



U.S Department of Commerce
2015 Strategic Sustainability Performance Plan

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Approved by:



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POLICY STATEMENT

The U.S. Department of Commerce (DOC) is committed to fulfilling the President's vision of building a clean energy economy according to Executive Order (EO) 13693, *Planning for Federal Sustainability in the Next Decade*. Enhancing environmental protection and sustainability for the nation is one of the five core pillars of DOC's FY14-FY18 strategic plan. Improving the sustainability of our own operations is central to meeting our goals.

DOC's annually updated Strategic Sustainability Performance Plan (SSPP) on the following pages describes how we integrate sustainability into our mission to increase our nation's prosperity, promote energy security, and safeguard the health of the environment. This year's policy goals promote alternative energy, renewable energy, and other new EO 13693 goals while continuing to support existing environmental and sustainability efforts. DOC will take the following specific actions in the coming year to improve the sustainability of our operations:

- Meet or exceed our \$12 million commitment to the President's Performance Contracting Challenge by awarding performance-based energy contracts, including construction of an 8 megawatt (MW) combined heat and power plant and a 3 MW solar array;
- Update and improve the accuracy of our greenhouse gas inventory and our real property portfolio through an aggressive data validation program;
- Ensure that ten percent of our electricity comes from renewable energy;
- Continue to right-size our vehicle fleet and convert to alternatively fueled vehicles;
- In partnership with the U.S. Department of Energy's Federal Energy management Program, update our DOC-wide 2011 on-site renewable energy feasibility report and assess opportunities for installing replicable renewable energy projects at multiple similar NOAA National Weather Service facilities across the country through an energy savings performance contract;
- Award up to \$300,000 in cost matching funds under the Department's Green Grants Program to increase energy efficiency and promote sustainability throughout the Department's Operating Units; and
- Continue to generate cost savings through the operation of a "Green Store" at both the Department and the U.S. Patent and Trademark Office headquarters buildings to reuse excess office supplies.

DOC views the requirements of the new EO 13693 and the pursuit of a robust sustainability policy as central to our agency's core values and mission. Every DOC employee is charged with personally supporting sustainability within the Department.



Ellen Herbst

Assistant Secretary for Administration, Chief Financial Officer, and Chief Sustainability Officer

Vision

The U.S. Department of Commerce (DOC) is committed to fulfilling the President's vision of building a clean energy economy in accordance with Executive Order (E.O.) 13693, *Planning for Federal Sustainability in the Next Decade*. Enhancing environmental protection and sustainability for the nation is one of the five core pillars of DOC's FY14-FY18 strategic plan. Improving the sustainability of our own operations is central to meeting our goals.

Leadership

The Secretary of Commerce has designated the Department's Chief Financial Officer (CFO) and Assistant Secretary for Administration, Ellen Herbst, as the Department's Chief Sustainability Officer (CSO). The CSO has overall responsibility for implementing the Department's sustainability program to meet E.O. 13693 goals. Secretary Pritzker has also designated the Director of the Office of Facilities and Environmental Quality as the Department's Deputy CSO to support the CSO. Finally, the Secretary has requested that each of Commerce's twelve bureaus designate a Senior Executive Service-level Bureau CSO responsible for meeting EO 13693 goals within their bureau. E.O. 13693 responsibilities are to be incorporated into the performance plans of all bureau CSOs.

Both the Executive Steering Committee and the Facilities and Real Property and Environmental Management Council (FMC) provide cross-functional leadership to DOC's sustainability program. The Department's Executive Steering Committee aligns the Department's mission and Strategic Plan with our Strategic Sustainability Plan (SSPP) goals to ensure our facilities are operated in a sustainable manner. Steering Committee Membership includes senior leadership from Departmental headquarters and each of the 12 Operating Units. The Department's FMC, composed of senior Bureau and Departmental leadership, directly oversees quarterly progress towards the Department's real property and sustainability goals.

Goal Performance Review

- **Goal 1 Scope 1&2 Greenhouse Gas (GHG) Emissions and Energy Intensity:** In 2014, DOC increased its scope 1 & 2 GHG emissions by five percent from our 2008 baseline. The increase was partially due to increased energy consumption at our facilities and partially due to the purchase of renewable energy certificates (REC) sourced from biomass and municipal solid waste. DOC will avoid these sources in future REC purchases. Our main challenge in reducing emissions has been increased energy consumption due to growth in facilities funded by the American Reinvestment and Recovery Act. We are currently analyzing data and plan to submit a request to adjust our GHG emissions baseline prior to the FY15 reporting cycle to account for this growth. We are also undertaking a concerted data integrity and data validation initiative to improve the frequency and accuracy of monthly energy performance reporting by our facilities in EPA's ENERGY STAR Portfolio Manager.

Our facilities also continue to invest in energy efficiency improvements that will reduce our scope 1 & 2 GHG emissions. In FY2014 the U.S. Patent and Trademark Office (USPTO)'s Alexandria campus earned the EPA ENERGY STAR certification in 2014 for the third consecutive year. USPTO recently completed three energy efficient lighting projects between FY2014 – FY2015, including the installation of light-emitting diode (LED) lighting in two garages, LED lighting to replace parabolic aluminized reflector (PAR) 38 lamps in eight buildings, and installation of 25 watt T-8 lighting in eight buildings. In addition to these projects, USPTO continues to participate in demand response programs to reduce energy

consumption at peak times. Similarly, the National Institute of Standards and Technology (NIST) is upgrading the heating, ventilation, and air conditioning controls from 1960's pneumatic technology to modern direct digital control technology in two buildings to facilitate nighttime and weekend setbacks.

The award of three energy savings performance contracts (ESPCs) in late FY2015 and early FY2016 in addition to two recently awarded energy performance contracts is also expected to reduce the Department's GHG emissions once construction of each project is complete in 2016 and 2017. The largest project is expected to reduce DOC's scope 1&2 GHG emissions by approximately 9 percent compared to the 2008 baseline and energy intensity 12 percent, beginning in late 2017. Finally, we intend to shortly sign a memorandum of understanding with the U.S. Department of Energy for no-cost support from the Federal Energy Management Program (FEMP) and subcontractors at the National Renewable Energy Laboratory to support DOC in meeting our energy intensity reduction goals.

DOC has also integrated energy intensity reduction planning into its budget request process. Each year DOC requires bureaus to submit exhibit E as part of their budget request specifying planned energy conservation projects. Despite these efforts it is likely to continue to be challenging to reduce energy intensity by 2.5% each year over and above the new fiscal year (FY) 2015 baseline.

- **Goal 1 Scope 3 GHG Emissions:** For the second year in a row, DOC has exceeded its 2020 target for scope 3 GHG reduction. This is almost entirely due to reduced employee commuting, which accounts for 90% of the Department's scope 3 GHG emissions. The U.S. Patent and Trademark Office (USPTO) has led the federal government in telework for many years. At the end of the second quarter of FY2015, 84% or 9,794 of eligible employees reported teleworking at least one day per pay period. Of the 9,794 employees who teleworked, 5,326 employees have completely relinquished their office space on the USPTO campus to work from home, further supporting our scope 1&2 GHG reduction goals. DOC's Office of Human Resources Management (OHRM) successfully implemented a DOC-wide Telework Policy applicable to our remaining 11 Bureaus in October 2014. All Bureaus have approved implementation plans in place, in accordance with the DOC Policy. DOC has also aggressively reduced scope 3 GHG emissions by reducing official business travel over the last few years.
- **Goal 2 Green Buildings:** DOC added one sustainable building to its inventory in FY2014 and expects to add at least two more in FY2015. However, we were short of the 15 percent goal. DOC's main challenge in meeting the green building goal is that significant, high cost infrastructure upgrades, which are not typically life-cycle cost-effective, would be required to bring DOC's building stock into compliance with the Guiding Principles for Federal Leadership in High Performance and Sustainable Buildings.
- **Goal 3 Fleet Petroleum Use:** DOC has exceeded EPACT 1992 targets for both fuel consumption reduction and increasing Alternative Fuel (AF) usage. DOC has downsized and eliminated vehicles to improve our green footprint. Alternative fuel vehicles (AFVs) are acquired as replacement vehicles whenever possible. As reported in our FY2015 Fleet Management Plan, DOC continues to identify and replace vehicles in areas that do not support E85 with low greenhouse gas vehicles (LGHG) in an effort to reduce vehicle emissions. We are also increasing the number of hybrid, plug-in hybrid electric vehicles (PHEV) and LGHG

vehicles. Finally, we are focused on rightsizing and elimination and continue to significantly exceed the goals stated in our vehicle allocation methodology (VAM).

DOC uses multiple tools including a Balanced Scorecard and Sustainability Dashboard, Fleet Dash analysis, and progress/bubble charts to track leading indicators of progress towards fleet strategic goals. Senior leadership actively monitors progress toward the DOC fleet goals on a monthly basis. We use Fleet Dash to identify missed opportunities related to fueling station locations as well as to serve as an educational tool to help drivers identify where AF stations are located. VAM data is tracked monthly on an internal balanced scorecard. Fuel, mileage, inventory and maintenance costs are reviewed through the DOC Fleet Management Information System (FMIS), Federal Automotive Statistical Tool (FAST), fleet card vendor and General Services Administration (GSA) Drive-Thru. This data is incorporated into internal performance metrics and is shared with the Bureau Fleet Managers, the Bureau CFOs, Chief Administrative Officers (CAOs), or equivalent and reviewed annually.

- **Goal 4 Potable Water Intensity:** In FY14, the Department achieved a 43 percent reduction in water intensity compared to 2007, surpassing both our 2020 and new 2025 targets. DOC will continue to reduce water consumption at its facilities, particularly in drought-impacted areas. Retrofitting existing water fixtures with low-flow alternatives through a recently awarded energy savings performance contract is projected to save the Census Bureau an estimated 16 percent and \$57,000 annually in water consumption. DOC is also partnering with FEMP to develop a water metering plan in accordance with their new metering guidance.
- **Goal 6 Sustainable Acquisition:** DOC has consistently met its sustainable acquisition goals in recent years. DOC has directed all of its operating units to utilize the Forecasting and Advanced Acquisition Planning System (FAAPS) for conducting effective advanced acquisition planning. FAAPS was modified to include a sustainable acquisition element to assist requestors and acquisition professionals to identify acquisitions with sustainable acquisition potential or other acquisitions which could include sustainable products and services.

