit funds to implement additional LCC effective ECMs in Covered Facilities. Projects were identified through required EISA 432 evaluations, including Rapid Building Assessments.</p>	<p>GSA will identify projects selected for funding by June 30, 2014.</p>
<p>Reduce on-site fossil-fuel consumption by installing more efficient boilers, generators, furnaces, etc. and/or use renewable fuels.</p>	<p>No</p>	<p>GSA uses this strategy but not among top five priorities. For new construction and major modernization, GSA's P100 covers fossil fuel reduction as a requirement. Design teams determine the best strategy to achieve this requirement based on their particular project.</p>	
<p>Reduce grid-supplied electricity consumption by improving/upgrading motors, boilers, HVAC, chillers, compressors, lighting, etc.</p>	<p>Yes</p>	<p>This strategy is realized through modernization projects and alternatively financed projects.</p>	<p>By December 2016, GSA will award a total of \$344.5 million in energy performance contracts, which will include many of these system upgrades.</p>
<p>Employ operations and management best practices for energy consuming and emission generating equipment.</p>	<p>Yes</p>	<p>In FY 2014, GSA will conduct building operation audits using metering technology and implement identified energy conservation measures that can be achieved through operations and maintenance practices. Practices such as reducing nighttime base load of buildings, reducing external nighttime lighting, and validating temperature setpoints will be implemented</p>	<p>Energy savings from each measure will be tracked and will contribute to GSA's 27 percent Energy Use Intensity (EUI) reduction target.</p>

		inventory-wide.	
Install building utility meters and benchmark performance to track energy and continuously optimize performance.	Yes	This strategy is integral to designing and monitoring implementation of the O&M best practices discussed separately in this table.	GSA will deploy GSALink, a building performance monitoring system, to an additional 26 buildings in FY 2014. GSA intends to integrate up to 150 facilities with the GSALink application between FY 2014-2016.
Reduce office space allocation per employee in GSA occupied space.	Yes	GSA's "Freeze the Footprint" goal is to reduce the agency's Usable Square Feet per office-based employee to 150 USF/person by FY 2017 from 296 USF/person in FY 2013.	By the end of FY 2014, GSA will reduce USF/employee to 282 (4.5 percent reduction from FY 2013).

Figure 1-2: Agency Progress toward Scope 3 GHG Goal

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

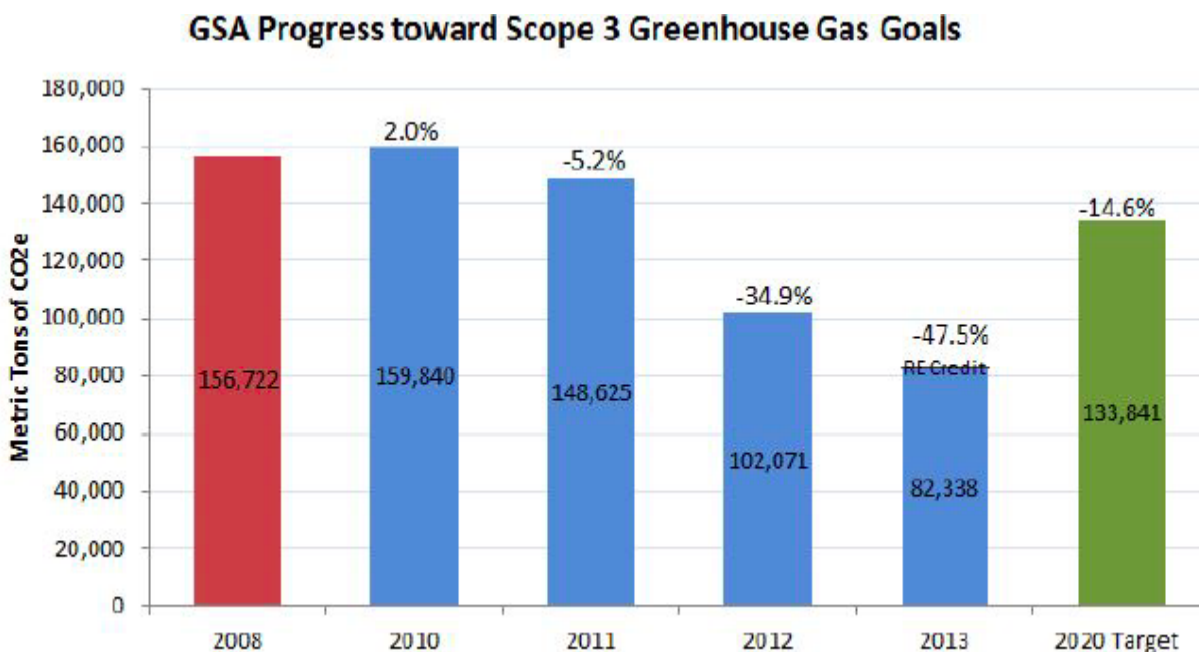


Table 1-2: Goal 1 Strategies – Scope 3 GHG Reductions

INSTRUCTIONS: In Table 1-2 below, list ONLY the top five priority strategies that the agency will implement in FY 2014 to pursue Goal 1 Scope 3 GHG reductions. For each agency-level strategy listed below, select the appropriate response from the drop-down menu. If the selection is not applicable (NA) or "No", an explanation must be provided in the Strategy Narrative column (C) as to why the agency will not implement this strategy. If the selection is "Yes" provide in column (C) a description on how the strategy will be implemented and in column (D) provide specific targets/metrics and milestones to measure agency progress/success. DO NOT DELETE ANY STRATEGIES LISTED IN COLUMN (A). Agencies may make minor changes to a column (A) strategy if needed to enable the agency to select that strategy as a FY 2014 priority. If necessary, agencies may add additional strategies into the blank rows provided in column (A) in order to present five priority strategies.

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes / No / NA	(C) Strategy Narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 months
Develop and deploy employee commuter reduction plan.	Yes	Employee commuting accounted for over 33 percent of GSA’s FY 2013 Scope 3 GHG emissions, making it the second-largest single category	GSA will complete an employee commuting survey in Q1 FY 2015 and will compare it with our previous survey from Q1 FY

		after electric T&D losses. GSA will develop a commuter reduction plan in FY 2015 after completion of our next employee commuting survey.	2013 to develop an employee commuting reduction plan.
Reduce employee business ground travel.	No	GSA has reduced ground travel emissions by approximately 90 percent since FY 2008 and these emissions were approximately 1 percent of GSA's FY 2013 Scope 3 GHG emissions. Further reductions in travel would impede core agency functions such as project supervision and management.	
Reduce employee business air travel.	No	GSA has reduced air travel emissions by approximately 80 percent since FY 2008 and these emissions made up less than 2 percent of GSA's FY 2013 Scope 3 GHG emissions. Further reductions in travel would impede core agency functions such as project supervision and management.	
Use employee commuting survey to identify opportunities and strategies for reducing commuter emissions.	Yes	See response under "develop and deploy employee commuter reduction plan" above.	See response under "develop and deploy employee commuter reduction plan" above.
Increase number of employees eligible for telework and/or the total number of days teleworked.	Yes	In FY 2013, GSA increased the total number of employee telework days by over 15 percent compared to FY 2012, to over 27 percent of employee-days worked. Telework in FY 2013 is estimated to have avoided over 8,800 MT CO ₂ e, or approximately 10 percent of FY 2013 Scope 3 emissions.	GSA will continue supporting increase telework through appropriate HR, space utilization, and technology standards. In FY 2014 GSA will continue to increase the number and proportion of employee telework days.
Develop and implement bicycle commuter program.	No	GSA uses this strategy but not among top five priorities. See response under "develop and deploy employee commuter reduction plan" above.	
Provide bicycle commuting infrastructure.	No	GSA uses this strategy but not among top five priorities. See response under "develop and deploy employee commuter reduction plan" above.	
Purchase grid-supplied renewable	Yes	In FY 2013, GSA reduced its Scope 3 emissions by over 51,000 MT CO ₂ e,	In FY 2014, GSA will continue to reduce its Scope 3 T&D

<p>electricity to reduce Scope 3 emissions from transmission and distribution (T&D) losses.</p>		<p>or 38 percent of its pre-reduction Scope 3 inventory, through purchases of grid-supplied renewable energy.</p>	<p>losses through renewable energy purchases.</p>
<p>Increase municipal solid waste diversion.</p>	<p>Yes</p>	<p>In FY 2013, GSA's Scope 3 emissions from municipal solid waste (MSW) disposal were over 17,000 MT CO₂e, or over 20 percent of total Scope 3 emissions. In FY 2014, GSA will continue to improve tracking and reduction of MSW disposal.</p>	<p>Through FY 2015, GSA will divert at least 50 percent of non-hazardous, non-C&D solid waste from landfills through reduction, recycling, re-use and composting methods and seek continued increases in this diversion rate.</p>

