

UNITED STATES OFFICE OF PERSONNEL MANAGEMENT



2014 Strategic Sustainability Performance Plan

June 2014

a New Day for Federal Service



2014 Strategic Sustainability Performance Plan

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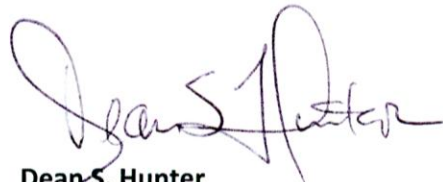
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Policy Statement

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

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

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



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Executive Summary

Vision for Sustainability at OPM

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

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

Managing our buildings in an efficient manner is a primary focus for lowering our greenhouse gas emissions and reducing energy, water, and waste. While OPM employees are working in locations throughout the United States, our strategies to improve building efficiency apply to the three facilities where OPM has responsibility for building operations. The Agency manages two facilities owned by the General Services Administration (GSA): the Theodore Roosevelt Building (TRB), OPM's headquarters office in Washington, DC and the Federal Executive Institute (FEI) campus located in Charlottesville, Virginia, which provides training for federal employees. OPM also manages building operations at a leased, commercially-owned office building in Macon, Georgia that houses a data center and information technology services.

Leadership and Implementation

OPM's Senior Sustainability Officer (SSO) leads planning and implementation of the Agency sustainability strategy, coordinating with the Office of the Director, Chief Financial Officer, and heads of offices that manage functions critical to achieving sustainability goals. These include the Director of Facilities Management, responsible for building operations and strategies to reduce energy, water, and waste, as well as oversight of fleet management; the Chief Information Officer, responsible for ensuring that OPM meets electronic stewardship requirements; and the Director of Contracting Management, responsible for implementation of policies and programs to achieve sustainable acquisition goals.

Performance Review

Goal 1: Greenhouse Gas Reductions

Scope 1 & 2

In FY 2013, OPM reduced Scope 1 and 2 greenhouse gas (GHG) emissions by 9% over the previous year and achieved a 22.6% reduction compared to the FY 2008 baseline, surpassing our 2020 target of 20%.

The reductions are due primarily to increased building efficiency, with emissions from building energy use down 19% since FY 2008. Emissions from vehicles are down 10%. The large part of the remainder of the emissions reduction is attributable to the purchase of green energy and renewable energy credits (RECs).

While we have already surpassed our Agency goal for reducing Scope 1 and 2 emissions, we continue to work toward further increasing building efficiency and reducing petroleum in our vehicles, which will result in further progress on GHG reductions. These strategies discussed in detail under Goal 2, *Sustainable Buildings* and Goal 3, *Fleet Management*.

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Scope 3

In FY 2013, OPM reduced Scope 3 GHG emissions by 15% over the previous year and achieved a 26.5% reduction compared to the FY 2008 baseline, surpassing our 2020 target of 11.3%.

Emissions from commuting, which account for 84% of the total under Scope 3, were down 14.5% in FY 2013 compared to FY 2012. We plan to maintain our strategy of encouraging commuting alternatives by offering employees public transit subsidies, promoting carpooling, and supporting bike commuting by providing bike racks and shower facilities at TRB and FEI. At TRB, we also have a city bikeshare station on site. Avoided commuting through telework is also a factor in achieving our Scope 3 reduction goals. The agency has already met its telework goals, with almost 65% of OPM employees teleworking in some capacity. An additional 25% are investigators who are considered “mobile” workers. Our strategy for next year is to maintain current telework levels and move forward on current initiatives to strengthen our telework programs and our capacity to collect and use telework data.

Emissions from air and ground travel, which accounted for 12% of Scope 3 emissions in FY 2013, were reduced almost 20% from the previous year. In FY 2015, we will continue to promote the use of video and teleconferencing, online meetings, and Web-based training and begin tracking the use of the online meeting service launched in FY 2014.

Goal 2: Sustainable Buildings

OPM’s strategy for sustainable buildings focuses on reducing energy use in the three facilities where it manages operations. OPM has reduced energy intensity by 5.4% compared to the FY 2003 baseline. This is mainly due to reductions at TRB, OPM’s largest facility, where energy use has gone down 23% since FY 2010. While this is partially due to reduced use of steam and a mild winter, the greater part is the result of improved efficiency at TRB as a result of a building renovation and improvement project that is still underway.

The multi-year project, funded under the American Recovery and Reinvestment Act (ARRA), includes upgrades to the heating, ventilation and cooling (HVAC) system, added window insulation, and installation of high efficiency lighting and occupancy sensors. Five of seven floors of the building have been completed as of June 2014. Once the project is completed on two additional floors and commissioning occurs, we expect to achieve further energy reductions of at least 5%, based on energy models. We have also implemented HVAC improvements at Macon, added occupancy sensors at FEI, and installed efficient lighting at both locations; however, our long term performance toward the 30% reduction goal has been impacted by increased energy use at these locations, which have expanded operations since 2003. This is particularly the case at Macon, which houses one of OPM’s data centers.

Implementation of a planned energy savings performance contract (ESPC) at OPM and FEI is critical to financing improvements to achieve our energy reduction goals. We have completed the investment grade audit and are currently reviewing final recommendations for energy conservation measures (ECMs), which include cooling tower upgrades, additional HVAC improvements, and advanced lighting controls at TRB and additional lighting upgrades at FEI. We anticipate awarding the contract prior to the end of 2014.

Because we lease all facilities and office space, OPM is exempt from the green buildings performance goal; however, we apply the *Guiding Principles for Federal Leadership in High Performance and Sustainable Buildings* to leasing, space planning, and renovation decisions. OPM’s policy is to first optimize use of existing space, prior to seeking leased space through GSA. In FY 2014 we established workspace standards and acquired space planning software, which will assist in redesigning existing space and improving utilization.

Goal 3: Fleet Management

OPM reduced petroleum consumption by 5.5% in FY 2012 and 6.8% in FY 2013; however, total petroleum is 63.5% over the 2005 baseline, and based on current operations and requirements to meet our mission, OPM will not meet the 30% reduction goal. Ninety-seven percent of OPM’s vehicles are under the Federal Investigative Service, which conducts background investigations for security clearances for the Federal government. Travel demands are dictated by the number and types of investigations requested by Federal agencies. Because the ability to reduce travel is limited, our strategy to minimize petroleum use is to transition our fleet to more fuel-efficient vehicles, including smaller-bodied and high fuel efficiency cars, E85 flex fuel vehicles, and electric hybrids.

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OPM's fleet manager reviews all vehicle replacement requests and identifies opportunities to eliminate and downsize vehicles whenever feasible under mission requirements. At the end of FY 2013, OPM had 1,521 GSA-leased vehicles, an 11% reduction since FY 2012. OPM's current fleet consists of 81% compact and subcompact sedans, and 55% alternative fuel vehicles, including 253 electric hybrids. In the latest ordering cycle, 44% of replacement vehicles were downsized to a subcompact. We anticipate downsizing 15% of replacement vehicles in FY 2015, as most eligible vehicles have already been replaced with smaller models.

OPM has fewer E85 vehicles than in the previous year as a result of overall reductions in the size of the fleet; however, we focused on locating flex-fuel vehicles in areas where E85 is available and began using the Department of Energy's FleetDash program to track fuel purchases and identify instances where drivers missed opportunities to fuel up with E85. We also launched an outreach program to educate drivers about using alternative fuel. As a result, in FY 2013 we increased E85 use by almost 49% over last year. We will continue these successful strategies and aim to increase E85 use by an additional 20% between FY 2014 and FY 2015.

Goal 4: Water Use Efficiency & Management

OPM has reduced water intensity by 13.1% compared to the baseline year of FY 2007. While we previously reported an increase from the baseline, an in depth analysis of meter readings and billing records prior to 2010 showed that the two meters at TRB were not working properly and underestimated water use from 2007 until they were replaced in 2010 and 2011. A new baseline estimate for TRB's 2007 water consumption was developed with data and analysis provided by the energy services company (ESCO) and the engineering firm that conducted recent audits.

Recent reductions were achieved through installation of water efficient bathroom fixtures at TRB and FEI. In addition, we have reduced water for landscaping by switching to plants that require less water and optimizing irrigation schedules.

In FY 2015, we will continue with installation of water efficient fixtures, and under the ESPC to be awarded later this year, plan additional retrofits of restroom fixtures at FEI and installation of smart irrigation controls at TRB. We plan to enhance our ability to track water use at FEI by acquiring a system for continual monitoring of submeters installed in FY 2014. We will also continue leak detection programs and water conservation awareness programs for our operations and maintenance staff.

Goal 5: Pollution Prevention & Waste Reduction

In FY 2013, 42% of solid waste was diverted from landfills. All locations have recycling programs, and the Federal Executive Institute also composts kitchen and landscaping waste. The Theodore Roosevelt Building has a successful source reduction program to collect and redistribute office supplies and related items. To date, more than five tons of materials have been diverted from landfills and \$59,000 worth of supplies redistributed. This program will be continued in FY 2015.

Pollution prevention measures are included in all operations and maintenance contracts to ensure recovery of HFCs, minimize use of hazardous chemicals, and require use of less toxic chemicals for pest management and landscaping. HFC purchases are tracked and reported annually. Because all construction is contracted through GSA, we do not directly track recycling of construction and demolition materials; however, recycling data is collected by GSA and shared with OPM project managers.