DOC utilizes an internal “dasher” consisting of a series of dashboards to highlight the progress of the Department’s initiatives for senior management. DOC has integrated sustainable acquisition compliance into its Acquisition Management Reviews (AMRs) of each Contracting Office. Sustainable Acquisition is now one of the data elements included in Department AMRs. In between DOC reviews, each Contracting Office is to conduct a self-assessment with AMR guidance. Integrating sustainable acquisition monitoring with pre-established procedures such as AMRs has reinforced the importance of sustainable acquisition.

Tracking, monitoring, and reporting sustainable acquisition is greatly restricted by the limitations of current federally available systems, particularly the Federal Procurement Data System, which remains inadequate for collection of sustainable acquisition data. As these systems improve, DOC should gain better insight into green purchases.

Growing complexity and resource demands present another challenge to DOC in meeting its sustainable acquisition goals. Sustainable acquisition is growing more complex and its associated reporting demands are increasing. Yet it is still not included in the Federal Acquisition Certification in Contracting (FAC-C), Federal Acquisition Certification Contracting Officer's Representatives (FAC-COR), or Federal Acquisition Certification for Program and Project Managers (FAC- PPM) curricula. Sustainable Acquisition is probably the most resource

intensive program the acquisition community has to manage and support yet the community is not properly trained nor resourced to do it.

- **Goal 7 Electronic Stewardship:** DOC has developed Department-wide Blanket Purchase Agreements for cost savings, consistency, and standardization. DOC uses a single portal to purchase information technology (IT) equipment that meets Electronic Product Environmental Assessment Tool (EPEAT) and EPA ENERGY STAR® requirements. In the coming year DOC will focus on improving its guidance and raising awareness about the requirement to procure environmentally sustainable printers and multifunctional devices.
- **Goal 8. Renewable Energy:** In FY2014, DOC met its goal of obtaining 7.5% of its electric energy from renewable sources, and we are on track to meet the 10% FY2015 goal. Due to limited land and high lifecycle cost of on-site renewable energy, DOC's primary strategy for meeting its renewable energy goals is the purchase of renewable energy certificates (RECs). However, in FY2016 DOC will partner with FEMP through an interagency agreement to update our four-year old renewable energy opportunities (ReOpt) study, identify direct purchase opportunities, and assess the feasibility of installing replicable renewable energy projects at multiple similar small National Oceanic and Atmospheric Administration (NOAA) National Weather Service facilities across the country through energy performance contracting. DOC also is considering adding a solar array through an energy savings performance contract at NIST's Gaithersburg campus. Lack of land and high upfront cost for construction of on-site renewable energy generation continue to present significant challenges for DOC in meeting this goal.
- **Goal 10 Energy Performance Contracts:** In May 2015, DOC awarded its first two energy performance contracts towards its \$12 million commitment under the President's Performance Contracting Challenge – approximately a \$600,000 energy savings performance contract (ESPC) at the Census Bureau's National Processing Center and a \$1 million utility energy service contract (UESC) at NOAA's Atlantic Oceanographic and Meteorological Laboratory in Miami, Florida. In June 2015 DOC also awarded a \$120 million ESPC at NIST's Gaithersburg campus. This will include a combined heat and power plant which, once constructed in 2017, will supply 40% of the campus electrical load and 72% of the steam load, reducing NIST's utility bills by \$3.7 million annually. DOC is also on track to award two additional ESPCs in the next few months. Our main challenge in developing future energy savings performance contracts will be the small size of government-owned facilities not covered by our recent actions. We will look for creative opportunities to bundle or replicate projects at our smaller sites in the coming years.

Progress On Administration Priorities

DOC's Real Property Management Manual, last updated in August 2014, fully incorporates the September 15, 2011 *Sustainable Locations for Federal Facilities* guidance. DOC works with GSA in developing the Solicitation for Offers and the program of requirements on all new leases to include locations which are pedestrian friendly, within proximity to public transportation, and in or near city centers to provide employees with access to convenient amenities and city services. We are already taking several actions in accordance with this guidance, including planning for the co-location the Bureau of Economic Analysis at the GSA-owned Census Bureau headquarters building in Suitland, Md., and incorporating the guidance into the 20 year master plan currently under development for both NIST campuses. NIST also published a "Sustainable Design" manual in July 2014 that addresses much of the guidance in *Sustainable Locations for Federal Facilities*.

DOC facilities strive to incorporate the *Sustainable Practices for Designed Landscapes* guidance into all of their landscaping decisions. For example, DOC encourages its facilities to reduce or eliminate landscaping water use, especially in drought-stricken areas. NIST has also installed over 25 bio-retention ponds or rain gardens on the Gaithersburg campus to help redirect stormwater runoff and prevent the movement of pollutants into storm drains, creeks, streams, rivers, and the Chesapeake Bay. DOC's Environmental Management Manual incorporates detailed guidance implementing the water efficiency and management provisions of E.O. 13514.

As noted in the goal performance review above, the Department of Commerce has awarded over \$120 million in performance-based energy saving contracts as of June 2015, surpassing DOC's \$12 million commitment under the President's Performance Contracting Challenge. All projects scheduled for completion in 2016 are beyond the investment-grade audit phase.

Objective 3.5 of DOC's 2014-2018 strategic plan is to enable U.S. businesses to adapt and prosper by developing environmental and climate-informed solutions. In accordance with this goal and with section 5(b) of E.O. 13653, DOC's Office of the Secretary is currently reviewing its strategic vision for this objective. In the coming weeks, Secretary Pritzker will meet with Bureau leadership to encourage Bureaus to update their external programs and policies (including any grants, loans, or other technical assistance) to incentivize planning for, and address the impacts of, climate change.

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

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

Agency Size and Scope	FY 2013	FY 2014
Total Number of Employees as Reported in the President's Budget	46,314	43,335
Total Acres of Land Managed	19,580	19,473
Total Number of Buildings Owned ¹	529	528
Total Number of Buildings Leased (GSA and Non-GSA Lease)	400	420
Total Building Gross Square Feet (GSF)	15,343,783	15,736,947
Operates in Number of Locations Throughout U.S.	3,351	3,499
Operates in Number of Locations Outside of U.S.	127	127
Total Number of Fleet Vehicles Owned	691 ²	656
Total Number of Fleet Vehicles Leased	1,348	1,342
Total Number of Exempted-Fleet Vehicles (Tactical, Law Enforcement, Emergency, Etc.)	6 ³	6
Total Amount Contracts Awarded as Reported in FPDS (\$Millions)	2,304	2,953

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

² All Bureaus did not report inventory prior to FY13 submission. FY13 owned vehicles data is updated from 601 to 691 vehicles.

³ The number of Exempted-Fleet Vehicles was corrected from 30 vehicles to 6 vehicles.

Agency Progress toward (Prior) Sustainability Goals in E.O. 13514 and E.O. 13423

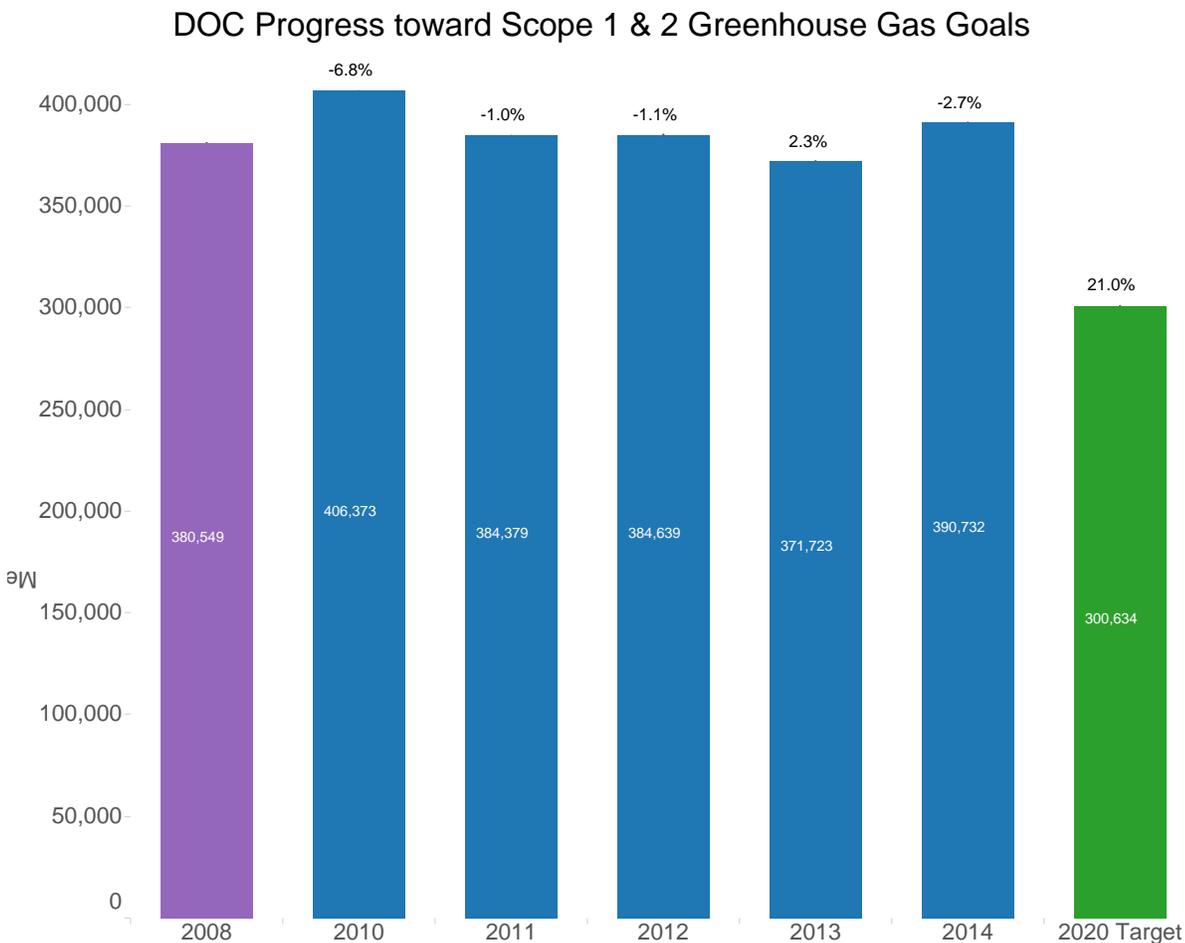
This section provides an overview of agency progress towards the sustainability goals established in E.O. 13514 and E.O. 13423. The subject of many of these goals has been carried over into E.O. 13693 and a review of past performance is useful to determine program effectiveness and development of strategies for future implementation.