Goal 2: Sustainable Buildings

Figure 2-1: Agency Progress toward Facility Energy Intensity Reduction Goal

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

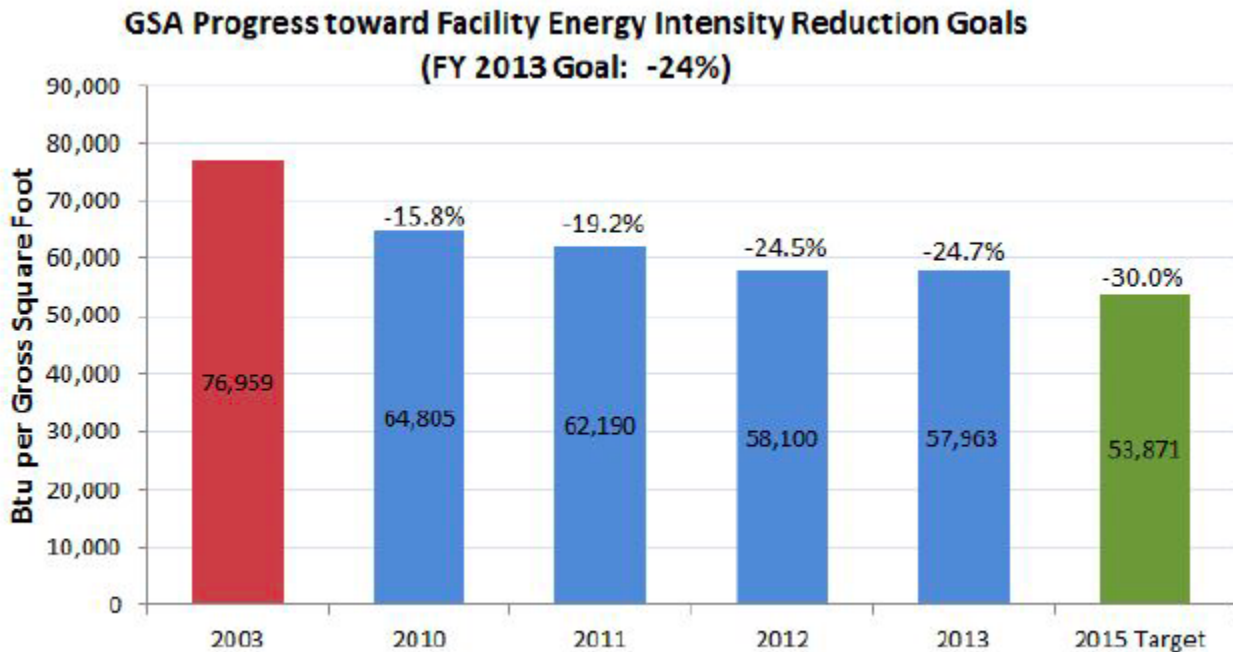


Figure 2-2: Agency Progress toward Total Buildings Meeting the Guiding Principles

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

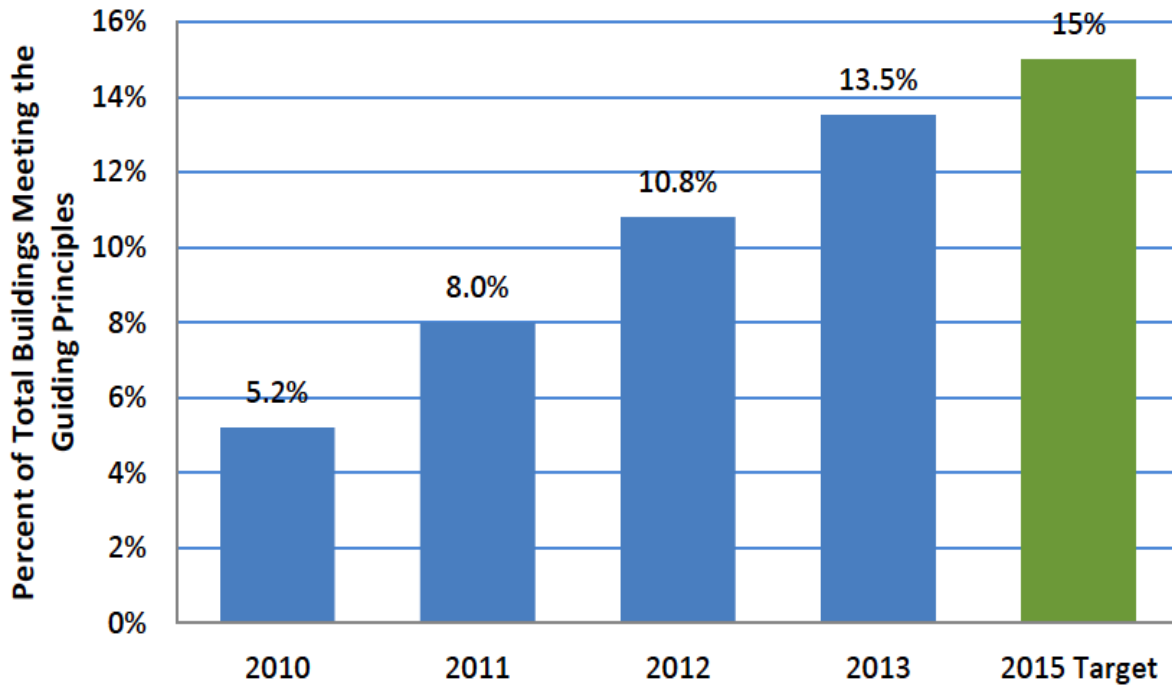


Table 2: Goal 2 Strategies – Sustainable Buildings

INSTRUCTIONS: In Table 2 below, list ONLY the top five priority strategies that the agency will implement in FY 2014 to pursue Goal 2 Sustainable Buildings. For each agency-level strategy listed below, select the appropriate response from the drop-down menu. If the selection is not applicable (NA) or "No", an explanation must be provided in the Strategy Narrative column (C) as to why the agency will not implement this strategy. If the selection is "Yes" provide in column (C) a description on how the strategy will be implemented and in column (D) provide specific targets/metrics and milestones to measure agency progress/success. DO NOT DELETE ANY STRATEGIES LISTED IN COLUMN (A). Agencies may make minor changes to a column (A) strategy if needed to enable the agency to select that strategy as a FY 2014 priority. If necessary, agencies may add additional strategies into the blank rows provided in column (A) in order to present five priority strategies.

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes / No / NA	(C) Strategy Narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 months
Incorporate green building specifications into all new construction and major renovation projects.	No	GSA uses this strategy but not among top five priorities. GSA's P100 facilities standards, which incorporate the Guiding Principles, inform all new construction and major renovation projects.	

<p>Redesign or lease interior space to reduce energy use by daylighting, space optimization, sensors/control system installation, etc.</p>	<p>Yes</p>	<p>In FY 2014, GSA will pilot “smart occupancy” systems, including use of employee conference room reservations to automatically control lighting and HVAC, at its Central Office building. For GSA-owned Federal buildings, the P100 standards reference daylighting, sensors/control system installation.</p>	<p>In FY 2014, GSA will complete the first round of the “smart occupancy” pilot.</p>
<p>Deploy CEQ’s Implementing Instructions on Sustainable Locations for Federal Facilities.</p>	<p>No</p>	<p>GSA uses this strategy but not among top five priorities. GSA is collaborating with EPA Office of Sustainable Communities to develop tools to incorporate location efficiency into GSA’s real estate decision-making, including estimates of GHG emissions associated with employee commuting. GSA has deployed internal versions of these tools and is working toward public-facing versions.</p>	
<p>Include in every construction contract all applicable sustainable acquisition requirements for recycled, biobased, energy efficient, and environmentally preferable products.</p>	<p>Yes</p>	<p>GSA will focus education, guidance, and tools (a) on a group of “key sustainable products” that are used repeatedly in construction and (b) on application of the standards in the P-100 to prospectus and small projects.</p>	<p>Review-on-review increases in correct sustainable specification of products in OMB semiannual reviews.</p>
<p>Develop and deploy energy and sustainability training for all facility and energy managers.</p>	<p>Yes</p>	<p>GSA provides training through Penn State Facilities Engineering Institute on Facilities Infrastructure Fundamental Training, Fundamentals of High Performance Buildings, and Smart Buildings Operations Training. As part of this program, over 3,000 employees have participated in approximately 400 classes held over the past six years. GSA also delivers training on implementation of the Guiding Principles for Sustainable Existing Buildings and its Energy Use Reduction program.</p>	<p>In FY 2014, GSA is delivering 22 in person training sessions across all 11 regions through the Penn State program. GSA is also partnering with DOE FEMP to deliver two Guiding Principle for Existing Buildings training webinar sessions. In addition, all appropriate regional personnel will have completed training associated with GSA’s Energy Use Reduction program.</p>
<p>GSA will foster the development of Green Teams in its regions and facilities.</p>	<p>No</p>	<p>GSA uses this strategy but not among top five priorities. Because Green Teams are volunteer-driven and work best when they grow organically, GSA’s strategy is to</p>	