We will strive to increase solid waste diversion each year by continuing our existing programs and increasing awareness among employees in order to reach 50% by FY 2015. After the close of FY 2014, we will review our methods to track and calculate waste diversion and source reduction based on recent waste guidance issued by CEQ.

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Goal 6: Sustainable Acquisition

OPM achieved 100% contract compliance in FY 2013, based on quarterly reviews to ensure that contracts conform to requirements to procure environmentally preferable products, including energy efficient equipment, biobased products, and products with recycled content.

In FY 2014, OPM instituted a sustainable acquisition training requirement for all contracting officers (COs), contracting officer representatives (CORs), and purchase card holders, using online training already developed by GSA. This will continue as an annual requirement. We also began an assessment of current practices to include environmental performance in contractor performance reviews. Because the Agency is currently working on improving reporting in the Contractor Performance Assessment Reports System (CPARS), we are incorporating application of sustainability criteria into this initiative.

In FY 2015, we plan to again meet or exceed the 95% threshold for contract compliance, with an emphasis on electronics and biobased purchasing. Because of the relatively small number of service contracts that could potentially include provision of biobased products, quarterly reviews will include at least 50% of relevant service contracts. We will continue using the contract reviews to identify corrective actions to address any missed opportunities to procure sustainable products and services. Initiatives for next year include issuing a new green purchasing plan and a comprehensive guide of sustainable acquisition resources, and targeted communications to purchasers on the use of biobased products.

Goal 7: Electronic Stewardship & Data Centers

OPM again met two of the three electronic stewardship performance goals in FY 2013. One hundred percent of computers and monitors purchased during the fiscal year were registered with the Electronic Product Environmental Assessment Tool (EPEAT), and 100% of electronics were disposed of in an environmentally sound manner. We will maintain current procurement and disposal policies and continue meeting these goals.

Achieving 100% power management has been a challenge. Power management is enabled on all monitors, but only 48% of desktops and laptops were power management compliant at the close of FY 2013. Our policy has been that power management for computers will be enabled through the Windows 7 operating system, which is installed when new hardware is purchased (no computers are exempted from the power management requirement). As of June 2014, we have reached 60% compliance for computers and are now on track to complete our computer refresh and have power management installed on all desktops and laptops by December 2014.

In FY 2015, we plan to further reduce our physical server footprint and reach 75% virtualization (we achieved 65% as of June 2014). We are also currently conducting an assessment of all data center operations and various consolidation strategies. Our other major initiative underway, which will continue into 2015, is an assessment of printing practices and an evaluation of print management options. Currently, acquisition and management of imaging equipment occurs at the division level. Collection of Agency-wide cost and usage data will be completed by the end of FY 2014, after which we will conduct a cost/benefit analysis of enterprise level print management and strategic sourcing opportunities.

Goal 8: Renewable Energy

Use of renewable energy is part of OPM's strategy to reduce GHG emissions. In FY 2013, OPM surpassed the renewable energy target and obtained 17.5% of total electricity from renewable sources, including green energy purchases, renewable energy credits (RECs) and 117,377 kWh of solar energy generated by photovoltaic panels at TRB.

Potential onsite renewable energy projects at our Federal facilities were evaluated as part of the investment grade audit for an ESPC, and there are no projects with sufficient paybacks to be financially feasible. Purchasing green energy and RECs will be our primary strategy to meet renewable energy targets for the foreseeable future.

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Goal 9: Climate Change Resilience

OPM's climate change resilience strategies are focused on potential impacts on our facilities and the Federal workforce. We continually evaluate risks to our facilities and employee safety presented by extreme weather events. Planning for and responding to these events are already integrated into policies and procedures related to emergency response planning, our agency Continuity of Operations Plan (COOP), and OPM's lead role in determining Federal government closures. OPM also has responsibilities in implementing the Telework Enhancement Act, which supports workforce readiness and the capacity of Federal agencies to continue meeting their missions in the event that extreme weather prevents employees from commuting to their offices.

Internally, we coordinate with our facilities management and emergency actions divisions in assessing risks and updating plans and procedures as needed. These plans are tested on at least an annual basis through continuity of government exercises and telework readiness tests. In FY 2015 OPM will continue to focus on increasing awareness within key departments of climate change impacts, incorporating climate-related risk into emergency response policies and procedures, ensuring that OPM is telework-ready to respond to extreme weather events, and coordinating with other Federal agencies and regional bodies in the Washington, DC metropolitan area on emergency planning.

Progress on Presidential Priorities

Climate Change Adaptation Plan

OPM updated its Climate Change Adaptation Plan in FY 2014 to respond to the requirements of Executive Order 13653, *Preparing the United States for the Impacts of Climate Change*. The updated plan includes the results of a new vulnerability analysis for leased space completed in FY 2013, an assessment of climate change impacts on OPM's mission, programs and operations, and mitigation efforts.

Fleet Management Plan

The Agency fleet management plan is reviewed in conjunction with annual submission of fleet data through the Federal Automotive Statistical Tool (FAST) system and updated as needed. The plan outlines policies and procedures, including review of all vehicle requests and replacements by the Agency fleet manager, to ensure that all newly acquired vehicles meet OPM guidelines to order the most-fuel efficient models that meet mission requirements. OPM's goal is to achieve a fleet consisting of all alternative fuel and qualifying low-emitting vehicles by FY 2015.

Energy Savings Performance Contracts

OPM plans to implement an energy saving performance contract at its two federally-owned facilities, TRB and FEI, which will both be included under a single contract. This project will exceed our two million dollar investment commitment. The investment grade audit and initial proposal review have been completed, and we anticipate awarding the contract by the end of 2014. OPM has no additional federally-owned facilities eligible for an ESPC.

Biobased Purchasing Strategies

In FY 2013, OPM achieved 100% contract compliance for biobased purchasing. Because the Agency has a limited number of contracts each quarter where biobased requirements might apply, last year we included in our quarterly reviews all new service contracts relevant to biobased product procurement. In FY 2015, we will develop a green purchasing plan and guide for acquisition staff that will include biobased purchasing and work directly with contracting officers and contracting officer representatives to highlight opportunities to procure biobased products.

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Size & Scope of Agency Operations

Table 1: Agency Size & Scope

Agency Size & Scope	FY 2012	FY 2013
Total Number of Employees as Reported in the President's Budget	5,673	5,513
Total Acres of Land Managed	13	13
Total Number of Buildings Owned	0	0
Total Number of Buildings Leased (GSA and Non-GSA Lease)	65	67
Total Buildings Gross Square Feet (GSF)	1,755,884	1,751,668
Operates in Number of Locations Throughout U.S.	57	58
Operates in Number of Locations Outside of U.S.	0	0
Total Number of Fleet Vehicles Owned	1	1
Total Number of Fleet Vehicles Leased	1,663	1,520
Total Number of Exempted-Fleet Vehicles (Tactical, Law Enforcement, Emergency, Etc.)	0	0
Total Amount Contracts Awarded as Reported in FPDS (\$Millions)	1,610	1,092

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Evaluating Previous Strategies

Strategy	Did you implement this strategy?	Was the strategy successful for you?	Will you use this strategy again next year? (Please explain in 1-2 sentences)
Goal 1: Greenhouse Gas (GHG) Reduction – Scope 1 & 2			
Use the FEMP GHG emission report to identify/target high emission categories and implement specific actions to resolve high emission areas identified	Yes	Yes	OPM will continue to use the annual GHG inventory to identify emissions sources and develop reduction strategies.
Implement in EISA 432 covered facilities all lifecycle cost effective ECMs identified.	No	N/A	Implementation of ECMs under an ESPC at OPM's two federally-owned facilities was delayed last year; we plan to award the ESPC by the end of 2014 and begin implementation in FY 2015.
Reduce grid-supplied electricity consumption by improving/upgrading motors, boilers, HVAC, chillers, compressors, lighting, etc.	Yes	Yes	We have already seen energy reductions as a result of a large-scale renovation project at TRB that incorporates upgrades to HVAC and lighting systems. This project will continue into 2015. Additional projects to reduce electricity consumption at TRB and FEI are planned under the ESPC to be awarded in 2014.
Employ operations and management best practices for energy consuming and emission generating equipment	Yes	Yes	Current practices for regular tuning of building systems and powering down systems whenever feasible will continue. Commissioning at TRB was not completed last year due to construction delays and is now planned for 2015 when all floors of the building renovation project are completed.
Install building utility meters and benchmark performance to track energy and continuously optimize performance	Yes	Yes	Meters have already been installed at all facilities. We will continue regular analysis of energy use in order to track progress on energy goals and optimize building performance.
Goal 1: Greenhouse Gas (GHG) Reduction – Scope 3			
Reduce employee business ground travel	Yes	Yes	We will continue to encourage alternatives to business travel, including use of WebEx and video and teleconferencing.
Reduce employee business air travel	Yes	Yes	We will continue to encourage alternatives to business travel, including use of WebEx and video and teleconferencing.