Goal 1: Greenhouse Gas (GHG) Reduction

Agency Progress toward Scope 1 & 2 GHG Goal

E.O. 13514 required each agency establish a Scope 1 & 2 GHG emission reduction target to be achieved by FY 2020. The 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.

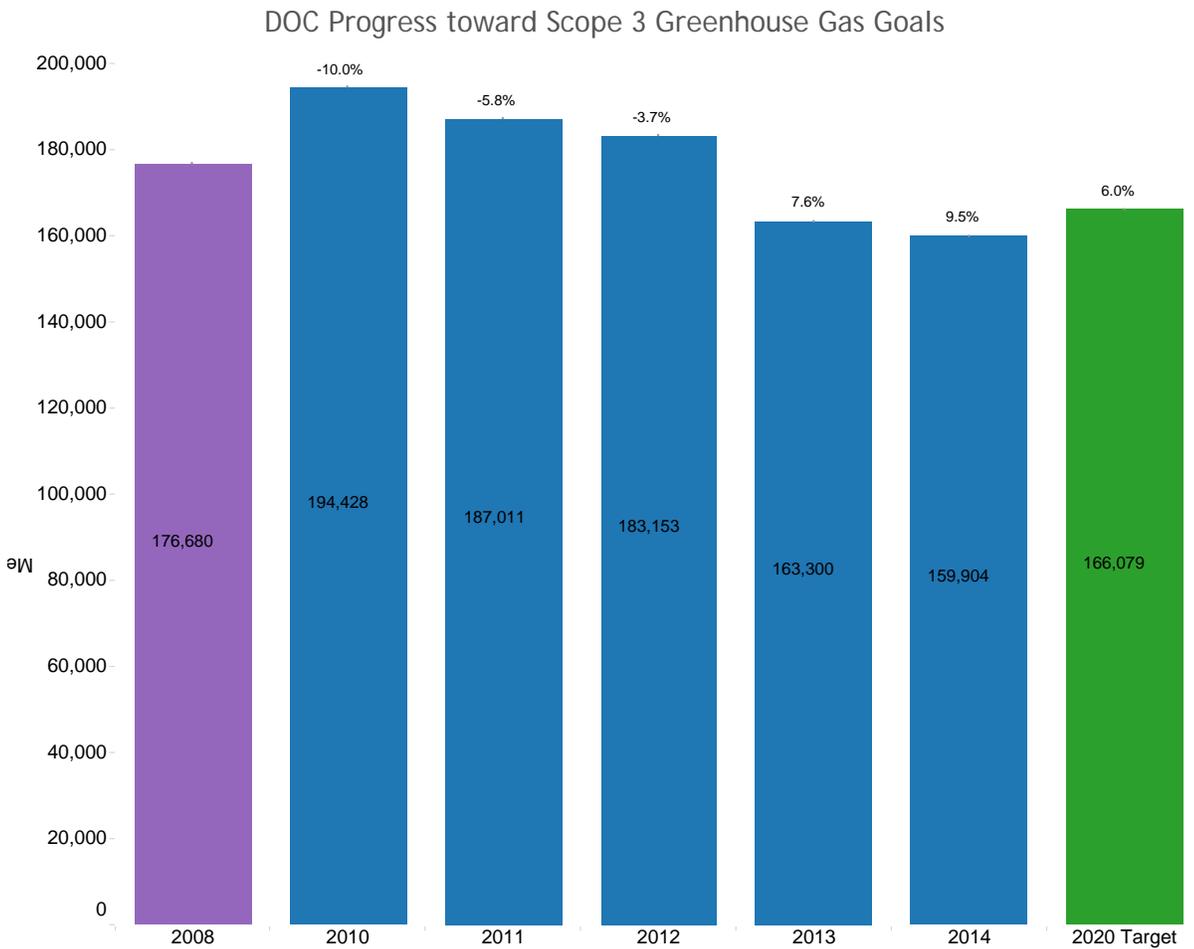
Figure 1-1



Agency Progress toward Scope 3 GHG Goal

E.O. 13514 required each agency establish a Scope 3 GHG emission reduction target to be achieved by FY 2020. The 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 decreased compared to the FY 2008 baseline.

Figure 1-2

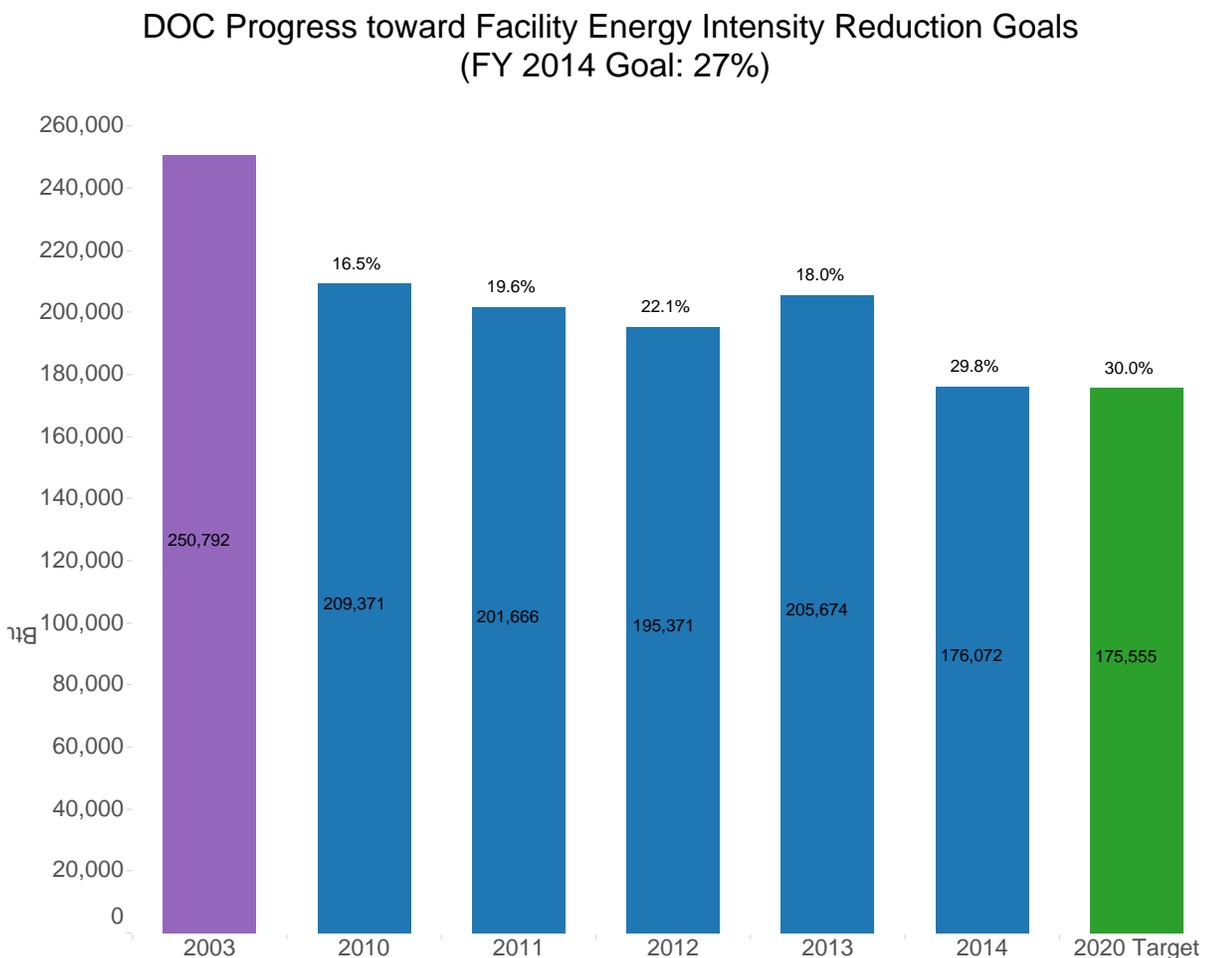


Goal 2: Sustainable Buildings

Agency Progress toward Facility Energy Intensity Reduction Goal

E.O. 13514 section 2 required that agencies consider building energy intensity reductions. Further, the Energy Independence and Security Act of 2007 (EISA) requires each agency to reduce energy intensity 30 percent by FY 2015 as compared to the FY 2003 baseline. Agencies are expected to reduce energy intensity by 3 percent annually through FY 2015 to meet the goal. The 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 decreased compared to the FY 2003 baseline.