		foster their development through broad communications and sharing of best practices. GSA will continue to work towards implementing at least one Green Team in each of our regional offices.	
Implement sustainable O&M practices in GSA facilities.	Yes	GSA incorporated HPSB Guiding Principle requirements into our newly updated National O&M Specification.	In FY 2014, GSA identified and targeted 20 buildings for Guiding Principle compliance and 5 buildings for LEED EB certification.
Incorporate current and relevant sustainability clauses in GSA lease language.	Yes	More than 30 mandatory green paragraphs aligning with Guiding Principle compliance continue to be incorporated in GSA leases, including requirements related to energy efficiency, water conservation, reduced resource use, and indoor air quality.	In FY 2014 and 2015, GSA will continue to review these lease clauses so that they are effective, enforceable, consistently included, and aligned with industry standards and applicable requirements. In FY 2014 and FY 2015, GSA will continue to meet or exceed the Guiding Principles for leased buildings.
GSA will continue to engage local communities and work with them to develop more vibrant and sustainable local economies.	No	GSA uses this strategy but not among top five priorities. The Good Neighbor Program conducted 22 meetings with local governments and stakeholders across all 11 GSA regions in FY 2013 and will complete another 22 in FY 2014. These meetings open communication with local planners and stakeholders and identify projects, areas, best practices and ideas of mutual interest outside of the timeframe of specific Federal real property actions.	
Improve facility-level sustainability project and action tracking.	Yes	GSA will expand tracking capabilities of GSA's gBUILD tool to capture sustainability features of certain types of projects.	In FY 2014, non-ARRA capital projects, certain energy conservation projects and selected Small Projects were tracked in gBUILD.

Goal 3: Fleet Management

Figure 3-1: Agency Progress toward Fleet Petroleum Use Reduction Goal

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

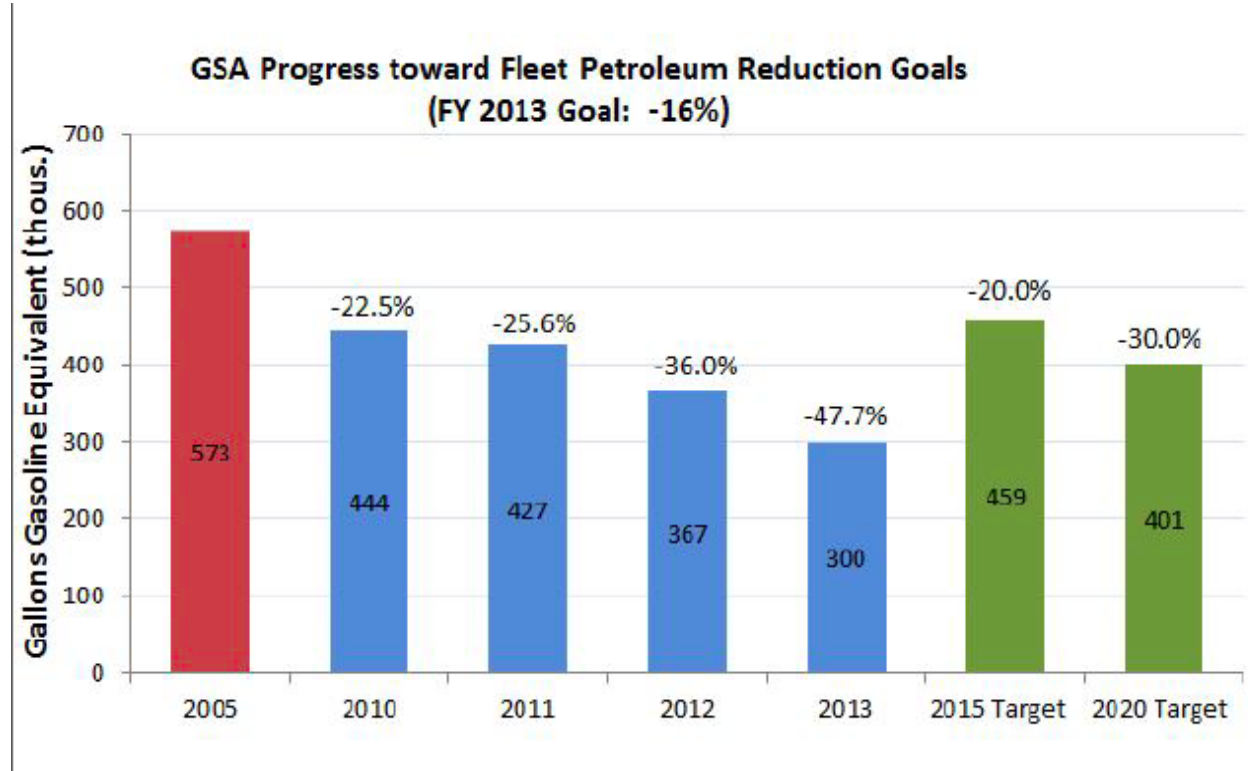


Figure 3-2: Agency Progress toward Fleet Alternative Fuel Consumption Goal

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

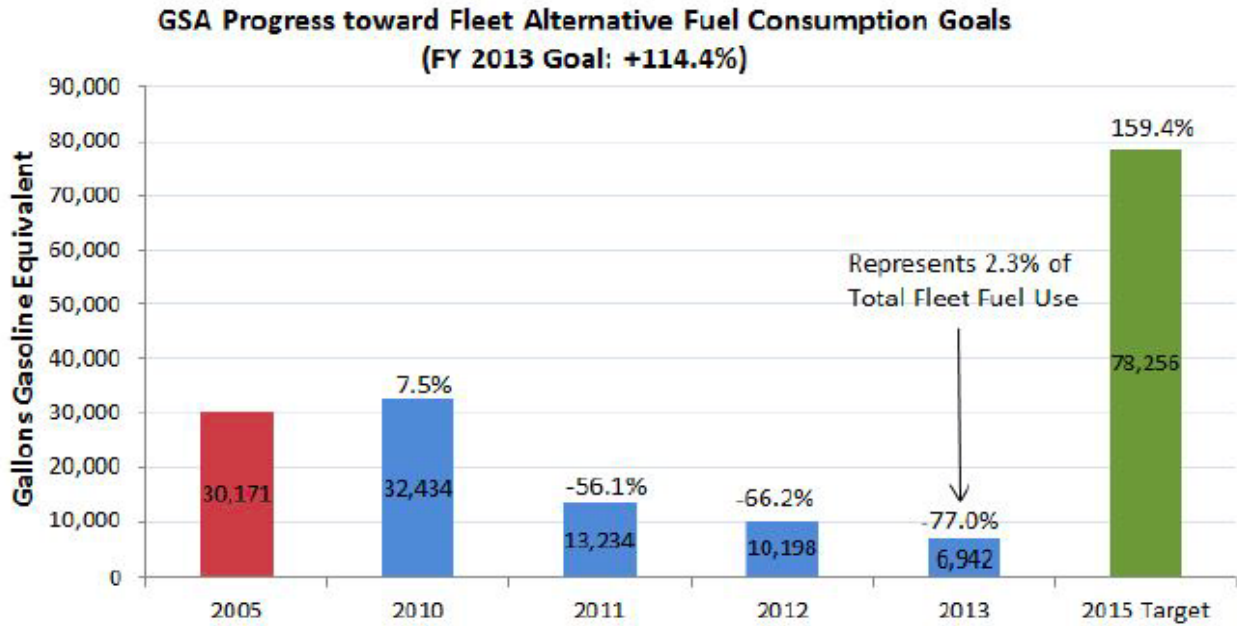


Table 3: Goal 3 Strategies – Fleet Management

INSTRUCTIONS: In Table 3 below, list ONLY the top five priority strategies that the agency will implement in FY 2014 to pursue Goal 3 Fleet Management. For each agency-level strategy listed below, select the appropriate response from the drop-down menu. If the selection is not applicable (NA) or "No", an explanation must be provided in the Strategy Narrative column (C) as to why the agency will not implement this strategy. If the selection is "Yes" provide in column (C) a description on how the strategy will be implemented and in column (D) provide specific targets/metrics and milestones to measure agency progress/success. DO NOT DELETE ANY STRATEGIES LISTED IN COLUMN (A). Agencies may make minor changes to a column (A) strategy if needed to enable the agency to select that strategy as a FY 2014 priority. If necessary, agencies may add additional strategies into the blank rows provided in column (A) in order to present five priority strategies.