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Strategy	Did you implement this strategy?	Was the strategy successful for you?	Will you use this strategy again next year? (Please explain in 1-2 sentences)
Develop and deploy employee commuter reduction plan	Yes	Yes	In FY 2015, OPM will continue to offer the maximum transit subsidy, facilitate rideshares and carpooling, and support bike commuting.
Use employee commuting survey to identify opportunities and strategies for reducing commuter emissions	Yes	Yes	The Carbon Footprint Tool commuter survey will be issued in late 2014 and results analyzed as part of our commuter reduction planning.
Increase number of employees eligible for telework and/or the total number of days teleworked	Yes	Yes	The agency has met its telework targets, and we believe that the remaining employees either choose not to telework or cannot due to job duties. We will use similar strategies to improve the program with a goal of maintaining telework at current levels.
Goal 2: Sustainable Buildings			
Incorporate green building specifications into all new construction and major renovation projects	Yes	Yes	While no new construction is planned, any renovations and office alternations will incorporate sustainability requirements.
Redesign or lease interior space to reduce energy use by daylighting, space optimization, sensors/control system installation, etc.	No	N/A	Space optimization is implemented in all office renovation projects; deployment of space planning software was delayed and is now planned for later in 2014. Lighting upgrades and sensors are part of the ESPC that we plan to implement in FY 2015.
Deploy CEQ's Implementing Instructions – Sustainable Locations for Federal Facilities	Yes	Yes	OPM does not plan any new construction; however, we will continue to coordinate with GSA for all new leases and include sustainable locations criteria.
Include in every construction contract all applicable sustainable acquisition requirements for recycled, biobased, energy efficient, and environmentally preferable products	Yes	Yes	Sustainability requirements will continue to be included in construction and renovation contracts.
Develop and deploy energy and sustainability training for all facility and energy managers	Yes	Yes	We have found that training offered outside the agency is most useful in meeting the individual training needs of staff and will take advantage of relevant external training opportunities in FY 2015.

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Strategy	Did you implement this strategy?	Was the strategy successful for you?	Will you use this strategy again next year? (Please explain in 1-2 sentences)
Goal 3: Fleet Management			
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	Through vehicle utilization analysis and review of all vehicle requests, OPM succeeded in downsizing 45% of replacement vehicles and reducing inventory by 11% in 2013. We will continue this strategy next year and anticipate downsizing at least 15% of replacement vehicles.
Reduce miles traveled (e.g., share vehicles, improve routing with telematics, eliminate trips, improve scheduling, use shuttles, etc.)	Yes	Yes	While travel demands are driven mainly by the number of background investigations requested by other agencies, OPM reduced miles traveled by 6% in FY 2013. We will continue to promote mileage reduction strategies through driver education and communications.
Acquire only highly fuel-efficient, low greenhouse gas-emitting vehicles and alternative fuel vehicles (AFVs)	Yes	Yes	We will request highly fuel-efficient, low GHG, and AFV models for all vehicles leased through GSA.
Increase utilization of alternative fuel in dual-fuel vehicles	Yes	Yes	We increased E85 consumption in FY 2013 through driver education and strategic placement of E85 vehicles and will continue these successful strategies next year.
Use a Fleet Management Information System to track fuel consumption throughout the year for agency-owned, GSA-leased, and commercially-leased vehicles	Yes	Yes	We will continue to use GSA's Fleet Drive-thru and Department of Energy's FleetDash systems to monitor and conduct monthly analysis of fuel consumption.
Goal 4: Water Use Efficiency & Management			
Purchase and install water efficient technologies (e.g., Waterwise, low-flow water fixtures and aeration devices).	Yes	Yes	Retrofits are planned at TRB and FEI, some of which will be completed under the ESPC.
Develop and deploy operational controls for leak detection including a distribution system audit, leak detection, and repair programs.	Yes	Yes	Current practices of preventative maintenance, regular system checks, and immediate follow up to address leaks will be continued.

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Strategy	Did you implement this strategy?	Was the strategy successful for you?	Will you use this strategy again next year? (Please explain in 1-2 sentences)
Design, install, and maintain landscape to reduce water use.	Yes	Yes	Current practices to minimize irrigation for landscaping will be continued. Installation of smart irrigation controls under the ESPC was delayed and will remain a strategy for FY 2015.
Install meters to measure and monitor industrial, landscaping and, agricultural water use.	No	N/A	Additional submetering is planned under the ESPC that we expect to implement in FY 2015.
Develop and deploy water conservation awareness program on for janitorial and cafeteria staff.	Yes	Yes	Facilities managers at TRB and FEI collaborated with operations and maintenance contractors to implement water conservation awareness programs; these programs will be continued next year.
Goal 5: Pollution Prevention & Waste Reduction			
Eliminate, reduce, or recover refrigerants and other fugitive emissions	Yes	Yes	Operations and maintenance contractors are required to reclaim refrigerants; this requirement will continue to be included in all new contracts.
Reduce waste generation through elimination, source reduction, and recycling	Yes	Yes	We intend to increase recycling at all facilities and continue composting at FEI. TRB's program to repurpose excess supplies has been highly successful, diverting over five tons of materials to date, and will be continued.
Implement integrated pest management and improved landscape management practices to reduce and eliminate the use of toxic and hazardous chemicals/materials	Yes	Yes	Existing integrated pest management practices will be continued, and any new contracts awarded will include provisions for use of organic and nontoxic materials.
Establish a tracking and reporting system for construction and demolition debris elimination	Yes	Yes	OPM contracts through GSA for all construction and renovations. We will coordinate with GSA to ensure that all contracts include provisions for tracking and reporting of debris.
Develop/revise Agency Chemicals Inventory Plans and identify and deploy chemical elimination, substitution, and/or management opportunities	Yes	Yes	We will continue to maintain current chemical inventory practices, eliminate chemicals whenever possible, and require operations and maintenance contractors to supply chemical inventory plans.

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Strategy	Did you implement this strategy?	Was the strategy successful for you?	Will you use this strategy again next year? (Please explain in 1-2 sentences)
Goal 6: Sustainable Acquisition			
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	The agency green purchasing policy will be reviewed and updated as needed, and in 2015, we will develop a comprehensive green purchasing plan with guidance for acquisition staff.
Deploy corrective actions to address identified barriers to increasing sustainable procurements with special emphasis on biobased purchasing	Yes	Yes	We will identify specific corrective actions based on the results of quarterly contract reviews. Biobased purchasing will be emphasized by including at least 50% of all new service contracts in the reviews.
Include biobased and other FAR sustainability clauses in all applicable construction and other relevant service contracts	Yes	Yes	We intend to continue meeting the 95% contract compliance goal in FY 2015.
Use Federal Strategic Sourcing Initiatives, such as Blanket Purchase Agreements (BPAs) for office products and imaging equipment, which include sustainable acquisition requirements	Yes	Yes	OPM issued two agency-wide office supply BPAs in 2013. By the beginning of FY 2015, we will complete a print management study and begin an evaluation process for strategic sourcing options.
Report on sustainability compliance in contractor performance reviews	No	N/A	We began implementing this strategy by surveying contracting officers and benchmarking current practices for including sustainability in performance reviews. In FY 2015, we will continue implementation within a broader agency initiative to improve the contractor performance review process.
Goal 7: Electronic Stewardship & Data Centers			
Optimize agency Core Data Centers across total cost of ownership metrics	Yes	Yes	While OPM did not reduce the number of data centers in 2013, we achieved 60% virtualization. Data center consolidation and virtualization will continue next year.

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Strategy	Did you implement this strategy?	Was the strategy successful for you?	Will you use this strategy again next year? (Please explain in 1-2 sentences)
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	We will continue to ensure that these options are enabled on all eligible equipment with emphasis on increasing power management on computers and laptops to achieve 100% 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	Yes	OPM's current policies and practices direct all excess equipment to GSAXcess, Computers for Learning, or recycling by Unicorn. We will continue using these as our preferred methods to dispose of electronics.
Ensure acquisition of 95% EPEAT registered and 100% of ENERGY STAR qualified and FEMP designated electronic office products	Yes	Yes	OPM has achieved 100% compliance in this area, and we intend to continue this requirement for acquisition of all designated electronics.
Implement policies and procedures on printers and print management practices.	Yes	Yes	This year, we drafted a print management policy began a comprehensive analysis of printing practices across the agency, which will be completed by the beginning of FY 2015. Based on the results of that study and evaluation of print management options, we will further develop our policy and implementation plan.
Goal 8: Renewable Energy			
Purchase renewable energy directly or through Renewable Energy Credits (RECs)	Yes	Yes	Each OPM facility purchases either renewable energy or RECs to achieve renewable energy goals.
Install onsite renewable energy on federal sites	No	N/A	A solar hot water project for TRB, proposed under an ESPC, is no longer feasible under the project and will not go forward. No other renewable energy projects are planned for FY 2015.
Utilize performance contracting methodologies for implementing ECMs and increasing renewable energy	No	N/A	There are no renewable energy projects included in the ESPC under consideration, and OPM does not have any other eligible federal facilities.

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Strategy	Did you implement this strategy?	Was the strategy successful for you?	Will you use this strategy again next year? (Please explain in 1-2 sentences)
Work with other agencies to create volume discount incentives for increased renewable energy purchases	Yes	Yes	In 2015, OPM plans to continue participating in GSA's area-wide agreement to purchase renewable energy for TRB.
Goal 9: Climate Change Resilience			
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	Participating in regional planning and continuity of government exercises is critical to ensuring that OPM is prepared for extreme weather events, and we will continue to coordinate with other Federal agencies and the Metropolitan Washington Council of Governments on these efforts.
Update agency emergency response procedures and protocols to account for projected climate change, including extreme weather events	Yes	Yes	Agency emergency response procedures take into account potential extreme weather events and are regularly reviewed, tested, and updated.
Ensure workforce protocols and policies reflect projected human health and safety impacts of climate change	Yes	Yes	OPM will ensure that workforce protocols, e.g., telework readiness, are in place and can be deployed when needed to minimize employee exposure to risk.
Ensure agency principals demonstrate commitment to adaptation efforts through internal communications and policies	Yes	Yes	The agency has a climate change adaptation policy and will continue to engage leaders of key divisions in execution of policies, plans, and communications.
Ensure that agency climate adaptation and resilience policies and programs reflect best available current climate change science, updated as necessary	Yes	Yes	Climate adaptation policies will be updated as new and relevant climate change science becomes available.