Figure 2-1

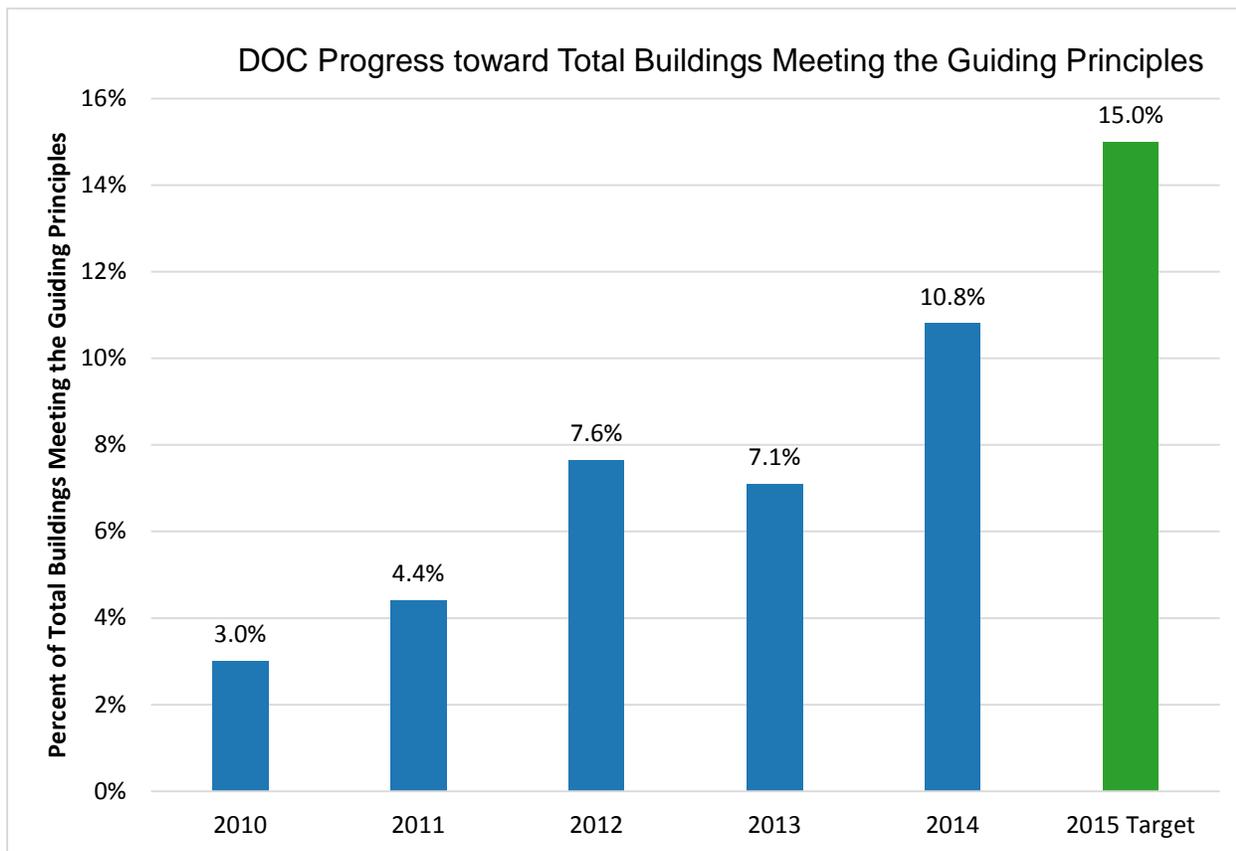


Agency Progress toward Total Buildings Meeting the Guiding Principles

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

have increased the percentage of conforming buildings by approximately 2 percent annually from their FY 2007 baseline. The green bar represents the FY 2015 target. The blue bars represent annual agency progress on achieving this target.

Figure 2-2



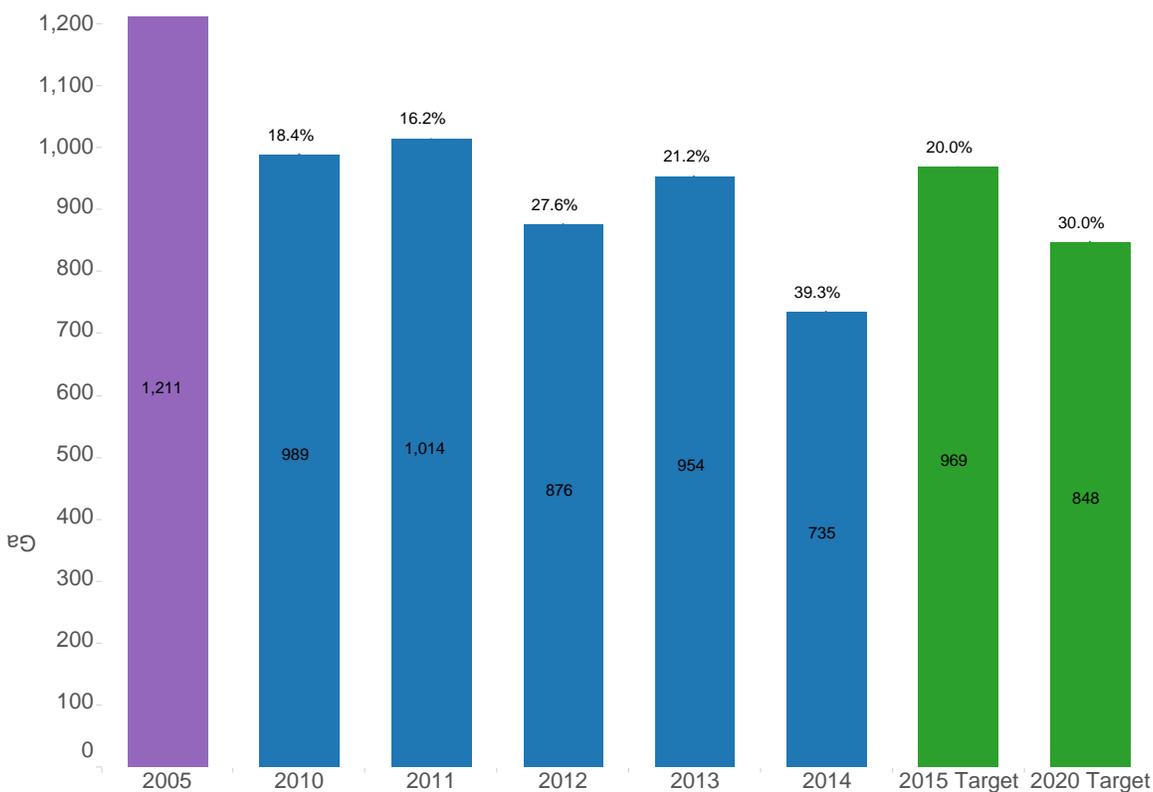
Goal 3: Fleet Management

Agency Progress toward Fleet Petroleum Use Reduction Goal

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

Figure 3-1

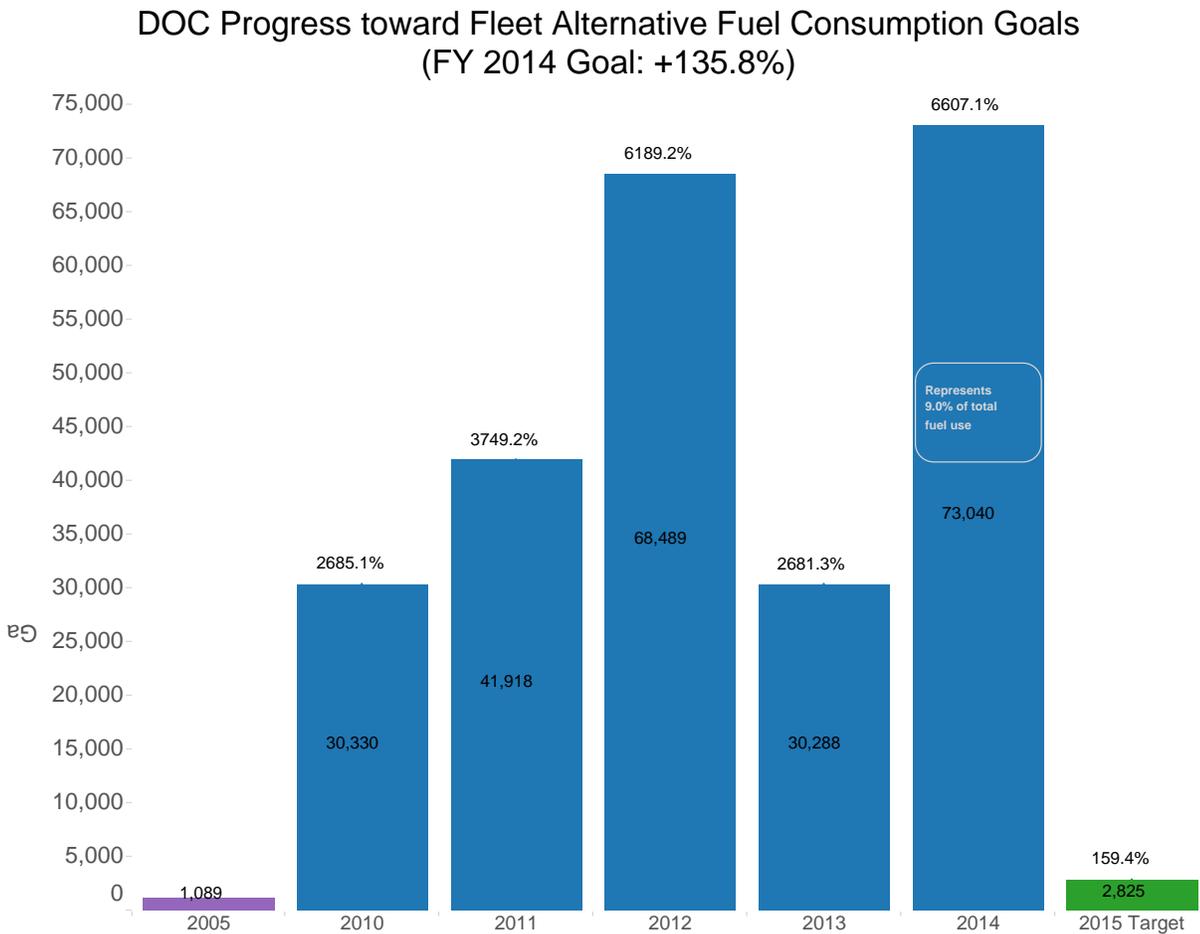
DOC Progress toward Fleet Petroleum Reduction Goals
(FY 2014 Goal: 18%)



Agency Progress toward Fleet Alternative Fuel Consumption Goal

E.O. 13423 required that agencies increase total alternative fuel consumption by 10 percent annually from the prior year starting in FY 2005. By FY 2015, agencies must have increased alternative fuel use by 159.4 percent, relative to FY 2005. The 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