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes / No / NA	(C) Strategy Narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 months
Optimize/Right-size the composition of the fleet (e.g., reduce vehicle size, eliminate underutilized vehicles, acquire and locate vehicles to match local fuel infrastructure).	Yes	GSA will continue to reduce the number of vehicles in its internal fleet and replace retiring vehicles with more efficient, alternative fuel vehicles. As of FY 2013, GSA internal fleet reduced the size of its fleet from 1,163 vehicles in FY 2012 to 1,040 in FY 2013.	By the end of FY 2015, GSA's internal fleet will consist of no more than 1,000 vehicles.
Reduce miles traveled (e.g., share vehicles, improve routing with location tools, eliminate trips, improve scheduling,	Yes	In FY 2014, GSA Fleet will conduct a car sharing pilot to supplement the Washington, DC based internal GSA fleet. This pilot will offer GSA employees the ability to use	Completion of two car-sharing pilots by the end of FY 2014.

use shuttles, etc.)		commercially available hourly rentals to meet official business needs. A second car-sharing pilot will examine the use of car-sharing technology tools on existing GSA Fleet vehicles located in the downtown Chicago area.	
Acquire only highly fuel-efficient, low greenhouse gas-emitting vehicles and alternative fuel vehicles (AFVs).	Yes	In FY 2014, GSA will increase its use of alternative fuel (AF), low GHG emission, and/or high fuel economy vehicles within its internal fleet.	In FY 2013, GSA's internal fleet consisted of over 79 percent AFVs, including 32 percent hybrid gasoline and diesel vehicles. In FY 2014, GSA will increase these percentages.
Increase utilization of alternative fuel in dual-fuel vehicles.	Yes	GSA internal fleet is using a DOE tool that identifies instances in which alternative fuel consuming vehicles purchased petroleum when they were able to purchase alternative fuel.	In FY 2014, GSA's percentage of alternative fuel consumption will increase over FY 2013.
Use a Fleet Management Information System to track fuel consumption throughout the year for agency-owned, GSA-leased, and commercially-leased vehicles.	Yes	GSA has a robust FMIS in place for GSA Fleet vehicles and it offers this FMIS to agencies for use in their owned vehicles for a small fee. The GSA internal fleet consists entirely of GSA Fleet vehicles, so all GSA internal vehicles report information through the GSA FMIS.	In FY 2014, GSA will continue to offer its FMIS to other agencies' use and use it to report fuel consumption for internal-use vehicles.
Increase GSA leased vehicles and decrease agency-owned fleet vehicles, when cost effective.	N/A	Not applicable. GSA allocates vehicles from the GSA-owned fleet for internal use.	

Goal 4: Water Use Efficiency & Management

Figure 4-1: Agency Progress toward Potable Water Intensity Reduction Goal

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

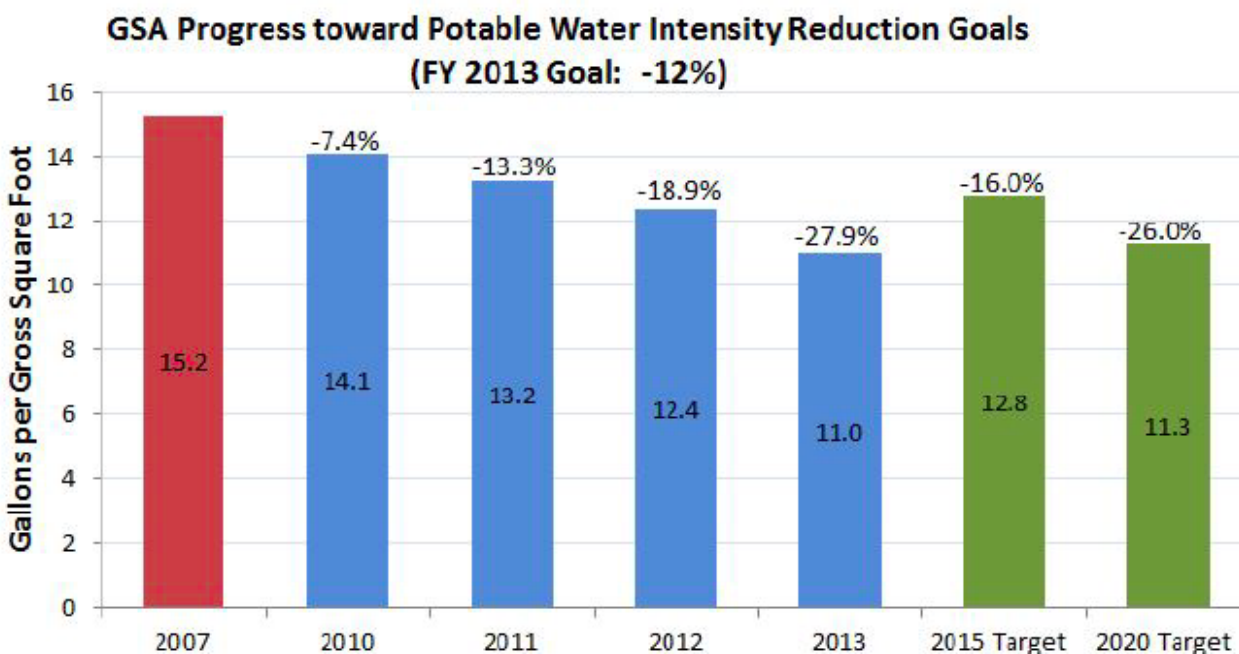


Table 4: Goal 4 Strategies – Water Use Efficiency & Management

INSTRUCTIONS: In Table 4 below, list ONLY the top five priority strategies that the agency will implement in FY 2014 to pursue Goal 4 Water use Efficiency & Management. For each agency-level strategy listed below, select the appropriate response from the drop-down menu. If the selection is not applicable (NA) or "No", an explanation must be provided in the Strategy Narrative column (C) as to why the agency will not implement this strategy. If the selection is "Yes" provide in column (C) a description on how the strategy will be implemented and in column (D) provide specific targets/metrics and milestones to measure agency progress/success. DO NOT DELETE ANY STRATEGIES LISTED IN COLUMN (A). Agencies may make minor changes to a column (A) strategy if needed to enable the agency to select that strategy as a FY 2014 priority. If necessary, agencies may add additional strategies into the blank rows provided in column (A) in order to present five priority strategies.

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes / No / NA	(C) Strategy Narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 months

<p>Purchase and install high efficiency technologies (e.g., WaterSense).</p>	<p>Yes</p>	<p>GSA's Facilities Standards for the Public Buildings Service (P-100s) requires design teams to specify USEPA Watersense products as well as other water efficient devices.</p>	<p>GSA's P100 requires Watersense products, a 20 percent reduction in indoor water use, and a 50 percent reduction in outdoor water use. GSA's gBUILD system tracks compliance for New Construction and Modernization projects.</p>
<p>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).</p>	<p>No</p>	<p>In FY 2014, GSA will manage water through regional goals and projects which contribute to the E.O. 13423 water reduction goal.</p>	
<p>Minimize outdoor water use and use alternative water sources as much as possible.</p>	<p>Yes</p>	<p>GSA's P100 requires a baseline requirement of 50 percent outdoor water reduction and upper performance levels of a 75 percent reduction. Additionally, landscape requirements state that plan selection should be native of adapted species.</p>	<p>Strategy is implemented on a project by project basis. GSA's gBUILD system tracks compliance for New Construction and Modernization projects outdoor water reduction.</p>
<p>Design and deploy water closed-loop, capture, recharge, and/or reclamation systems.</p>	<p>No</p>	<p>This is a recommended strategy that design teams can incorporate if appropriate for the project and to meet EISA section 438. The strategy is implemented on a project by project basis.</p>	
<p>Install advanced meters to measure and monitor (1) potable and (2) industrial, landscaping and agricultural water use.</p>	<p>Yes</p>	<p>Advanced water meters in GSA facilities are identifying leaks and providing GSA with a means to monitor repairs and corrections along with water savings achieved.</p>	<p>GSA will continue to install advanced water meters where cost-effective and link them to facility and centralized monitoring systems to detect irregular use, including irrigation system leaks.</p>
<p>Develop and implement programs to educate employees about methods to minimize water use.</p>	<p>No</p>	<p>GSA uses this strategy but not among top five priorities. GSA engages building occupants on resource use reduction as part of new construction and major alteration projects and in ongoing building operations. For example, tenant guidance was developed for such projects as the Wayne Aspinall courthouse in</p>	

		Grand Junction, CO, and Federal Center South in Seattle, WA. For ongoing building operations, GSA engages occupants through Green Teams or other building-level initiatives.	
Assess the interconnections and dependencies of energy and water on agency operations, particularly climate change's effects on water which may impact energy use.	Yes	GSA uses this strategy but not among top five priorities. GSA held a climate adaptation pilot with its staff and USDA customer in Kansas City, MO, and discovered if water for the customer's data center is unavailable because of persistent drought conditions, the center would shut down due to a lack of water for cooling, leaving mission critical databases inaccessible.	GSA will continue engagement with DHS and DOE on this topic with the Infrastructure Resiliency Working Group.
Design, install, and maintain landscape to reduce water use.	Yes	GSA's P100 requires naturalized landscapes and over 50 percent water reduction.	Strategy is implemented on a project by project basis.