Goal 1: Greenhouse Gas (GHG) Reduction

Agency Progress toward Scope 1 & 2 GHG Goals

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

Figure 1-1

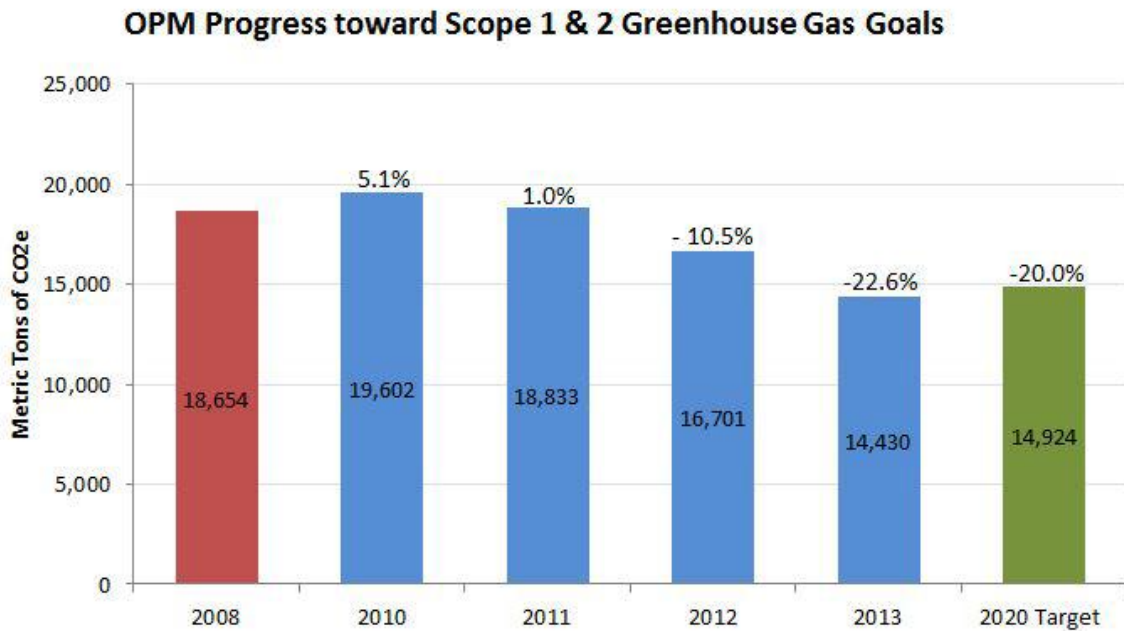


Table 1-1: Goal 1 Strategies - Scope 1 & 2 GHG Reductions

Will the agency implement the following strategies to achieve this goal?	Top 5? Yes/No/NA	Strategy Narrative	Specific targets/metrics to measure strategy success including milestones to be achieved in next 12 months
Use the FEMP GHG emission report to identify/target high emission categories and implement specific actions to resolve high emission areas identified.	Yes	We use the results of the GHG inventory, in conjunction with energy use reports and the Federal Automotive Statistical tool, to identify high emissions categories, determine the impact of potential strategies, and track progress. The sustainability team analyzes data on an ongoing basis to identify impacts of actions taken and priority areas to further reduce emissions.	After completing the GHG inventory, analyze impacts of the previous year’s strategies and develop a roadmap to achieve further reductions.

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Will the agency implement the following strategies to achieve this goal?	Top 5? Yes/No/NA	Strategy Narrative	Specific targets/metrics to measure strategy success including milestones to be achieved in next 12 months
Ensure that all major renovations and new building designs are 30% more efficient than applicable code.	No	No major renovations or new building designs are planned for FY 2015.	
Implement in EISA 432 covered facilities all lifecycle cost effective ECMs identified.	Yes	OPM will finalize a package of ECMs to implement through an ESPC at TRB and FEI.	Award the ESPC by the end of 2014.
Reduce on-site fossil-fuel consumption by installing more efficient boilers, generators, furnaces, etc. and/or use renewable fuels.	No	We do not plan to replace any fossil-fuel consuming equipment in the next year.	
Reduce grid-supplied electricity consumption by improving/upgrading motors, boilers, HVAC, chillers, compressors, lighting, etc.	Yes	The major renovation to TRB under the ARRA project, which includes improvements to window insulation, efficient lighting, occupancy sensors, and new HVAC air handlers, motors, fans, and controls, will be completed in 2015. An ESPC is planned at TRB and FEI that will further reduce energy consumption through upgrades to HVAC systems and lighting.	Complete ARRA renovations and upgrades in early 2015. Award the ESPC by end of 2014.
Employ operations and management best practices for energy consuming and emission generating equipment.	Yes	Facilities managers at TRB continue to employ regular sequencing and tuning of the building automation system at TRB to improve efficiency and ability to respond to changing site conditions. To ensure efficient operation of new equipment installed under the ARRA renovation project, HVAC and lighting systems will be commissioned once the project is fully completed. FEI will continue the practice of powering down buildings when training courses are not in session.	Commission systems after the completion of renovations at TRB.
Install building utility meters and benchmark performance to track energy and continuously optimize performance.	Yes	Utilities at OPM's three facilities are fully metered, including submeters at the FEI campus. Utility information is recorded monthly through a data management tool that facilitates benchmarking and analysis at the facility level.	Using the existing data management tool, create customized reports to continuously track performance on energy and water indicators.

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Agency Progress towards Scope 3 GHG Goal

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

Figure 1-2

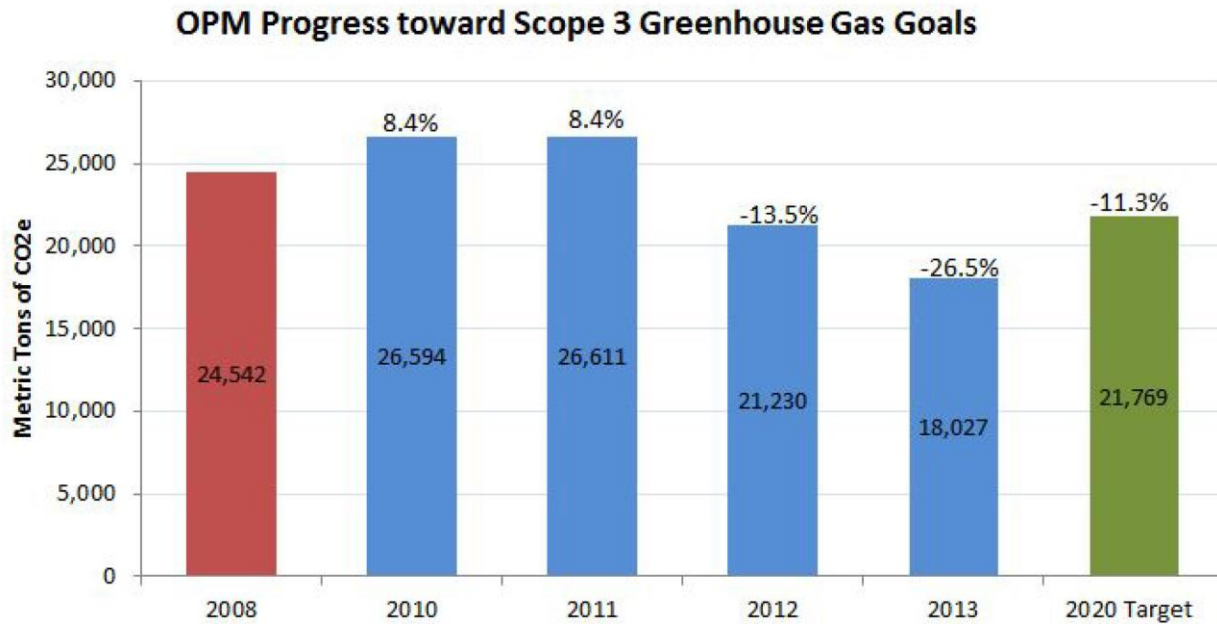


Table 1-2: Goal 1 Strategies - Scope 3 GHG Reductions

Will the agency implement the following strategies to achieve this goal?	Top 5? Yes/No/NA	Strategy Narrative	Specific targets/metrics to measure strategy success including milestones to be achieved in next 12 months
Reduce employee business ground travel.	Yes	We will encourage alternatives to business travel by providing access to video and teleconferencing, WebEx, and online meeting services.	Develop tracking system to measure use of web meeting services.
Reduce employee business air travel.	Yes	We will encourage alternatives to business travel by providing access to video and teleconferencing, WebEx, and online meeting services.	Develop tracking system to measure use of web meeting services.