Goal 4: Water Use Efficiency & Management

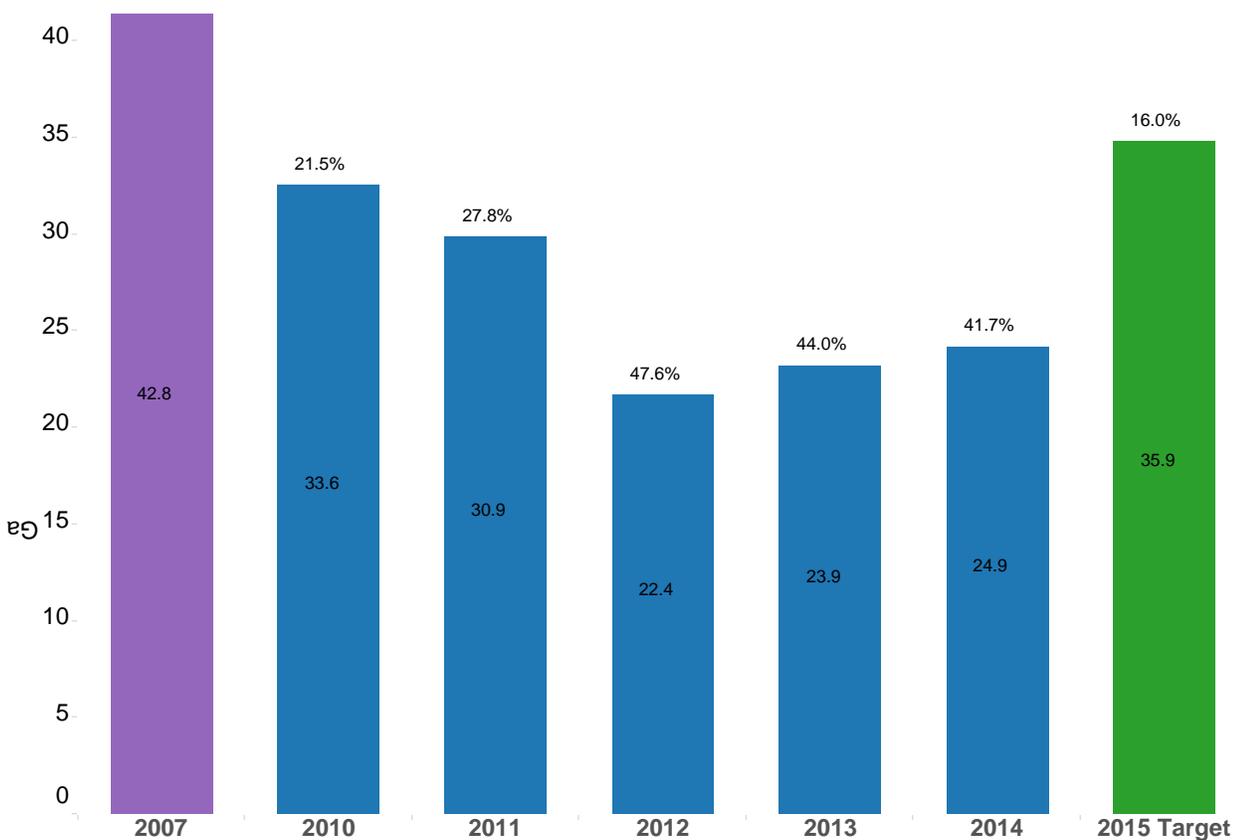
Agency Progress toward Potable Water Intensity Reduction Goal

E.O. 13514 required agencies to reduce potable water intensity by 2 percent annually through FY 2020 compared to an FY 2007 baseline. A 16 percent reduction was required by FY 2015 and a 26 percent reduction was required by FY 2020. The 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 decreased compared to the FY 2007 baseline.

Agency data for progress towards the industrial, landscaping and agricultural water use reduction target is not available.

Figure 4-1

DOC Progress toward Potable Water Intensity Reduction Goals
(FY 2014 Goal: 14%)



Goal 5: Pollution Prevention & Waste Reduction

Agency Progress toward Pollution Prevention & Waste Reduction

E.O. 13514 required that Federal agencies promote pollution prevention and eliminate waste. The E.O. required agencies to minimize the use of toxic and hazardous chemicals and pursue acceptable alternatives. It also required agencies minimize waste generation through source reduction, increase diversion of compostable materials, and by the end of FY 2015 divert at least 50% of non-hazardous and 50% of construction and demolition debris.⁴

Agency Data For This Goal Is Not Available.

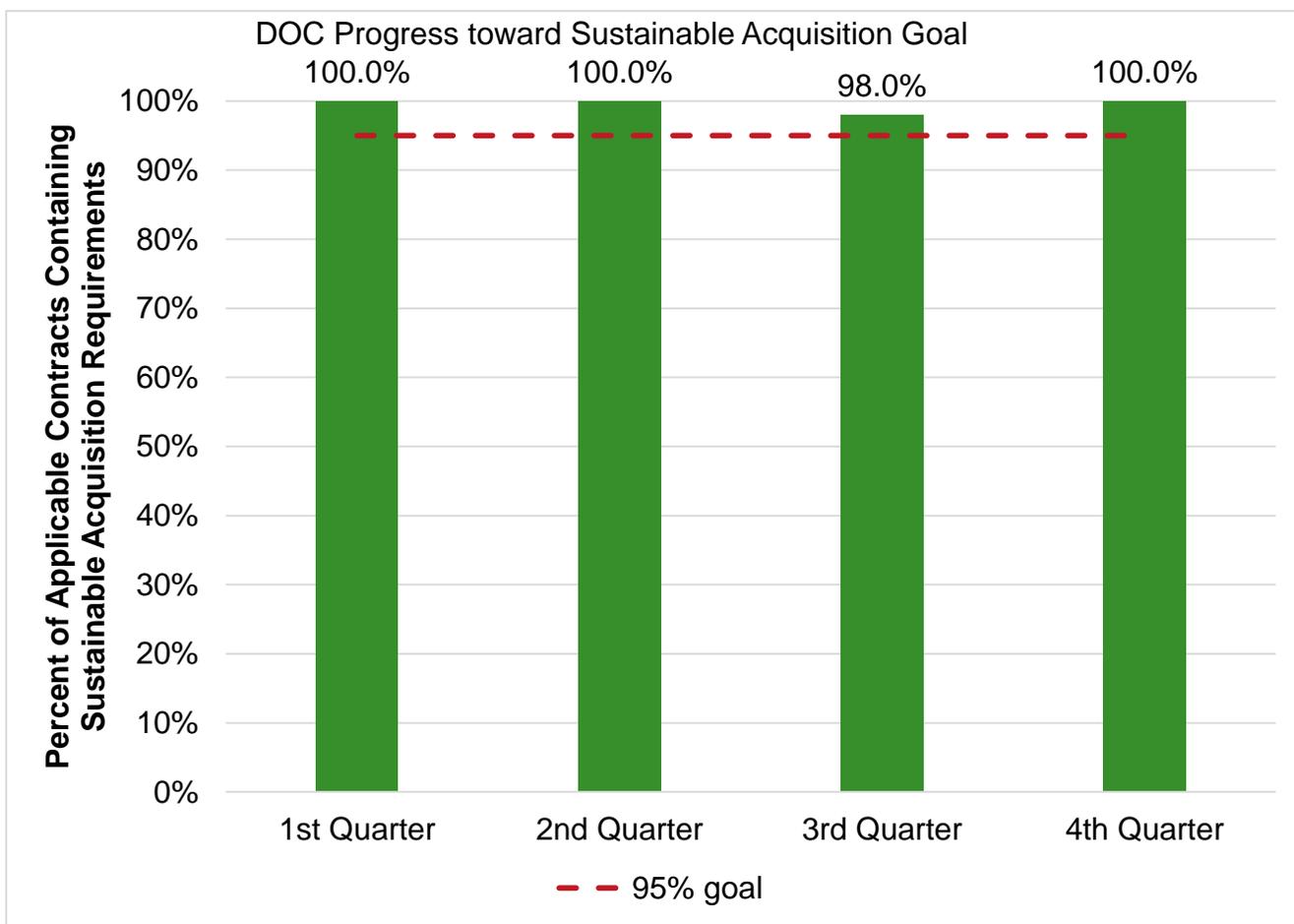
⁴ Waste accounting guidance will be issued in spring of 2015. Agencies will be expected to begin implementation as soon as practicable. Accounting will begin in FY 2016.

Goal 6: Sustainable Acquisition

Agency Progress toward Sustainable Acquisition Goal

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

Figure 6-1



Goal 7: Electronic Stewardship & Data Centers

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

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

Figure 7-1

EPEAT	POWER MANAGEMENT	END-OF-LIFE	COMMENTS
			

EPEAT:

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

Power Management:

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

End-Of-Life:

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

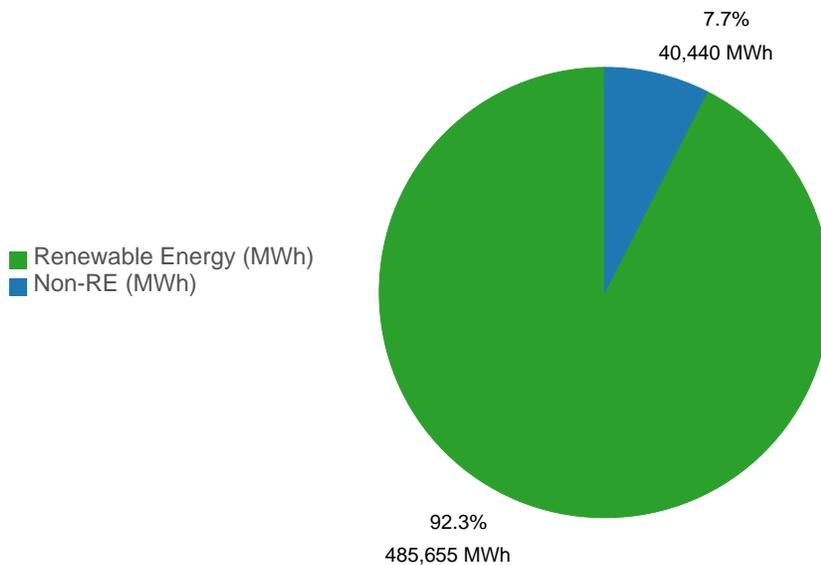
Goal 8: Renewable Energy

Agency Renewable Energy Percentage of Total Electricity Usage

E.O. 13514 requires that agencies increase use of renewable energy. Further, EPACK 2005 requires agencies to increase renewable energy use such that 7.5 percent of the agency's total electricity consumption is generated by renewable energy sources for FY 2014 and beyond. For FY 2012, the required target was 5 percent of an agency's total electricity consumption. In 2013, a Presidential Memorandum entitled *Federal Leadership on Energy Management* revised the Federal agency target for agency renewable energy percentage of total electricity usage to reflect a goal of 20% by 2020.