Goal 5: Pollution Prevention & Waste Reduction

Agency Progress toward Pollution Prevention & Waste Reduction

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

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

INSTRUCTIONS: In Table 5 below, list ONLY the top five priority strategies that the agency will implement in FY 2014 to pursue Goal 5 Pollution Prevention & Waste Reduction. For each agency-level strategy listed below, select the appropriate response from the drop-down menu. If the selection is not applicable (NA) or "No", an explanation must be provided in the Strategy Narrative column (C) as to why the agency will not implement this strategy. If the selection is "Yes" provide in column (C) a description on how the strategy will be implemented and in column (D) provide specific targets/metrics and milestones to measure agency progress/success. DO NOT DELETE ANY STRATEGIES LISTED IN COLUMN (A). Agencies may make minor changes to a column (A) strategy if needed to enable the agency to select that strategy as a FY 2014 priority. If necessary, agencies may add additional strategies into the blank rows provided in column (A) in order to present five priority strategies.

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes / No / NA	(C) Strategy Narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 months
Eliminate, reduce, or recover refrigerants and other fugitive emissions.	Yes	In FY2014, GSA plans to identify CFC and HCFC refrigerants (stockpiled or no longer needed) for excess. A national maintenance database, currently under development, will facilitate the initial identification and inventory of these refrigerants.	100 percent of the identified excess CFCs/HCFCs will be recovered or donated by the end of FY 2015.
Reduce waste generation through elimination, source reduction, and recycling.	Yes	In FY 2014, GSA will deliver a suite of internal guidelines on solid waste and recycling for Regional and Field Office personnel. GSA will also continue to promote the solid waste system module in SFTool.gov, an online training resource for GSA and other agencies.	By the end of FY 2015, GSA will divert at least 50 percent of nonhazardous, non-C&D solid waste from landfills and incinerators. This will be achieved through waste reduction, recycling, and composting.
Implement integrated pest management and improved landscape management practices to reduce and eliminate the use of toxic and	Yes	GSA's National Custodial Specification requires that all custodial contractors develop an IPM plan and use IPM practices for both landscaping and interior pest	GSA will continue to require IPM practices in custodial contracts.

hazardous chemicals/materials.		control.	
Establish a tracking and reporting system for diversion of construction and demolition debris elimination.	Yes	In FY 2014, GSA will expand C&D waste tracking beyond new construction, major alterations and limited scope projects to include applicable below-prospectus-level construction projects (also referred to as Small Projects).	By 2015, GSA will divert 50 percent or more of C&D waste from both capital projects and applicable small projects.
Develop/revise Agency Chemicals Inventory Plans and identify and deploy chemical elimination, substitution, and/or management opportunities.	No	GSA does not use significant quantities of chemicals other than as part of COTS materials and supplies used in our buildings. We are working to procure sustainable alternatives for these materials and products, see Goal 5, Sustainable Acquisition.	
Inventory HFC refrigerants and associated emissions.	Yes	In FY 2014, GSA identified a facilities maintenance database application to inventory equipment, such as chillers, that contain refrigerants that have a global warming potential (GWP). GSA will use this application, in combination with simplified screening methodologies being developed by EPA, to estimate HFC emissions as part of the GHG inventory.	By the end of FY 2014, GSA will estimate HFC emissions based on EPA HFC emissions reporting tools. By the end of FY 2015, GSA will inventory HFC-containing equipment (chillers) to provide a more accurate estimate of HFC (GHG) emissions.
Require high-level waiver or contract approval for any agency use of HFCs.	No	GSA does not have specialized uses of HFCs. These refrigerants are primarily used in commercial refrigeration and air conditioning systems. GSA will investigate procurement of alternative refrigerants identified by EPA's SNAP program, through acquisition policy, as alternative refrigerants become commercially available.	
Ensure HFC management training and recycling equipment are available.	No	GSA's operations and maintenance (O&M) contract specifications require heating, ventilation, and air conditioning (HVAC) technicians to maintain HVAC training and certification, including certification required by the EPA under Section 608 of the Clean Air Act. The O&M contract also requires contractors to recover and recycle CFC/HCFC refrigerants. GSA will work to	

		incorporate HFC requirements in contract specifications, consistent with EPA regulations and guidance.	
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Goal 6: Sustainable Acquisition

Figure 6-1: Agency Progress towards Sustainable Acquisition Goal

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

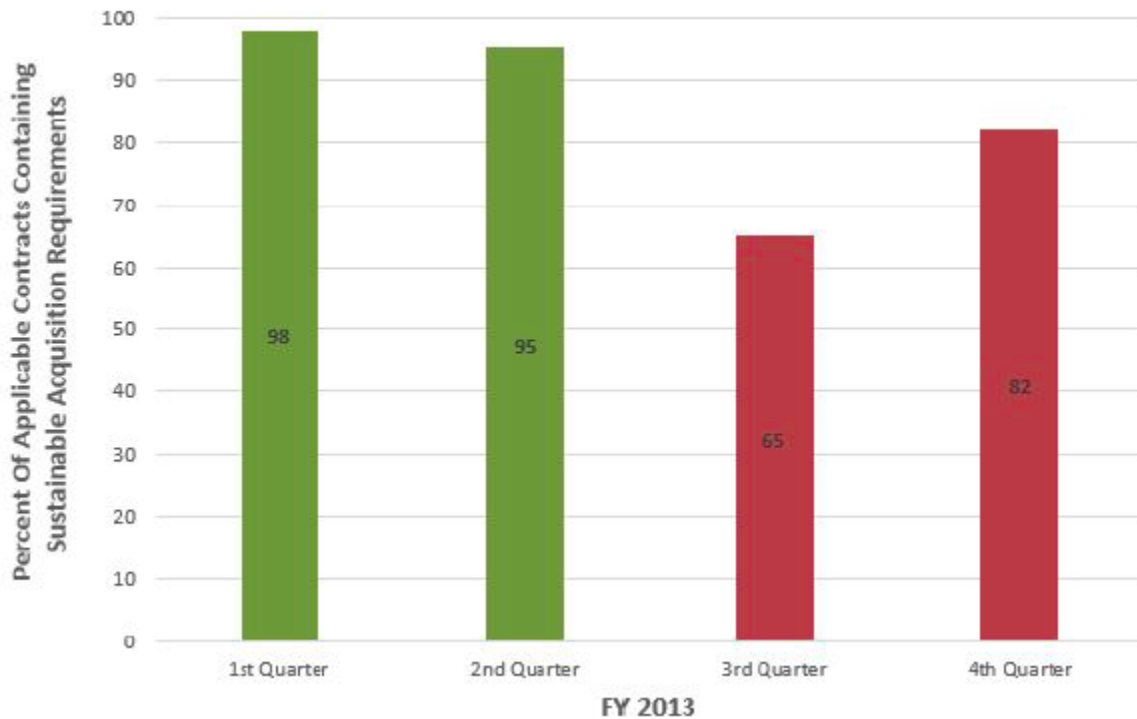


Table 6: Goal 6 Strategies – Sustainable Acquisition

INSTRUCTIONS: In Table 6 below, list ONLY the top five priority strategies that the agency will implement in FY 2014 to pursue Goal 6 Sustainable Acquisition. For each agency-level strategy listed below, select the appropriate response from the drop-down menu. If the selection is not applicable (NA) or "No", an explanation must be provided in the Strategy Narrative column (C) as to why the agency will not implement this strategy. If the selection is "Yes" provide in column (C) a description on how the strategy will be implemented and in column (D) provide specific targets/metrics and milestones to measure agency progress/success. DO NOT DELETE ANY STRATEGIES LISTED IN COLUMN (A). Agencies may make minor changes to a column (A) strategy if needed to enable the agency to select that strategy as a FY 2014 priority. If necessary, agencies may add additional strategies into the blank rows provided in column (A) in order to present five priority strategies.