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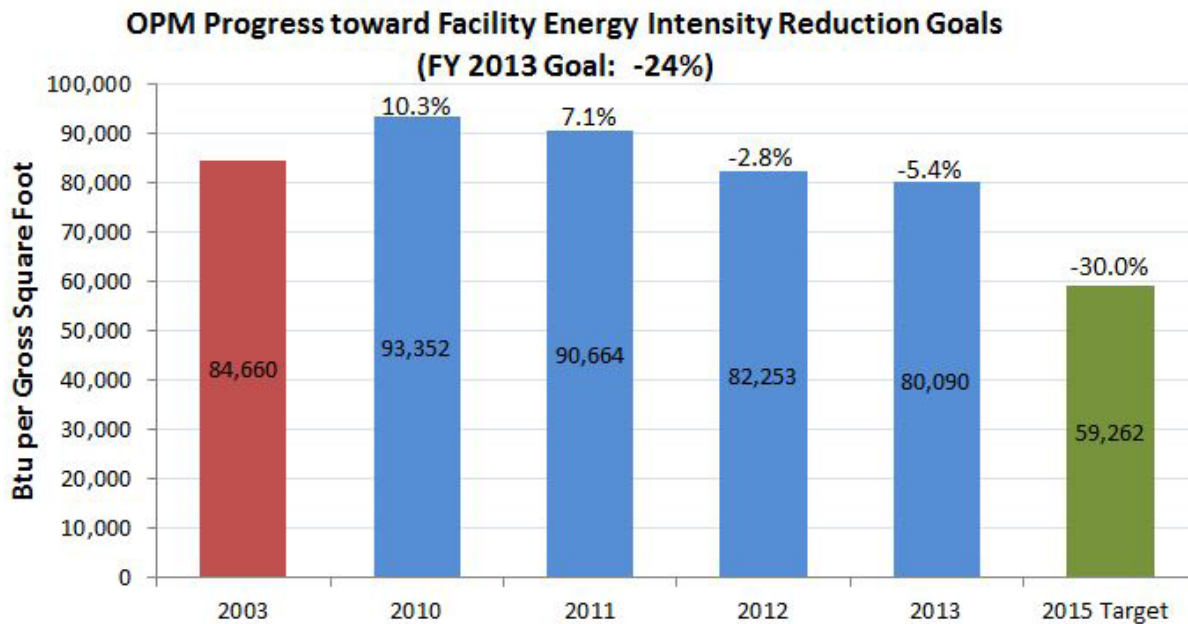
Will the agency implement the following strategies to achieve this goal?	Top 5? Yes/No/NA	Strategy Narrative	Specific targets/metrics to measure strategy success including milestones to be achieved in next 12 months
Develop and deploy employee commuter reduction plan.	Yes	Our commuter reduction plan includes increasing awareness of commuting options and supporting alternative means of transportation that reduce impacts on the environment. OPM provides the maximum public transit subsidy; facilitates carpool matching for employees at its headquarters office; offers employee memberships for the Washington, DC city bike share as a commuting option; and holds annual bike to work activities.	Continue existing commuter programs in FY 2015.
Use employee commuting survey to identify opportunities and strategies for reducing commuter emissions.	Yes	OPM uses GSA's Carbon Footprint Tool commuter survey to analyze commuting trends and calculate GHG emissions. As in FY 2014, we will customize the survey to include questions related to the impact of telework and alternative work schedules.	Deploy the annual commuter survey by December 2014.
Maintain telework levels at or above the agency's established goals.	Yes	OPM has already met agency telework goals and targets; however, we plan to continue with initiatives established last year to improve our telework policies, programs, and data management, including a new agency telework policy and enhancing our capabilities to collect, track, and analyze telework data.	Vet telework policy and initiate discussion with the employee union. Continue collecting telework data through surveys, time and attendance system, and telework eligibility database and research options on enhanced telework tracking within the agency personnel system.
Develop and implement bicycle commuter program.	No	Bicycle commuter programs are included as part of the overall commuter reduction plan.	
Provide bicycle commuting infrastructure.	No	This is part of OPM's overall commuter reduction plan, and bicycle commuting infrastructure, including bike racks, lockers, and shower facilities, is already in place at OPM's offices in Washington, DC and Charlottesville, VA.	

Goal 2: Sustainable Buildings

Agency Progress toward Facility Energy Intensity Reduction Goal

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

Figure 2-1



2014 Strategic Sustainability Performance Plan

Agency Progress toward Total Buildings Meeting the Guiding Principles

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

OPM does not manage any buildings subject to this goal.

Table 2: Goal 2 Strategies – Sustainable Buildings

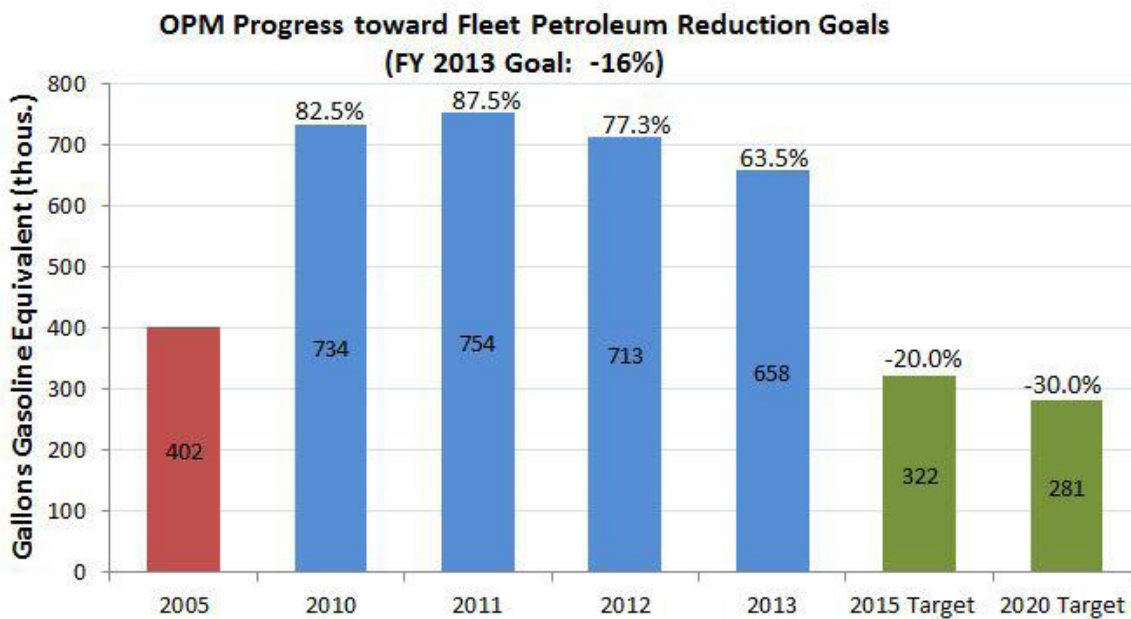
Will the agency implement the following strategies to achieve this goal?	Top 5? Yes/No/NA	Strategy Narrative	Specific targets/metrics to measure strategy success including milestones to be achieved in next 12 months
Incorporate green building specifications into all new construction and major renovation projects.	Yes	OPM incorporates green building specifications into all construction and renovation projects, which are implemented through GSA contracts and also meet GSA’s sustainability criteria.	Green building specifications included in relevant project and construction specifications in FY 2015.
Redesign or lease interior space to reduce energy use by daylighting, space optimization, sensors/control system installation, etc.	Yes	OPM applies space optimization whenever it redesigns or alters office space. In 2014 we acquired space planning software, which will be used for future space optimization and consolidation projects. Daylighting and occupancy sensors will be employed to reduce energy use at TRB and FEI under the ESPC.	Complete staff training on space planning software in FY 2014 and populate software with TRB occupancy information. Award the ESPC by the end of 2014.
Deploy CEQ's Implementing Instructions - Sustainable Locations for Federal Facilities.	No	OPM has no plans to build new facilities and all leased space will be obtained through GSA; however, when making leasing decisions, OPM takes into account the principles for sustainable locations and first seeks to maximize use of existing space.	
Include in every construction contract all applicable sustainable acquisition requirements for recycled, biobased, energy efficient and environmentally preferable products.	Yes	Applicable sustainable acquisitions requirements are included in all contracts for renovations and office alterations.	Achieve 95% compliance on new contract actions.
Provide energy and sustainability training for all facility and energy managers.	Yes	OPM relies on external sources for specialized sustainability and energy management training. Facility staff members elect training based on their skill sets and job requirements.	Training opportunities will be identified and shared with facilities management and staff members, who will develop individual training plans.