Figure 8-1

DOC Use of Renewable Energy as a Percentage of Electricity Use
(FY 2014 Goal: 7.5%)



Goal 9: Climate Change Resilience

Agency Climate Change Resilience

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

This goal is addressed through qualitative commitments on the part of each agency and a summary of progress may be found in the Executive Summary at the beginning of this document.

Goal 10: Energy Performance Contracts

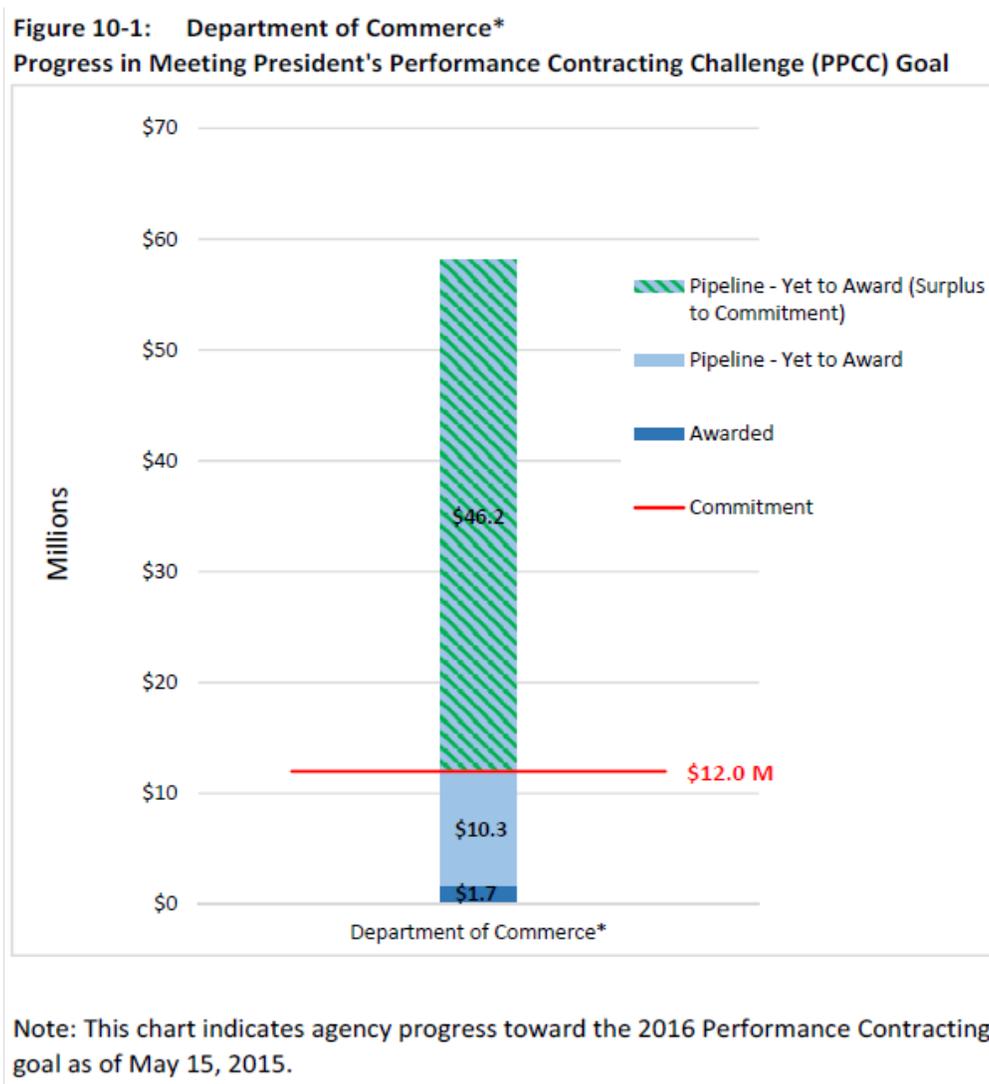
Agency Progress in Meeting President's Performance Contracting Challenge (PPCC) Goal

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

Figure 10-1

The chart below (left) represents the agency's 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.

Note: All agencies were expected to meet or exceed their initial target no later than June 30, 2014.



Agency Strategies to Meet Goals of E.O. 13693

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

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

Goal 1: Greenhouse Gas (GHG) Reduction

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 2016 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 2016 priority. If necessary, agencies may add additional strategies into the blank rows provided in column (A) in order to present five priority strategies.

(A) Strategy	(B) Top Five? Yes/No/NA	(C) Strategy Narrative (100 word limit)	(D) Specific targets/metrics to measure success including milestones in next 12 months
(A) Required Strategy under E.O. 13693			
EXAMPLE Employ operations and management best practices for energy consuming and emission generating equipment.	Yes	(1) Deploy software for tracking required routine preventative maintenance at 10 facilities. (2) Develop work instructions that include parameters for operational control of equipment at 10 facilities. (3) Deploy leak detection program for compressors and refrigerators at all agency facilities. (4) Begin retro-commission of Colorado facility.	(1) Complete software implementation by November 2015. (2) Complete work instruction development and deployment by February 2015. (3) Fully implement leak detection program by January 2015. (4) Complete Phase I of Colorado facility retro-commission by September 2015.

(A) Strategy	(B) Top Five? Yes/No/NA	(C) Strategy Narrative (100 word limit)	(D) Specific targets/metrics to measure success including milestones in next 12 months
Use the FEMP GHG emission report to identify/target high emission categories and implement specific actions to resolve high emission areas identified.	Yes	DOC will continue to analyze its annual FEMP GHG emissions report to determine significant emission categories and use five year project implementation plans to focus efforts on our most significant GHG categories. In FY15 DOC successfully used the FEMP GHG emission report to identify renewable energy certificates (RECs) sourced from biomass and municipal solid waste as high emission categories in FY14 data and subsequently provided guidance to its bureaus to avoid purchasing these RECs in future.	Review Operating Unit FEMP GHG emissions report submissions and five year project implementation plan updates by January 2015 and recommend specific actions to resolve high emissions areas.
Identify alternative sources of data or alternative methods of analysis not set forth in E.O. 13693, but with the potential to support its goals.	No	DOC will continue to identify alternative sources of data and alternative analysis methods where they show the potential to support DOC in achieving its EO 13693 goals.	
Identify and support management practices or training programs that encourage employee sustainability and greenhouse gas consideration.	Yes	DOC currently provides limited employee sustainability training programs. We plan to sign a memorandum of understanding (MOU) with the U.S. Department of Energy's Federal Energy Management Program (DOE FEMP) for support to include training programs to encourage employee sustainability and greenhouse gas consideration.	Sign MOU with DOE for support from DOE FEMP.

(A) Strategy	(B) Top Five? Yes/No/NA	(C) Strategy Narrative (100 word limit)	(D) Specific targets/metrics to measure success including milestones in next 12 months
Conceptualize the goals of E.O. 13693 within a projected cost-benefit framework to identify low-hanging fruit.	Yes	DOC conducts a lifecycle cost-benefit analysis of all proposed energy conservation measures and other sustainability initiatives.	Conduct lifecycle cost-benefit analysis of proposed energy conservation measures and other sustainability initiatives to identify low-hanging fruit.
Isolate successful measures applied toward the goals of E.O. 13514 that could be expanded to meet the goals of E.O. 13693.	Yes	In FY14 DOC made significant progress towards E.O. 13514 goals, meeting and exceeding its goals in five of seven sustainability scorecard categories. DOC will continue successful initiatives begun under E.O. 13514 and apply them to E.O. 13693 goals as appropriate.	Continue expanding the use of EPA ENERGY STAR Portfolio Manager
Determine unsuccessful programs or measures to be discontinued to better allocate agency resources, human and otherwise.	No	DOC will continue to monitor its sustainability programs and discontinue those determined to be unsuccessful.	
Determine which goals set forth in E.O. 13693 represent unambitious targets given past agency performance, identify by how much they could be exceeded, and establish new within-agency target.	No	EO 13693 sets ambitious sustainability targets for agencies through 2025. DOC will continue to monitor its performance and identify new within-agency targets for any E.O. 13693 goals which are determined to be unambitious.	
Employ operations and management best practices for energy consuming and emission generating equipment.	Yes	DOC's largest facilities implement detailed operations and management best practices for energy consuming and emission-generating equipment.	Continue use of Maximo work order system for tracking preventative maintenance at Commerce headquarters and continue leak detection and seasonal maintenance programs for steam, heating, and cooling systems at all DOC facilities.

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 pursue in FY 2016 to achieve 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 2016 priority. If necessary, agencies may add additional strategies into the blank rows provided in column (A) in order to present five priority strategies.

(A) Strategy	(B) Top Five? Yes/No/NA	(C) Strategy Narrative (100 word limit)	(D) Specific targets/metrics to measure success including milestones in next 12 months
(A) Required Strategy under E.O. 13693			
EXAMPLE Develop and deploy employee commuter reduction plan.	Yes	(1) Introduce parking fees; (2) build bike infrastructure by adding lockers and bike racks; (3), offer rideshare incentives to employees; (4) increase webinar usage to reduce local business travel.	(1) Fully implement parking fees by May 2015; (2) Complete bike infrastructure construction by December 2015; (3) Offer rideshare incentives by December 2015; (4) Develop baseline for webinar usage by November 2015. Install desktop webinar and teleconferencing availability on all agency computers by February 2015. Increase webinar usage by 3% relative to baseline by September 2015.
Reduce employee business ground travel.	Yes	Over the last several years DOC has significantly reduced scope 3 greenhouse gas emissions associated with employee business ground travel.	Reduce scope 3 greenhouse gas emissions associated with employee business ground travel as reported in GSA Traveltrax.
Reduce employee business air travel.	Yes	Over the last several years DOC has significantly reduced scope 3 greenhouse gas emissions associated with employee business air travel.	Reduce scope 3 greenhouse gas emissions associated with employee business air travel as reported in GSA Traveltrax.
Develop and deploy employee commuter reduction plan.	No	DOC will continue implementing bureau telework plans which were updated in early FY15.	