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes /	(C) Strategy Narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 months
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	No / NA		
Update and deploy agency procurement policies and programs to ensure that federally-mandated designated sustainable products are included in all relevant procurements and services.	Yes	In FY 2014, GSA will release consolidated policy and guidance for sustainable product acquisitions in a new Sustainable Acquisition Guide. GSA is also reviewing all Multiple Award Schedules for opportunities to add required or optional green products, and is developing specific guidance focused on the eight green product categories most commonly purchased by the Public Buildings Service.	GSA will release the Sustainable Acquisition Guide in FY 2014, add requirements or options for green products to all applicable MAS by end of calendar year 2014, and seek ongoing improvements in the purchasing of PBS' eight most common PBS green products as measured by sustainable acquisition review results in FY 2014 and 2015.
Deploy corrective actions to address identified barriers to increasing sustainable procurements with special emphasis on biobased purchasing.	Yes	In FY 2014, GSA will develop methods for checking contractor compliance with sustainable products clauses and language.	In FY 2014, GSA will release its new Sustainable Acquisition Guide including guidance on verifying contractor compliance and will begin developing training for construction managers to incorporate sustainable products verification as part of the submittal review process.
Include biobased and other FAR sustainability clauses in all applicable construction and other relevant service contracts.	Yes	GSA is developing a new contract writing system for initial deployment in FY 2014 that will automate inclusion of FAR green purchasing clauses in all Public Buildings Service contracts.	GSA will begin deploying the new contract writing system in FY 2014.
Review and update agency specifications to include and encourage biobased and other designated green products to enable meeting sustainable acquisition goals.	No	GSA uses this strategy but not among top five priorities. The new performance-based P-100 contains sustainability standards for all interior finishes. GSA will be requiring use of these new standards for all projects, capital and small. In FY 2014 and 2015, if USDA issues a final rule designating additional biobased products, GSA will review its existing specifications to identify appropriate revisions.	
Use Federal Strategic Sourcing Initiatives, such as Blanket Purchase Agreements (BPAs) for office products and imaging equipment, which	No	GSA uses this strategy but not among its top five priorities. GSA internally purchases relevant products and services from our FSSI and other GSA-managed government-wide blanket contracts and will continue this	

include sustainable acquisition requirements.		strategy in FY 2014 and 2015.	
Report on sustainability compliance in contractor performance reviews.	No	GSA uses this strategy but not among its top five priorities. In FY 2014, GSA integrated this requirement into agency-wide policy for all acquisitions as well as into strategic sourcing requirements for parcel delivery, office supplies, and janitorial products. GSA will continue this strategy in FY 2014 and 2015.	
Improve the accuracy of environmental icons used in GSA Advantage!	No	GSA uses this strategy but not among its top five priorities. GSA is reviewing icon accuracy semiannually and in FY 2014, is collaborating with EPA, FEMP, the Green Electronic Council, and USDA on automated data feeds to improve icon accuracy for Energy Star, WaterSense, FEMP-designated, EPEAT, and BioPreferred products. GSA will continue this strategy in FY 2014 and 2015 and identify additional opportunities to improve the accuracy of the icons.	
Improve the coding of environmental attributes in FPDS.	Yes	In FY 2014, GSA issued agency-wide guidance on proper FPDS coding and will provide training for its Federal Acquisition Service staff in proper use of the existing FPDS data elements.	In FY 2014, GSA will submit a formal request to the FPDS Change Control Board to revise FPDS fields, allowing for better data quality and easier data entry for the workforce.
GSA will enhance and expand its Green Procurement Compilation (GPC) Tool.	No	GSA uses this strategy but not among its top five priorities. In FY 2014, GSA enhanced the GPC with sample contract language, the ability for agencies to create customized pages, and expected life cycle energy cost savings for Energy Star and FEMP products. GSA will also continue to add newly designated products, updates to Energy Star and EPEAT standards, and other functionality identified by users.	
Include sustainability requirements in future FSSI, Schedules and	Yes	In FY 2014 GSA included sustainability requirements in strategic sourcing contracts for	In FY 2014 and 2015, GSA will include sustainability requirements in strategic sourcing contracts for

<p>IDIQ contracts.</p>		<p>janitorial and maintenance supplies, parcel deliveries, office supplies, and professional services (OASIS).</p>	<p>furniture; human resources services; building maintenance and operations services, and other large acquisition programs.</p>
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Goal 7: Electronic Stewardship & Data Centers

Figure 7-1: Agency Progress toward EPEAT, Power Management & End of Life Goals

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

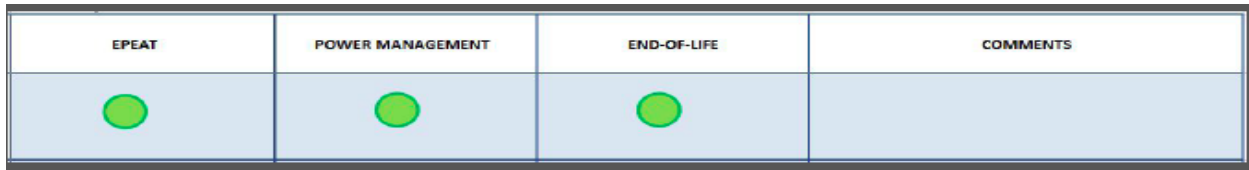


Table 7: Goal 7 Strategies – Electronic Stewardship & Data Centers

INSTRUCTIONS: In Table 7 below, list ONLY the top five priority strategies that the agency will implement in FY 2014 to pursue Goal 7 Electronic Stewardship & Data Centers. For each agency-level strategy listed below, select the appropriate response from the drop-down menu. If the selection is not applicable (NA) or "No", an explanation must be provided in the Strategy Narrative column (C) as to why the agency will not implement this strategy. If the selection is "Yes" provide in column (C) a description on how the strategy will be implemented and in column (D) provide specific targets/metrics and milestones to measure agency progress/success. DO NOT DELETE ANY STRATEGIES LISTED IN COLUMN (A). Agencies may make minor changes to a column (A) strategy if needed to enable the agency to select that strategy as a FY 2014 priority. If necessary, agencies may add additional strategies into the blank rows provided in column (A) in order to present five priority strategies.

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes / No / NA	(C) Strategy Narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 months
Identify agency "Core" and "Non-Core" Data Centers.	No	GSA uses this strategy but not among top five priorities. GSA IT has identified three of 120 data centers as 'core' data centers.	
Consolidate 40 percent of agency non-core data centers.	Yes	Of its 117 non-core data centers, 63 percent (74 data centers) are slated to be closed, which is in excess of OMB's government-wide goal of 40 percent by FY 2015.	GSA plans to close 74 data centers by the end of FY 2015.
Optimize agency Core Data Centers across total cost of ownership metrics.	Yes	GSA will deploy energy management technologies in its data centers that allow for	GSA will continue to deploy cost-effective energy management technologies as

		improved PUE. GSA will also ensure that all servers and other data center equipment are disposed of in a cost-effective and environmentally sound manner at end of life.	opportunities arise and to dispose of decommissioned data center equipment in accordance with the National Electronics Stewardship Strategy.
Ensure that power management, duplex printing, and other energy efficiency or environmentally preferable options and features are enabled on all eligible electronics and monitor compliance.	Yes	GSA already requires these settings for all eligible devices agency-wide.	GSA will continue to monitor implementation of these settings to ensure 100 percent compliance.
Update and deploy policies to use environmentally sound practices for disposition of all agency excess or surplus electronic products, including use of certified eSteward and/or R2 electronic recyclers, and monitor compliance.	Yes	GSA already requires the use of eSteward and/or R2 recyclers for applicable products in accordance with the National Electronics Stewardship Strategy.	In FY 2014, GSA is working to develop guidance on incorporating product take-back into contracts. The guidance will be shared with other Federal agencies through the Federal Electronics Stewardship Working Group.
Ensure acquisition of 95 percent EPEAT registered and 100 percent of ENERGY STAR qualified and FEMP designated electronic office products.	Yes	The supply of Energy Star or EPEAT products is required in some Multiple Award Schedules or Federal Strategic Sourcing Initiative solutions and optional in others.	In FY2014 and 2015, GSA will review its product multiple award schedules for additional opportunities to include Energy Star, EPEAT, and other sustainable product requirements or options.