Goal 3: Fleet Management

Agency Progress toward Fleet Petroleum Use Reduction Goal

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

Figure 3-1

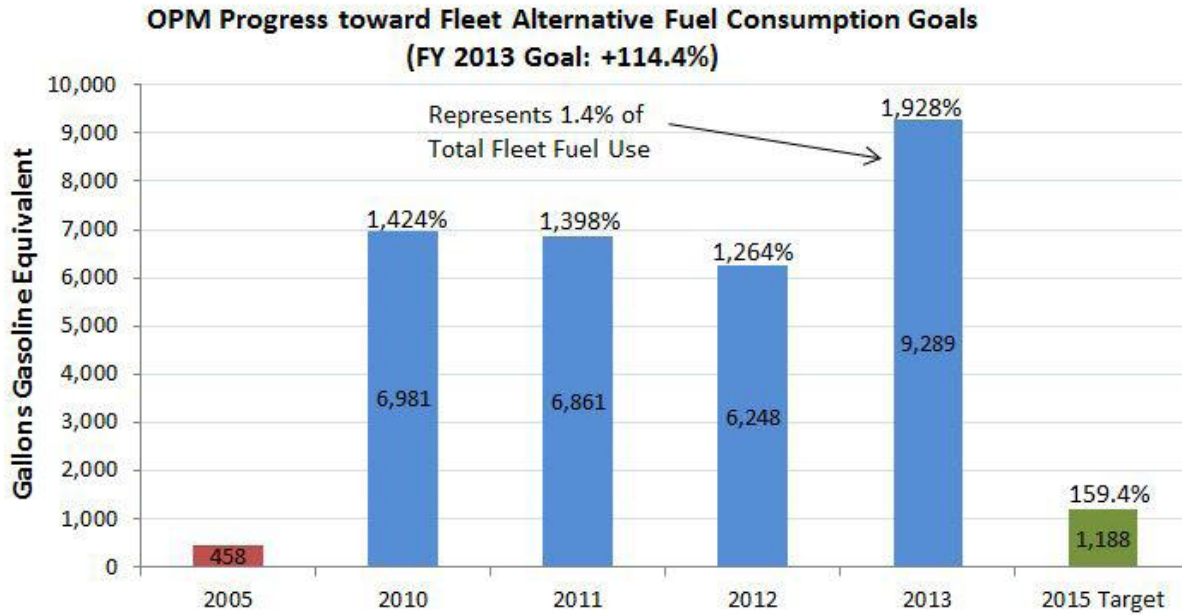


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Agency Progress toward Fleet Alternative Fuel Consumption Goal

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

Figure 3-2



2014 Strategic Sustainability Performance Plan

Table 3: Goal 3 Strategies – Fleet Management

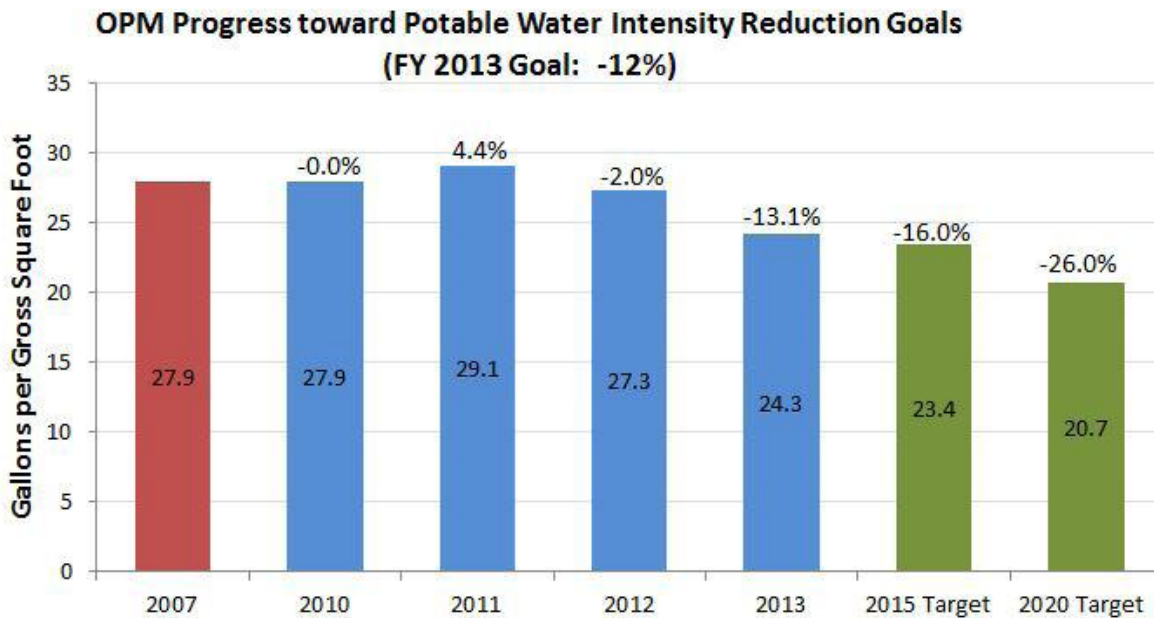
Will the agency implement the following strategies to achieve this goal?	Top 5? Yes/No/NA	Strategy Narrative	Specific targets/metrics to measure strategy success including milestones to be achieved in next 12 months
Optimize/Rightsize the composition of the fleet (e.g., reduce vehicle size, eliminate underutilized vehicles, acquire and locate vehicles to match local fuel infrastructure).	Yes	OPM requires review of all vehicle requests and quarterly utilization analysis by the agency fleet manager to identify opportunities to reduce vehicle sizes and optimize assignment of alternative fuel vehicles to locations with appropriate infrastructure.	Downsize at least 15% of sedans to compacts or subcompacts in the January 2015 ordering cycle.
Reduce miles traveled (e.g., share vehicles, improve routing with telematics, eliminate trips, improve scheduling, use shuttles, etc.).	Yes	We will increase awareness of vehicle utilization and planning among drivers and managers through regular communications, newsletters, etc.	Continue fleet communications program launched in 2013.
Acquire only highly fuel-efficient, low greenhouse gas-emitting vehicles and alternative fuel vehicles (AFVs).	Yes	OPM will continue to request only highly fuel-efficient, low GHG-emitting, E85 flex fuel, and hybrid vehicles from GSA.	Vehicle replacement orders include only qualifying low GHG-emitting and alternative fuel vehicles; 25 electric hybrids will be added to the fleet in the 2015 ordering cycle.
Increase utilization of alternative fuel in dual-fuel vehicles.	Yes	OPM uses the Department of Energy FleetDash program to track fuel purchases, identify opportunities to increase use of E85, and appropriately target communications to drivers. The fleet manager also reviews vehicle assignments to ensure that vehicles are placed in locations with appropriate access to E85 or charging infrastructure.	Continue use of FleetDash to monitor fuel purchases and increase E85 purchases by 20% in FY 2015.
Use a Fleet Management Information System to track fuel consumption throughout the year for agency-owned, GSA-leased, and commercially-leased vehicles.	Yes	GSA Fleet Drive Thru is used to track fuel consumption of each GSA-leased vehicle.	Conduct monthly analysis and send fuel consumption reports to managers.
Increase GSA leased vehicles and decrease agency-owned fleet vehicles, when cost effective.	No	OPM has only one agency-owned and one commercially-leased vehicle; conversion of the lease to a GSA vehicle will be evaluated at the end of the current lease term (December 2014).	

Goal 4: Water Use Efficiency & Management

Agency Progress toward Potable Water Intensity Reduction Goal

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

Figure 4-1



2014 Strategic Sustainability Performance Plan

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

Will the agency implement the following strategies to achieve this goal?	Top 5? Yes/No/NA	Strategy Narrative	Specific targets/metrics to measure strategy success including milestones to be achieved in next 12 months
Purchase and install high efficiency technologies (e.g., WaterSense).	Yes	OPM will complete installation of high efficiency bathroom fixtures on two floors of TRB and install faucet aerators throughout the FEI campus. Additional bathroom fixture retrofits at these locations are planned under the ESPC.	Complete planned installation of fixtures at TRB and FEI by spring 2015. Award the ESPC by end of 2014.
Prepare and implement a water asset management plan to maintain desired level of service at lowest life cycle cost	No	OPM's water efficiency strategies are focused on improving building systems, such as bathroom fixtures, irrigation, and HVAC operations; we do not manage any water assets that necessitate a management plan.	
Minimize outdoor water use and use alternative water sources as much as possible.	Yes	The need for irrigation has already been significantly reduced through landscaping changes and optimization of watering schedules. Under the ESPC, we plan to install smart irrigation controls at TRB and new spray heads at FEI.	Continue optimizing watering schedules. Award the ESPC by end of 2014.
Design and deploy water closed-loop, capture, recharge, and/or reclamation systems.	No	These strategies were considered and not recommended based on the recent audits at each facility.	
Install advanced meters to measure and monitor (1) potable and (2) industrial, landscaping and agricultural water use.	Yes	Through the ESPC, we plan to install submeters for irrigation water and cooling tower discharge water at TRB and upgrade submeters already in place at FEI.	Award the ESPC by end of 2014.
Develop and implement programs to educate employees about methods to minimize water	Yes	Operations and maintenance contractors provide water conservation awareness training for staff, and communications about water conservation are posted in key locations, such as restrooms.	Continue programs already in place.
Assess agency water strategy to determine the impact of water use on the agency's energy use and efficiency	No	OPM has assessed opportunities to reduce energy and water at its three facilities through comprehensive audits, and we believe these have provided the necessary information to develop reduction strategies.	

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Goal 5: Pollution Prevention & Waste Reduction

Agency Progress toward Pollution Prevention & Waste Reduction

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

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

Will the agency implement the following strategies to achieve this goal?	Top 5? Yes/No/NA	Strategy Narrative	Specific targets/metrics to measure strategy success including milestones to be achieved in next 12 months
Eliminate, reduce, or recover refrigerants and other fugitive emissions.	Yes	OPM requires contractors providing operations, maintenance, and disposal services to track and reclaim refrigerants and materials that generate fugitive emissions.	Monitor contractor compliance and include requirements in all new contracts.
Reduce waste generation through elimination, source reduction, and recycling.	Yes	OPM has recycling programs at all facilities, and our FEI campus composts kitchen and landscaping waste. At TRB, our facilities management division has implemented a program to collect and redistribute excess office supplies through its "Sustainability Room."	Increase percentage of recycled waste in FY 2015 and divert excess supplies with a total value of at least \$15,000.
Implement integrated pest management and improved landscape management practices to reduce and eliminate the use of toxic and hazardous chemicals/materials.	Yes	Landscaping and pest management contracts include provisions to maximize use of organic and nontoxic materials and monitor usage.	Monitor contractor compliance and include requirements in all new contracts.
Establish a tracking and reporting system for construction and demolition debris elimination.	No	OPM contracts through GSA for all construction and renovations; GSA obtains reports on debris and recycled materials and conveys these to OPM project managers. We will work with GSA to ensure this reporting requirement is included in future contracts.	
Develop/revise Agency Chemicals Inventory Plans and identify and deploy chemical elimination, substitution, and/or management opportunities.	Yes	OPM requires operations and maintenance contractors to develop and supply chemicals inventory plans.	Monitor contractor compliance and include requirements in all new contracts.