(A) Strategy	(B) Top Five? Yes/No/NA	(C) Strategy Narrative (100 word limit)	(D) Specific targets/metrics to measure success including milestones in next 12 months
Use employee commuting survey to identify opportunities and strategies for reducing commuter emissions.	No	NIST is incorporating employee commuting survey data into its master plan for the Boulder campus.	
Increase number of employees eligible for telework and/or the total number of days teleworked.	Yes	DOC implemented a revised Telework Plan, effective October 2014 (excluding USPTO), and all bureaus have implemented their bureau/specific implementation plans in accordance with the DOC Plan. The revised DOC plan provides two levels of telework (i.e. Plan A and Plan B). Employees have the choice to select the level that best suits his/her needs, making telework a more attractive voluntary workplace flexibility.	DOC is in the first months of teleworking under new bureau implementation plans approved per the 2014 DOC Telework Policy. As such, we are just beginning to build a baseline for the metric of “number of days teleworked”. During the next 12 months, we will be viewing the metric on a quarterly basis to evaluate our efforts to increase this number.
Develop and implement bicycle commuter program.	No	DOC has already implemented bicycle commuter programs across its largest facilities and will maintain existing programs in FY16.	
Provide bicycle commuting infrastructure.	Yes	DOC’s largest facilities currently provide bicycle commuting infrastructure, including secure bicycle storage, showers, and locker rooms. DOC headquarters recently opened a renovated and expanded locker room.	Maintain existing bicycle commuting infrastructure.

(A) Strategy	(B) Top Five? Yes/No/NA	(C) Strategy Narrative (100 word limit)	(D) Specific targets/metrics to measure success including milestones in next 12 months
Plan to begin FY 2016: Report scope 3 greenhouse gas emissions for leases over 10,000 E.O. 3(h)(v) rentable square feet per E.O. 13693 section 3(h)(v)	Yes	DOC's fully serviced leases currently do not incorporate requirements for lessor disclosure of carbon emissions or energy consumption data.	Beginning in FY16, DOC will incorporate the requirement for building lessor disclosure of carbon emission or energy consumption data in all new agency lease solicitations over 10,000 rentable square feet.

Goal 2: Sustainable Buildings

Building Energy Conservation, Efficiency, and Management

Section 3(a) of E.O. 13693 states that agencies will promote building energy conservation, efficiency, and management. Section 3(a)(i) requires agencies to reduce building energy intensity by 2.5% annually through the end of FY 2025 (measured in British thermal units per square foot), relative to a FY 2015 baseline and taking into account agency progress to date, except where revised pursuant to section 9(f) of E.O. 13693.

Building Efficiency Performance, and Management

Section 3(h) of E.O. 13693 states that agencies will improve building efficiency, performance, and management.

Section 3(h)(iii) requires that agencies identify, as a part of the planning requirements of section 14 of this order, a percentage of the agency's existing buildings above 5,000 gross square feet intended to be energy, waste, or water net-zero buildings by FY 2025 and implementing actions that will allow those buildings to meet that target.

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

Please input the percentage here 0.36%.

Table 2-1: Goal 2 Strategies – Sustainable Buildings

Instructions: In Table 2-1 below, list ONLY the top five priority strategies that the agency will pursue in FY 2016 to achieve Goal 2. 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 2016 priority. If necessary, agencies may add additional strategies into the blank rows provided in column (A) in order to present five priority strategies.

(A) Strategy	(B) Top Five? Yes/No/NA	(C) Strategy Narrative (100 word limit)	(D) Specific targets/metrics to measure success including milestones in next 12 months
(A) Required Strategy under E.O. 13693			
Use remote building energy performance assessment auditing technology 3(a)(A)	No	Several of DOC's largest facilities are currently using building automation systems and power monitoring systems in conjunction with advanced meters to monitor real-time building energy use. NIST has awarded contracts in FY14 and in FY15 to install additional advanced meters for electricity, steam, natural gas, compressed air, and chilled water. In the next 12 months DOC plans to sign a memorandum of understanding with the U.S. Department of Energy's Federal Energy Management Program for support to include an options assessment and staff training for targeting use of remote building energy performance auditing at DOC's largest facilities.	
Participate in demand management programs 3(a)(B)	Yes	Several of DOC's largest facilities, including our headquarters building, NIST's Gaithersburg campus, and the U.S. Patent and Trademark Office's headquarters all currently participate in demand management programs.	DOC will continue participation in existing demand management programs and identify opportunities for additional facilities to participate in demand management.
Ensure that monthly performance data is entered into the Environmental Protection Agency (EPA) ENERGY STAR Portfolio Manager 3(a)(C)	Yes	In fiscal years 2014 and 2015 DOC significantly expanded the number of facilities entering monthly data into EPA's ENERGY STAR Portfolio Manager.	DOC will audit Portfolio Manager accounts at least monthly to ensure data is up-to-date and matches real property records.
Where feasible: Incorporate Green Button data access system into	No	DOC will incorporate Green Button data access	

(A) Strategy	(B) Top Five? Yes/No/NA	(C) Strategy Narrative (100 word limit)	(D) Specific targets/metrics to measure success including milestones in next 12 months
reporting, data analytics, and automation processes 3(a)(D)		systems into reporting, data analytics, and automation processes wherever feasible opportunities are identified. DOC has not identified any feasible opportunities at this time.	
Implement space utilization and optimization practices and policies 3(a)(E)	Yes	In 2013 the Department published a directive directing new leases and succeeding office space leases where economical reduce space to a level that is matched to its current mission requirements or 170 sf per person. Using this policy, in 2016 it will accept delivery of a warehouse/equipment rehabilitation shop/office that is 30K sf less than what it replaced; and it is also collocating two OU to improve their utilization rates and will reduce it footprint another 131K sf.	<ul style="list-style-type: none"> • In December 2015, the Department will establish a new baseline for its office and warehouse space for measuring progress. • The Department will establish by March 2016, a workstation standard and implementation policy that will further the National Real Property Strategy objectives.
Identify opportunities to transition test-bed technologies to achieve the goals of this section 3(a)(F)	Yes	DOC intends to pursue this strategy through an MOU for support from DOE FEMP.	Sign MOU with DOE for support from DOE FEMP.
Where feasible: Conform to city energy performance benchmarking and reporting requirements 3(a)(G)	Yes	DOC operates facilities in several locations with energy performance benchmarking and reporting requirements, including Seattle, WA and Washington, D.C. DOC strives to comply with all such requirements.	Conform to city energy performance benchmarking and reporting requirements.

(A) Strategy	(B) Top Five? Yes/No/NA	(C) Strategy Narrative (100 word limit)	(D) Specific targets/metrics to measure success including milestones in next 12 months
Begin planning for FY 2020 requirement: Ensure all new construction of Federal buildings greater than 5,000 gross square feet that enters the planning process be designed to achieve energy net-zero and, where feasible, water or waste net-zero by FY 2030 3(h)(i)	No	This requirement will be incorporated into the specifications of future DOC new construction contracts. At this time DOC forecasts very little construction in the next decade, therefore this is not a top priority strategy for DOC.	
In all new agency lease solicitations over 10,000 rentable square feet, include criteria for energy efficiency as a performance specification or source selection evaluation factor 3(h)(iv)	No	DOC will incorporate this requirement into all new lease solicitations over 10,000 RSF beginning in FY16.	
In all new agency lease solicitations over 10,000 rentable square feet, include requirements for building lessor disclosure of carbon emission or energy consumption data for leased portion of building 3(h)(iv)	No	DOC will incorporate this requirement into all new lease solicitations over 10,000 RSF beginning in FY16.	
In planning new facilities or leases, include cost-effective strategies to optimize sustainable space utilization and consideration of existing community transportation planning and infrastructure, including access to public transit 3(h)(vi)	No	DOC currently incorporates these requirements into planning for new facilities and leases and will continue to do so. NIST is incorporating these considerations into its master plan currently under development. GSA handles leasing for many of DOC's facilities and we would expect GSA to include this strategy when it plans for new leases DOC leases.	

(A) Strategy	(B) Top Five? Yes/No/NA	(C) Strategy Narrative (100 word limit)	(D) Specific targets/metrics to measure success including milestones in next 12 months
Ensure that all new construction, major renovation, repair, and alteration of agency buildings includes appropriate design and deployment of fleet charging infrastructure 3(h)(vii)	No	Several of DOC's largest facilities already incorporate electric vehicle charging stations. DOC does not anticipate any upcoming new construction, major renovation, or other facility projects incorporating opportunities for deployment of fleet charging infrastructure. However, DOC will ensure that all relevant future projects evaluate the cost-effectiveness of including fleet charging infrastructure.	
Include climate resilient design and management into the operation, repair, and renovation of existing agency buildings and the design of new buildings 3(h)(viii)	No	Once DOC establishes a Climate Change Working Group we will work through this group to meet this goal.	
(A) Recommended Strategy			
EXAMPLE Deploy CEQ's Implementing Instructions –Sustainable Locations for Federal Facilities.	NA	Agency has no plan to build or lease new facilities in the next two fiscal years.	
Install and monitor energy meters and sub-meters as soon as practicable.	No		
Collect and utilize building and facility energy use data to improve building energy management and performance.	No		
Incorporate green building specifications into all new construction and major renovation projects.	No		
Redesign or lease interior space to reduce energy use by implementing daylighting, space optimization, sensors/control system installation, etc.	No		
Develop and deploy energy and sustainability training for all facility and energy managers.	No		

(A) Strategy	(B) Top Five? Yes/No/NA	(C) Strategy Narrative (100 word limit)	(D) Specific targets/metrics to measure success including milestones in next 12 months
Include in every construction contract all applicable sustainable acquisition requirements for recycled, biobased, energy efficient, and environmentally preferable products.	No		

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

Section 3(a)(ii) of E.O. 13693 states that agencies must improve data center efficiency at agency facilities. Section 3(a)(ii)(C) requires that agencies establish a power usage effectiveness target in the range of 1.2-1.4 for new data centers and less than 1.5 for existing data centers.