Goal 8: Renewable Energy

Figure 8-1: Agency Renewable Energy Percentage of Total Electricity Usage

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

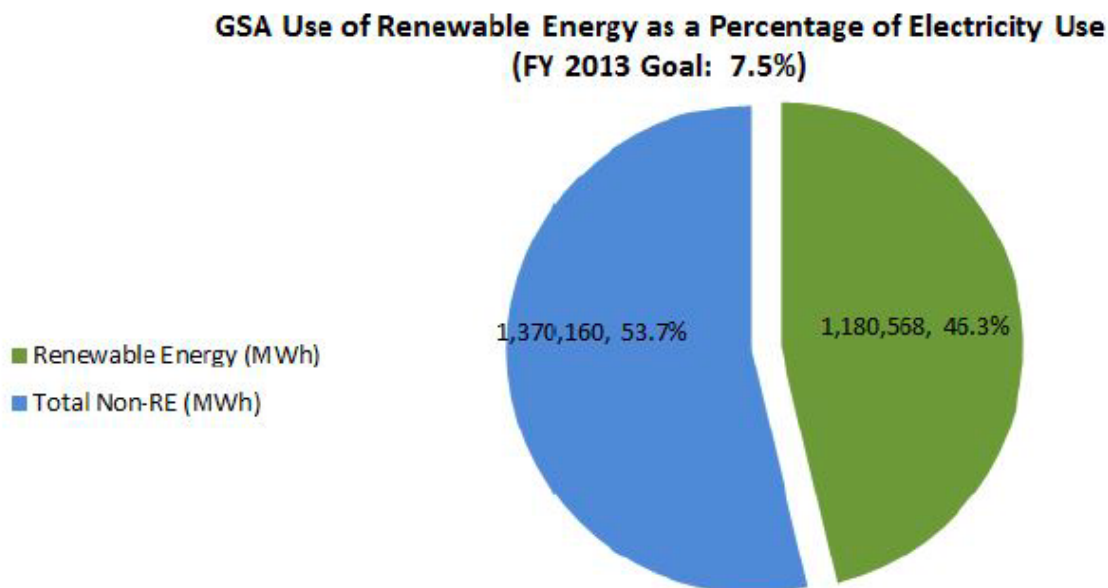


Table 8: Goal 8 Strategies – Renewable Energy

INSTRUCTIONS: In Table 8 below, list ONLY the top five priority strategies that the agency will implement in FY 2014 to pursue Goal 8 Renewable Energy. For each agency-level strategy listed below, select the appropriate response from the drop-down menu. If the selection is not applicable (NA) or "No" , an explanation must be provided in the Strategy Narrative column (C) as to why the agency will not implement this strategy. If the selection is "Yes" provide in column (C) a description on how the strategy will be implemented and in column (D) provide specific targets/metrics and milestones to measure agency progress/success. DO NOT DELETE ANY STRATEGIES LISTED IN COLUMN (A). Agencies may make minor changes to a column (A) strategy if needed to enable the agency to select that strategy as a FY 2014 priority. If necessary, agencies may add additional strategies into the blank rows provided in column (A) in order to present five priority strategies.

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes / No / NA	(C) Strategy Narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 months
Purchase renewable energy directly or through Renewable	Yes	By FY 2020, GSA will increase renewable electricity production and procurement to 30 percent of annual	At least 18 percent of electricity used by GSA will come from renewable electricity sources in

<p>Energy Credits (RECs).</p>		<p>electricity consumption. In FY 2013, 46.3 percent of electricity procured or generated by GSA came from renewable sources, well ahead of the EPO Act 2005 target of five percent and GSA's internal FY 2013 target of 15 percent. GSA remains committed to procuring renewable electricity and stimulating renewable electricity production in the most cost-effective manner possible.</p>	<p>FY 2014.</p>
<p>Install onsite renewable energy on federal sites.</p>	<p>Yes</p>	<p>GSA will prioritize incorporation of onsite generation into ESPC projects where economically feasible and continue to explore other cost-effective options and financing models for onsite renewables.</p>	<p>GSA expects to generate nearly 29,000 megawatt-hours (MWh) per year once all American Reinvestment and Recovery Act (ARRA) funded on-site renewable projects are online in October 2015.</p>
<p>Lease land for renewable energy infrastructure.</p>	<p>No</p>	<p>GSA does not own land appropriate for leasing for renewable energy projects.</p>	
<p>Develop biomass capacity for energy generation.</p>	<p>Yes</p>	<p>GSA has installed a biomass boiler in the Ketchikan Federal Building in Ketchikan, AK, and is studying the system's performance and effectiveness.</p>	<p>GSA will issue the results of this study by the end of FY 2014. The study will highlight potential deployment opportunities.</p>
<p>Utilize performance contracting methodologies for implementing ECMs and increasing renewable energy.</p>	<p>Yes</p>	<p>GSA will use performance contracting to the greatest extent possible to increase the use of renewable energy. GSA awarded \$191 million in performance contracts by the end of CY 2013, surpassing its goal of \$175 million.</p>	<p>By December 31, 2016, GSA will award an additional \$169.5 million in performance contracts, beyond the original goal of \$175 million, for a total commitment of \$344.5 million. GSA is requesting all ESCOs to explore renewable energy in our projects and has listed that as an objective.</p>
<p>Work with other agencies to create volume discount incentives for increased renewable energy purchases.</p>	<p>Yes</p>	<p>Federal Aggregated Solar Procurement Pilot - Greater Northern CA: EPA, GSA, the U.S. Forest Service, the U.S. Department of Energy - Federal Energy Management Program (FEMP), and Lawrence Berkeley National Laboratory are working on a joint procurement of renewable energy. The project in Northern California will bring together multiple Federal agencies and one private company to demonstrate that combined procurement offers economies of scale, resulting in lower electricity bills</p>	

		for individual sites and promoting use of renewable energy in the Federal Government. To date, a dozen sites have been surveyed. The estimated project size is six to eight megawatts.	
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Goal 9: Climate Change Resilience

Agency Climate Change Resilience

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

Table 9: Goal 9 Strategies – Climate Change Resilience

INSTRUCTIONS: In Table 9 below, list ONLY the top five priority strategies that the agency will implement in FY 2014 to pursue Goal 9 Climate Change Resilience. For each agency-level strategy listed below, select the appropriate response from the drop-down menu. If the selection is not applicable (NA) or "No", an explanation must be provided in the Strategy Narrative column (C) as to why the agency will not implement this strategy. If the selection is "Yes" provide in column (C) a description on how the strategy will be implemented and in column (D) provide specific targets/metrics and milestones to measure agency progress/success. DO NOT DELETE ANY STRATEGIES LISTED IN COLUMN (A). Agencies may make minor changes to a column (A) strategy if needed to enable the agency to select that strategy as a FY 2014 priority. If necessary, agencies may add additional strategies into the blank rows provided in column (A) in order to present five priority strategies.

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes / No / NA	(C) Strategy Narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in 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	GSA continues to tune its internal business processes to include climate risk considerations including the Capital Investment and Leasing Plan Call.	GSA will continue support to capital projects to address climate factors as appropriate to mission, budget , project phase and location.
Update agency emergency response procedures and protocols to account for projected climate change, including extreme weather events.	No	GSA uses this strategy but not among top five priorities. Since 2012, GSA's Office of Mission Assurance (OMA) has been an integral partner and contributor to the efforts to address incremental climate change adaptation planning. OMA is well positioned to respond to extreme weather events and understands the implications of more frequent occurrences and intensity of these events.	
Ensure workforce protocols and policies reflect projected human health	No	GSA uses this strategy but not among top five priorities. GSA is incorporating climate change	

<p>and safety impacts of climate change.</p>		<p>and health impacts into policies as science agencies provide actionable information especially the CDC. All sites have designated temperature and humidity comfort thresholds for human occupancy per job description work conditions from OPM.</p>	
<p>Update agency external programs and policies (including grants, loans, technical assistance, etc.) to incentivize planning for, and addressing the impacts of, climate change.</p>	<p>N/A</p>	<p>GSA does not distribute grants, loans or technical assistance.</p>	
<p>Ensure agency principals demonstrate commitment to adaptation efforts through internal communications and policies.</p>	<p>Yes</p>	<p>In response to Senate hearings, and follow on questions, principals have been briefed on agency adaptation efforts as well as barriers and budget implications and updated the agency directive. GSA's Administrator also interviewed the core adaptation team which was broadcast to the entire agency as a Priority Spotlight.</p>	<p>Principals will support adaptation as part of agency risk management providing leverage as needed to the adaptation team as it interfaces with each agency business line. Principals will repeat Priority Spotlight broadcast as relevant.</p>
<p>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.</p>	<p>No</p>	<p>GSA uses this strategy but not among top five priorities. GSA's Environmental Justice Policy includes parameters to address the most vulnerable through the lens of a changing climate. In FY 2015 and 2016, climate risk management will continue its close coordination with GSA Environmental Justice team.</p>	
<p>Ensure that agency climate adaptation and resilience policies and programs reflect best available current climate change science, updated as necessary.</p>	<p>Yes</p>	<p>GSA continues its engagement with Federal science agencies directly, the USGCRP Adaptation Science Working Group, the Agency Adaptation Planning Subgroup, and others to obtain information on climate science, demographic change, mission valuation, and emergent adaptation approaches.</p>	<p>In FYs 2015 and 2016, GSA will continue its close partnerships with Federal science agencies and translate relevant findings into GSA programs. GSA will continue to translate pertinent findings to support agency programs most relevant to demand planning and supporting GSA's business model, processes and strategic priorities.</p>