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Will the agency implement the following strategies to achieve this goal?	Top 5? Yes/No/NA	Strategy Narrative	Specific targets/metrics to measure strategy success including milestones to be achieved in next 12 months
Take inventory of current HFC use and purchases	No	OPM already has systems in place to inventory HFCs and track purchases.	
Require high-level waiver or contract approval for any agency use of HFCs	No	This is not a priority strategy, because OPM currently uses a minimal amount of HFCs, and has no plans to acquire equipment that might require an HFC waiver.	
Ensure HFC management training and recycling equipment are available	Yes	HFC recycling equipment is available, and personnel who handle HFCs are required to be certified.	Continue current practices.

Goal 6: Sustainable Acquisition

Agency Progress toward Sustainable Acquisition Goal

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

Figure 6-1

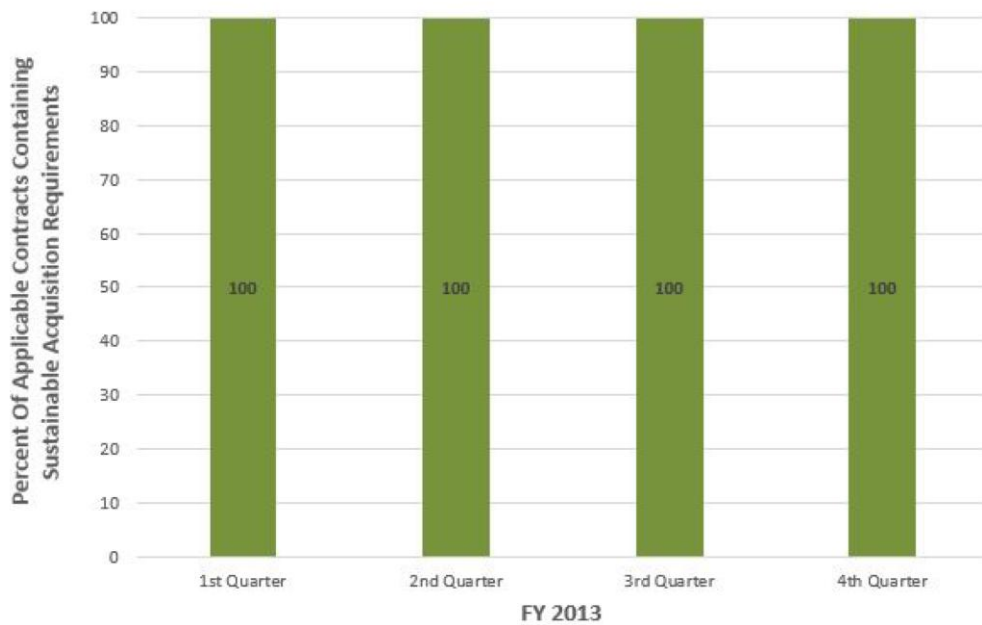


Table 6: Goal 6 Strategies – Sustainable Acquisition

Will the agency implement the following strategies to achieve this goal?	Top 5? Yes/No/NA	Strategy Narrative	Specific targets/metrics to measure strategy success including milestones to be achieved in next 12 months
Update and deploy agency procurement policies and programs to ensure that federally-mandated designated sustainable products are included in all relevant procurements and services.	Yes	OPM has drafted a green purchasing policy, which we will update whenever new requirements or federal acquisition policies are issued. In FY 2015 we will review and update our green purchasing plan and develop a comprehensive guide for acquisition staff.	Update the green purchasing plan by June 2015.

2014 Strategic Sustainability Performance Plan




Will the agency implement the following strategies to achieve this goal?	Top 5? Yes/No/NA	Strategy Narrative	Specific targets/metrics to measure strategy success including milestones to be achieved in next 12 months
Deploy corrective actions to address identified barriers to increasing sustainable procurements with special emphasis on biobased purchasing reviews.	Yes	<p>We assess the need for corrective actions based on results of quarterly contract compliance reviews, which are shared with contracting officers. In addition to annual sustainable acquisition training for acquisitions staff, contracting officer representatives, and purchase card holders, we will develop additional training to address specific barriers when needed.</p> <p>To emphasize biobased purchasing, we will include at least 50% of new contracts for relevant services in quarterly contract reviews.</p>	<p>Complete quarterly contract reviews and report results to acquisition staff and supervisors.</p> <p>Review sustainable acquisition training modules, determine training plan, and conduct annual training by March 2015.</p>
Include biobased and other FAR sustainability clauses in all applicable construction and other relevant service contracts.	Yes	We will include FAR clauses for energy efficient, recycled content, biobased and other relevant sustainability factors in all new service contract actions and conduct quality assurance through quarterly contract reviews.	Achieve at least 95% contract compliance, issue an updated green purchasing policy that includes sustainability criteria for service contracts, and provide additional guidance to CORs within facilities management on biobased purchasing.
Review and update agency specifications to include and encourage biobased and other designated green products to enable meeting sustainable acquisition goals.	No	OPM has already reviewed the relevant agency specifications for building renovation standards, which included sustainable acquisition requirements.	
Use Federal Strategic Sourcing Initiatives, such as Blanket Purchase Agreements (BPAs) for office products and imaging equipment, which include sustainable acquisition requirements.	Yes	OPM established a BPA for office products in 2013. In FY 2015, we will complete a print management study and, based on the result, will evaluate strategic sourcing options for printer maintenance and/or management.	Complete print management study by beginning of FY 2015 and begin evaluation of strategic sourcing options.
Report on sustainability compliance in contractor performance reviews.	Yes	In 2014, we conducted an assessment of current practices for reporting on sustainability compliance in contractor reviews to establish a baseline and identify barriers. OPM has an initiative underway to improve CPARS reporting overall, and we will include reporting on sustainability factors within this effort.	Ensure that sustainability compliance is included in relevant contractor compliance reviews.

Goal 7: Electronic Stewardship & Data Centers




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

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




Figure 7-1

EPEAT	POWER MANAGEMENT	END-OF-LIFE	COMMENTS
			48 % Computers Power Management enabled Agency-wide.




EPEAT:

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

Power Management:

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

End-of-Life:

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

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

Will the agency implement the following strategies to achieve this goal?	Top 5? Yes/No/NA	Strategy Narrative	Specific targets/metrics to measure strategy success including milestones to be achieved in next 12 months
Identify agency "Core" and "Non-Core" Data Centers.	No	OPM has already identified core and non-core data centers based on the criteria set by the Federal Data Center Consolidation and Portfolio Stat Initiatives.	
Consolidate 40% of agency non-core data centers.	N/A	OPM has no non-core data centers.	
Optimize agency Core Data Centers across total cost of ownership metrics.	Yes	We will further reduce the physical server footprint and number of data centers.	Consolidate from four to three data centers and achieve 75% virtualization by the end of FY 2015.
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	Power management is enabled using Windows 7 group policy settings. In FY 2015, we will complete a hardware refresh and installation of the Windows 7 operating system to implement power management agency-wide, and increase the share of printers/copiers/multifunctional devices with default duplex features enabled.	Complete hardware refresh with Windows 7 image and achieve 100% power management on eligible equipment by December 2014. Ensure that all newly acquired equipment has environmentally preferable features enabled. Identify and replace network printers without duplex capability by end of FY 2015.
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	OPM disposes of electronic assets through transfer to GSA, Computers for Learning, Unicor, or other certified recyclers.	Dispose of 100% of agency electronic assets using environmentally sound practices.
Ensure acquisition of 95% EPEAT registered and 100% of ENERGY STAR qualified and FEMP designated electronic office products.	Yes	All standard equipment purchased by OPM meets relevant EPEAT, ENERGY STAR, and FEMP standards.	For FY 2015 acquisitions, at least 95% of products are EPEAT-registered and gold rated, and 100% of computers, monitors, servers, and printers meet energy efficiency requirements.
Implement policies and procedures on printers and print management practices.	Yes	The agency began an assessment of print management and employee printing practices in FY 2014. Next year, we will use the results of this analysis to begin an evaluation of print management strategies and potential strategic sourcing options.	Complete data collection and begin evaluation of print management options by beginning of FY 2015.