<p>Design and construct new or modify/manage existing agency facilities and/or infrastructure to account for the potential impacts of projected climate change.</p>	<p>Yes</p>	<p>GSA continues a climate risk pilot with a land port of entry for Customs and Border Protection.</p>	<p>In FYs 2015 and 2016, GSA will expand pilots as budget priorities permit to initiate technical studies in 2 regions for vulnerable mission critical and historical/cultural assets.</p>
<p>Incorporate climate preparedness and resilience into planning and implementation guidelines for agency-implemented projects.</p>	<p>No</p>	<p>GSA uses this strategy but not among top five priorities. GSA continues to tune its internal business processes to include climate risk considerations including the Client Portfolio Planning and the National Account management team. GSA will continue to provide support to the account management team as specific customers engage with climate risks and make requests of GSA.</p>	
<p>Assess demand and supply for climate adaptation support services.</p>	<p>Yes</p>	<p>Strategy will be implemented through 1) Continuing conversations with customers; and 2) Issuance of a Request for Information to assess the marketplace for climate adaptation support services.</p>	<p>In FY 2015, GSA will use the market assessment data to develop options for next steps and will present them to FAS management for review and approval.</p>
<p>Build adaptation capacity across the Federal Government.</p>	<p>No</p>	<p>GSA uses this strategy but not among top five priorities. GSA continues to engage and support customers regarding climate risk management through consultation and ongoing advisement through the Adaptation COP and other venues. GSA will continue this work by customer request.</p>	

Goal 10: Energy Savings Performance Contracts

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

Energy Performance Contracts, including both Energy Savings Performance Contracts (ESPCs) and Utility Energy Service Contracts (UESCs), enable agencies to obtain energy efficiency investments in buildings and deploy on-site renewable energy through long-term contracts with the private sector, which are in turn paid through savings derived from those investments. Note that the Goal 10 Section is relevant only to agencies subject to the PPCC.

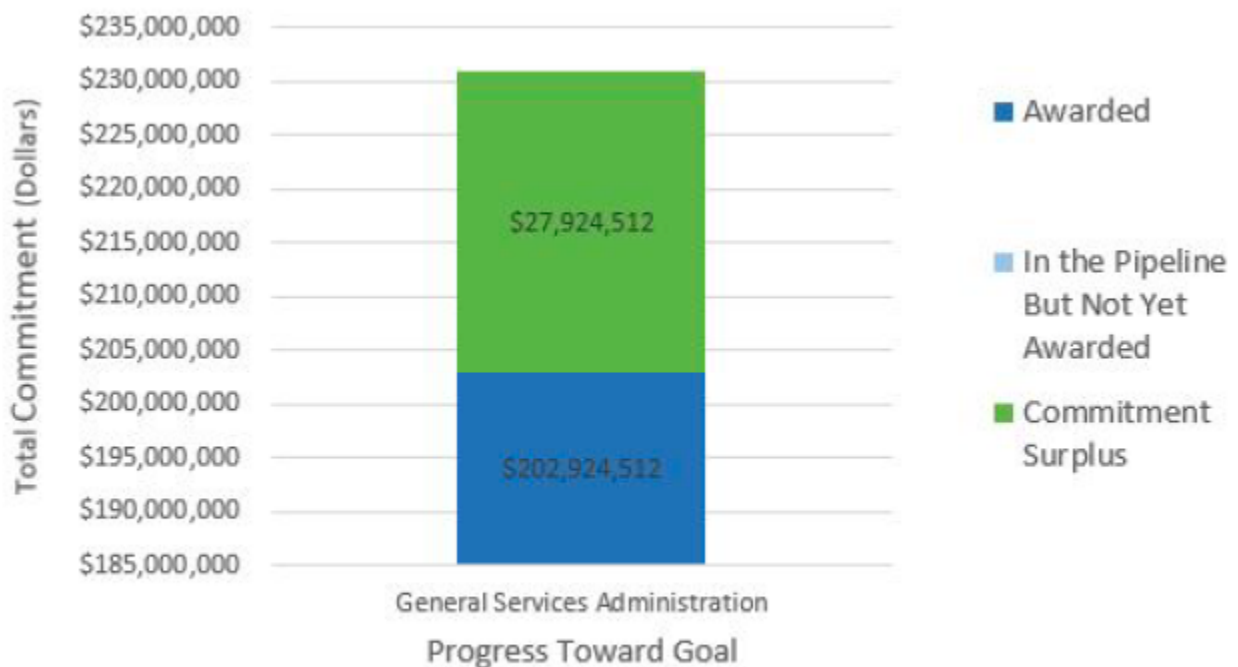


Table 10: Goal 10 Strategies – Energy Savings Performance Contracting

INSTRUCTIONS: In Table 10 below, list ONLY the top five priority strategies that the agency will implement in FY 2014 to pursue Goal 10 Energy Performance Contracting. For each agency-level strategy listed below, select the appropriate response from the drop-down menu. If the selection is not applicable (NA) or "No" , an explanation must be provided in the Strategy Narrative column (C) as to why the agency will not implement this strategy. If the selection is "Yes" provide in column (C) a description on how the strategy will be implemented and in column (D) provide specific targets/metrics and milestones to measure agency progress/success. DO NOT DELETE ANY STRATEGIES LISTED IN COLUMN (A). Agencies may make minor changes to a column (A) strategy if needed to enable the agency to select that strategy as a FY 2014 priority. If necessary, agencies may add additional strategies into the blank rows provided in column (A) in order to present five priority strategies.

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes /	(C) Strategy Narrative	(D) Specific targets/metrics to measure strategy success including
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	No / NA		milestones to be achieved in the next 12 months
Evaluate 25 percent of agency's most energy intensive buildings for use with energy performance contracts.	Yes	GSA sorts buildings by energy intensity for the most recent full fiscal year for all buildings within each region. Then buildings are evaluated to determine if large energy projects were recently completed or currently underway. Final lists are sent to regions for inclusion based upon the information they have on the building and regional priorities.	GSA will review the highest energy users with regions to determine ESPC projects by June 30, 2014.
Prioritize top five projects which will provide greatest energy savings potential.	Yes	GSA Regions submit projects and a verification of significant energy savings potential is made by central office. Multiple buildings are bundled together for greatest energy savings potential.	GSA will complete its Acquisition Plan for inclusion of the highest-potential projects by June 30, 2014.
Cut cycle time of performance contracting process by at least 25 percent.	No	GSA uses this strategy but not among top five priorities. Because we have bundled multiple buildings into projects, the time for each project may be longer but the net effect will be far more buildings evaluated under an ESPC contract.	
Assign agency lead to participate in strategic sourcing initiatives.	Yes	GSA will assign a staff lead to this important effort for alternative financing.	GSA will identify the strategic sourcing initiative lead by June 30, 2014.
Devote 2 percent of new commitments to small buildings (<20k sq. ft.).	No	Although GSA has bundled some smaller buildings in with larger buildings, the majority of buildings are larger than 20K sq. feet.	
Identify and commit to include 3-5 onsite renewable energy projects in energy performance contracts.	No	GSA uses this strategy but not among top five priorities. GSA is requesting all ESCOs to explore renewable energy in our projects and has listed that as an objective.	
Ensure relevant legal and procurement staff are trained by FEMP ESPC/ UESC course curriculum or other FEMP training.	Yes	GSA's ESPC program office will gather from regions the names of everyone requiring training on ESPCs and make arrangements with DOE to provide the training.	GSA will identify and train all relevant staff through FEMP FFS and PFs by the end of FY 2014.
Provide measurement and verification data for all awarded projects.	No	GSA uses this strategy but not among top five priorities. M&V data will be provided as needed.	
Enter all reported	Yes	GSA's ESPC program office will gather all	The program office has

<p>energy savings data for operational projects into MAX COLLECT (max.gov).</p>		<p>necessary input for Max Collect monthly and enter into OMB Max.</p>	<p>an assigned individual to ensure reporting is completed monthly into OMB Max.</p>
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