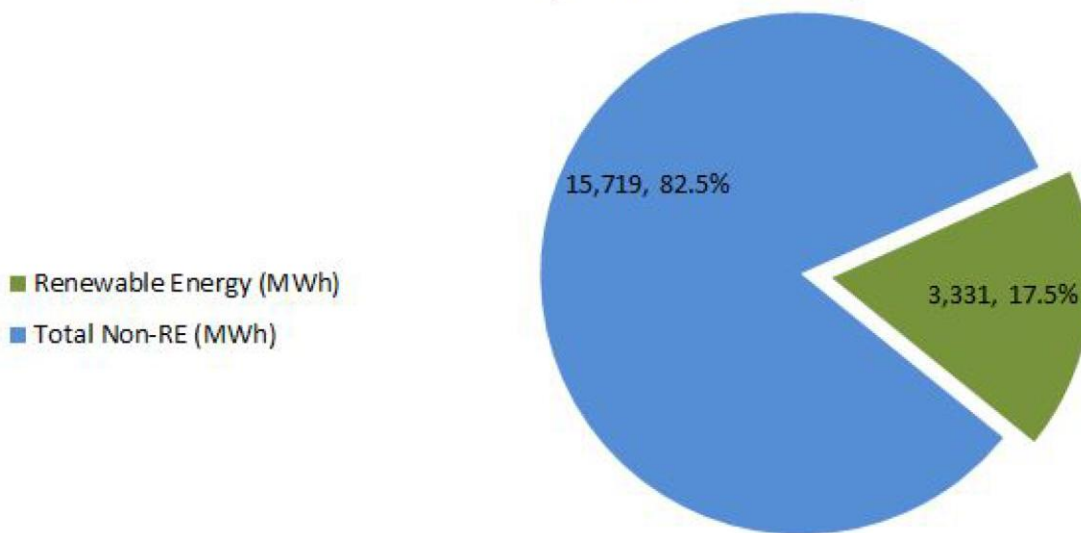
Goal 8: Renewable Energy

Agency Renewable Energy Percentage of Total Electricity Usage

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

Figure 8-1

**OPM Use of Renewable Energy as a Percentage of Electricity Use
(FY 2013 Goal: 7.5%)**



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Table 8: Goal 8 Strategies – Renewable Energy

Will the agency implement the following strategies to achieve this goal?	Top 5? Yes/No/NA	Strategy Narrative	Specific targets/metrics to measure strategy success including milestones to be achieved in next 12 months
Purchase renewable energy directly or through Renewable Energy Credits (RECs).	Yes	Each OPM facility purchases either renewable energy or RECs to achieve renewable energy goals.	At least 10% of total electricity is from renewable sources in FY 2015.
Install onsite renewable energy on federal sites.	No	Based on facility evaluations, including an IGA at TRB and FEI, there are no lifecycle cost effective project opportunities at this time.	
Lease land for renewable energy infrastructure.	N/A	OPM does not own any land that can be leased.	
Develop biomass capacity for energy generation.	N/A	Facility audits conducted in 2012 did not identify biomass as a feasible option for energy generation.	
Utilize performance contracting methodologies for implementing ECMs and increasing renewable energy.	No	OPM has only one potential ESPC, and there are no viable renewable energy ECMs under the project.	
Work with other agencies to create volume discount incentives for increased renewable energy purchases.	Yes	Utilize GSA area-wide agreement for TRB renewable energy purchases.	Renewable energy for TRB purchased through the area-wide agreement in FY 2015.

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Goal 9: Climate Change Resilience

Agency Climate Change Resilience

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

Table 9: Goal 9 Strategies – Climate Change Resilience

Will the agency implement the following strategies to achieve this goal?	Top 5? Yes/No/NA	Strategy Narrative	Specific targets/metrics to measure strategy success including milestones to be achieved in next 12 months
Ensure climate change adaptation is integrated into both agency-wide and regional planning efforts, in coordination with other Federal agencies as well as state and local partners, Tribal governments, and private stakeholders.	Yes	OPM coordinates with Federal, regional, and local agencies on planning for extreme weather events through participation in the Metropolitan Washington Council of Governments (MWCOG) Emergency Preparedness Council.	Participate in MWCOG and in the annual continuity of government exercise.
Update agency emergency response procedures and protocols to account for projected climate change, including extreme weather events.	Yes	OPM regularly updates emergency response plans such as Occupant Emergency Plans and the agency Continuity of Operations Plan (COOP). In developing these plans, the Emergency Action Division conducts a risk analysis, which includes climate related events such as extreme weather and emerging threats from disease.	Include evaluation of climate-related risks when plans are reviewed and updated.
Ensure workforce protocols and policies reflect projected human health and safety impacts of climate change.	Yes	In the event of a weather emergency in the DC metropolitan area, OPM is responsible for determining Federal government operating status, taking into account potential health and safety impacts on the federal workforce. OPM’s internal protocols and policies, including telework readiness, ensure that our workforce is prepared in the event of emergency closures.	Conduct periodic agency telework readiness exercises.

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Will the agency implement the following strategies to achieve this goal?	Top 5? Yes/No/NA	Strategy Narrative	Specific targets/metrics to measure strategy success including milestones to be achieved in next 12 months
Update agency external programs and policies (including grants, loans, technical assistance, etc.) to incentivize planning for, and addressing the impacts of, climate change.	N/A	OPM does not have external programs related to climate change planning.	
Ensure agency principals demonstrate commitment to adaptation efforts through internal communications and policies.	Yes	Ensure climate change adaptation is incorporated into planning processes and policies of key departments and divisions.	Update leadership with new and relevant information on climate change and adaptation efforts.
Identify vulnerable communities that are served by agency mission and are potentially impacted by climate change and identify measures to address those vulnerabilities where possible.	No	OPM's mission is focused on providing services to other Federal agencies and their employees.	
Ensure that agency climate adaptation and resilience policies and programs reflect best available current climate change science, updated as necessary	Yes	Assess climate risks and potential impacts on agency operations on an annual basis and update adaptation policies as needed.	Conduct annual assessment and incorporate new information into updates of climate change adaptation policy and plan.
Design and construct new or modify/manage existing agency facilities and/or infrastructure to account for the potential impacts of projected climate change.	No	OPM does not plan any major facility or infrastructure projects in FY 2015.	
Incorporate climate preparedness and resilience into planning and implementation guidelines for agency-implemented projects.	No	OPM does not have any relevant projects planned in FY 2015.	

Goal 10: Energy Performance Contracts

Agency Progress in Meeting President’s Performance Contracting Challenge (PPCC) Goals

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.

The chart below represents the agency’s original performance contracting commitment and progress toward that commitment as reported through April 15, 2014 (for agencies subject to the 2011 President’s Performance Contracting Challenge). The bar graph shows the total dollar value (in millions) of (1) already awarded projects, (2) projects in the pipeline but not yet awarded, and (3) the pipeline shortfall or surplus depending on whether the agency has reached their commitment goal.

Figure 10-1



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Table 10: Goal 10 Strategies – Energy Performance Contracting

Will the agency implement the following strategies to achieve this goal?	Top 5? Yes/No/NA	Strategy Narrative	Specific targets/metrics to measure strategy success including milestones to be achieved in next 12 months
Evaluate 25% of agency's most energy intensive buildings for use with energy performance contracts	N/A	We have already evaluated all federally-owned facilities that are eligible for an ESPC.	
Prioritize top ten projects which will provide greatest energy savings potential	N/A	OPM has only one ESPC project, currently in progress, and no additional eligible facilities.	
Cut cycle time of performance contracting process by at least 25%	N/A	OPM's only project is already within the contracting process.	
Assign agency lead to participate in strategic sourcing initiatives	No	A lead for ESPCs has already been assigned.	
Devote 2% of new commitments to small buildings (<20k sq. ft.)	N/A	OPM has no eligible buildings of this size.	
Identify and commit to include 3-5 onsite renewable energy projects in energy performance contracts	N/A	Based on the results of the investment grade audit, there are no economically feasible renewable energy projects.	
Ensure relevant legal and procurement staff are trained by FEMP ESPC/ UESC course curriculum	No	Due to timing of the project, legal and procurement staff involved in the ESPC have consulted directly with FEMP and DOE experts and referenced FEMP materials as needed.	
Provide measurement and verification data for all awarded projects	N/A	We intend to award our first ESPC in 2014, and based on the project schedule, do not anticipate having measurement and verification data in the next 12 months.	
Enter all reported energy savings data for operational projects into MAX COLLECT (max.gov)	N/A	Based on the project schedule, we do not anticipate having energy savings data in the next 12 months; however, data will be entered in the event that it becomes available.	
Award an energy saving performance contract for OPM's two federally-owned facilities.	Yes	OPM's ESPC project at TRB and FEI has completed the proposal phase and undergone several revisions. We will award the contract after completing technical and financial reviews and obtaining final approval from GSA.	Award the ESPC by the end of 2014.

Appendix I: Acronyms

AFV	Alternative Fuel Vehicle
ARRA	American Recovery and Reinvestment Act
BPA	Blanket Purchasing Agreement
CEQ	Council on Environmental Quality
CO	Contracting Officer
CO ₂ e	Carbon Dioxide Equivalent
COOP	Continuity of Operations Plan
COR	Contracting Officer Representative
CPARS	Contractor Performance Assessment Reports System
ECM	Energy Conservation Measure
EISA	Energy Independence and Security Act
EO	Executive Order
EPEAT	Electronic Product Environmental Assessment Tool
ESCO	Energy Services Company
ESPC	Energy Savings Performance Contract
FAST	Federal Automotive Statistical Tool
FEI	Federal Executive Institute
FEMP	Federal Energy Management Program
FY	Fiscal Year
GHG	Greenhouse Gas
GSA	General Services Administration
HFC	Hydrofluorocarbon
HVAC	Heating, Ventilation, and Cooling
M&V	Measurement and Verification
OPM	Office of Personnel Management
REC	Renewable Energy Credit
TRB	Theodore Roosevelt Building



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