Instructions: In Table 2-2 below, list ONLY the top five priority strategies that the agency will pursue in FY 2016 to achieve Goal 2. 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 2016 priority. If necessary, agencies may add additional strategies into the blank rows provided in column (A) in order to present five priority strategies.

(A) Strategy	(B) Top Five? Yes/No/NA	(C) Strategy Narrative (100 word limit)	(D) Specific targets/metrics to measure success including milestones in next 12 months
(A) Required Strategy under E.O. 13693			
Ensure the agency chief information officer promotes data center energy optimization, efficiency, and performance 3(a)(ii)(A)	YES	As the Department continues to consolidate and/or close data centers, they will review the current status of energy meters in data centers that will continue to stay open.	Chart which data centers currently have methods of energy metering. Identify data centers to stay open due to their unique function or locality. Identify underutilized servers and implement virtualization where possible.
Install and monitor advanced energy meters in all data centers by fiscal year 2018 3(a)(ii)(B)	Yes	The Department will review installing and monitoring advanced energy meters at all data centers that will stay open.	Yes

(A) Strategy	(B) Top Five? Yes/No/NA	(C) Strategy Narrative (100 word limit)	(D) Specific targets/metrics to measure success including milestones in next 12 months
(A) Recommended Strategy			
<p>EXAMPLE</p> <p>Improve data center temperature and air-flow management.</p>	Yes	<p>Measure existing data center ventilation rates and adjust rates to maintain adequate temperature and air flow will reducing energy usage.</p>	<p>Complete data center survey by August 2015 and implement revised ventilation procedures as soon as possible depending on scope of adjustment.</p>
<p>Optimize agency Data Centers across total cost of ownership metrics.</p>	Yes	<p>Identify industry best practice examples of data center energy optimization and implement to the centers when feasible.</p>	<p>Review current best practices to find consistency across Commerce data centers</p>
<p>Improve data center temperature and air-flow management.</p>	Yes	<p>Recommend and establish guidance and policies to improve data center temperature and air-flow management protocols</p>	<p>Establish processes for SOPs to implement recommendations</p>
<p>Identify and consolidate obsolete and underutilized agency computer servers into energy efficient data centers.</p>	Yes	<p>Commerce continues to consolidate and close the data centers that can be. Where feasible, servers are being consolidated or virtualized.</p>	<p>Review data center operations for optimizing energy efficiency</p>

Goal 3: Clean & Renewable Energy

Agency Clean Energy Share of Total Electric and Thermal Energy Goal

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

Agency Renewable Energy Share of Total Electricity Consumption Goal

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

Table 3: Goal 3 Strategies – Clean and Renewable Energy

Instructions: In Table 3 below, list ONLY the top five priority strategies that the agency will pursue in FY 2016 to achieve Goal 3. 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 2016 priority. If necessary, agencies may add additional strategies into the blank rows provided in column (A) in order to present five priority strategies.

(A) Strategy	(B) Top Five? Yes/No/NA	(C) Strategy Narrative (100 word limit)	(D) Specific targets/metrics to measure success including milestones in next 12 months
(A) Required Strategy under E.O. 13693			
DoD only: Include in DoD accounting, fulfillment of the requirements of DoD goals under section 2852 of the National Defense Authorization Act of 2007 3(e)(vi)	N/A		
(A) Recommended Strategy			
EXAMPLE Lease land for renewable energy infrastructure.	NA	Agency does not own any land that can be leased.	

(A) Strategy	(B) Top Five? Yes/No/NA	(C) Strategy Narrative (100 word limit)	(D) Specific targets/metrics to measure success including milestones in next 12 months
Install agency-funded renewable on-site and retain corresponding renewable energy certificates (RECs) or obtaining replacement RECs 3(d)(i)	Yes	DOC has extremely limited funding to install on-site renewable energy projects, and these are typically not lifecycle cost-effective at DOC facilities. DOC offers 50% cost-matching funds for small projects on a competitive basis annually through our Green Grants program.	Continue to promote DOC cost-match Green Grants program to leverage funds to finance on-site renewable energy projects.
Contract for the purchase of energy that includes installation of renewable energy on or off-site and retain RECs or replacement RECs for the term of the contract 3(d)(ii)	Yes	DOC promotes the use of performance contracting to install on-site renewable energy.	DOC will award NIST's performance-based energy saving contract with a solar array at the Gaithersburg campus.
Purchase electricity and corresponding RECs or obtaining equal value replacement RECs 3(d)(iii)	Yes	DOC purchases electricity and corresponding RECs for two of our largest facilities, NOAA headquarters in Silver Spring, MD and Commerce headquarters in Washington, D.C. through the GSA areawide electricity contract.	DOC will purchase electricity and corresponding RECs through the GSA areawide electricity contract where available; encourage GSA to incorporate RECs as they renew all electricity contracts for DOC facilities; and meet E.O. 13693's goal to source 10% of DOC's electricity in FY15 from renewable sources.
Purchase RECs per EO 13693(d)(iv)	Yes	Due to limited land and high cost of installing on-site renewable energy, most of our renewable energy needs are met through the purchase of renewable energy credits.	Meet E.O. 13693 goal to source 10% of DOC's electricity in FY15 from renewable sources
Install thermal renewable energy on-site at Federal facilities and retain corresponding renewable attributes or obtain equal value replacement RECs 3(e)(i)	No		

(A) Strategy	(B) Top Five? Yes/No/NA	(C) Strategy Narrative (100 word limit)	(D) Specific targets/metrics to measure success including milestones in next 12 months
Install combined heat and power processes on-site at Federal facilities 3(e)(ii)	Yes	In June 2015 NIST awarded an energy savings performance contract (ESPC) for its Gaithersburg, MD campus which includes a 7.9 MW combined heat and power plant. Once constructed in 2017, this will supply 40% of the campus electrical load and 72% of the steam load as well as reduce NIST's utility bills by \$3.7 million annually.	Break ground on NIST combined heat and power plant.
Identify opportunities to install fuel cell energy systems on-site at Federal facilities 3(e)(iii)	No		
Identify opportunities to utilize energy from small modular nuclear reactor technologies 3(e)(iv)	No		
Identify opportunities to utilize energy from a new project that includes the active capture and storage of carbon dioxide emissions associated with energy generation 3(e)(v)	No		
Implement other alternative energy approaches that advance the policy set forth in section 1 and achieve the goals of section 2 of E.O. 13693 3(e)(vii)	No		
Consider opportunities to install or contract for energy installed on current or formerly contaminated lands, landfills, and mine sites.	No		

Goal 4: Water Use Efficiency & Management

Potable Water Consumption Intensity Reduction Goal

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

ILA Water Consumption Reduction Goal

E.O. 13693 section 3(f)(iii) also requires that agencies reduce their industrial, landscaping and agricultural (ILA) water consumption measured in gallons by 2% annually through FY 2025 relative to a FY 2010 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 pursue in FY 2016 to achieve Goal 4. 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 2016 priority. If necessary, agencies may add additional strategies into the blank rows provided in column (A) in order to present five priority strategies.

(A) Strategy	(B) Top Five? Yes/No/NA	(C) Strategy Narrative (100 word limit)	(D) Specific targets/metrics to measure success including milestones in next 12 months
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(A) Strategy	(B) Top Five? Yes/No/NA	(C) Strategy Narrative (100 word limit)	(D) Specific targets/metrics to measure success including milestones in next 12 months
A) Required Strategy under E.O. 13693			
Install appropriate green infrastructure features to help with storm- and wastewater management (such as rain gardens, rain barrels, green roofs, or impervious pavement) 3(f)(iv)	Yes	Many DOC facilities already incorporate green infrastructure, and our facilities continually strive to improve their green infrastructure. NOAA in particular includes stormwater management in its mission and strives to set an example with its facilities in capturing stormwater. NIST has installed over 25 bio-retention ponds and rain gardens on the Gaithersburg campus. The Census Bureau's Suitland headquarters building also includes several stormwater management features, and the Commerce headquarters building has installed a green roof.	DOC will install sand filters as part of renovation of Commerce headquarters building and install a new bioretention pond on NIST's Gaithersburg, MD campus.
Install and monitor water meters; collect and utilize building and facility water data for conservation and management 3(f)(ii)	Yes	DOC will update its metering plan by November to comply with the Federal Energy Management Program's new guidance. Our new plan will include DOC's first comprehensive water metering plan. The Department's largest water consuming operating units, NOAA and NIST, will finalize their strategic plans to include budget determinations for water metering.	DOC will install water meters at Commerce headquarters building and finalize installation and setup of advanced water meters at the Census Bureau's National Processing Center.

(A) Strategy	(B) Top Five? Yes/No/NA	(C) Strategy Narrative (100 word limit)	(D) Specific targets/metrics to measure success including milestones in next 12 months
(A) Recommended Strategy			
EXAMPLE Install high efficiency technologies (e.g., WaterSense).	No	Agency completed retrofit of bathroom fixtures and landscaping water systems at all agency sites in FY 2013. No new retrofit activities for water reduction are scheduled at agency sites during the next fiscal year.	
Install high efficiency technologies (e.g., WaterSense).	Yes	The Department's Energy and Environmental Management Manual, Chapter 30, Water Conservation, requires Operating Units to reduce water use by 2% annually. Major renovations, repairs, and performance-based contracting project all include water efficient technologies where life- cycle cost-effective.	DOC will complete a retrofit of Census Bureau National Processing Center campus with water efficient fixtures through recently awarded energy savings performance contract; continue installing high efficiency water fixtures as part of ongoing renovation of Commerce headquarters building; begin scheduled installation of low flow fixtures at NIST's Gaithersburg campus. (Construction period is 24 months, therefore this will be completed in FY17); and award an ESPC at NIST Boulder campus, which may include retrofitting existing water fixtures with high efficiency fixtures.
Prepare and implement a water asset management plan to maintain desired level of service at lowest life cycle cost (for best practices from the EPA, go to http://go.usa.gov/KvbF).	No		
Minimize outdoor water use and use alternative water sources as much as possible.	Yes	Most DOC facilities already use minimal outdoor water. DOC encourage its facilities to continue to minimize water use and use alternative water sources where feasible.	Install irrigation-free landscaping around the perimeter of the Commerce headquarters building.
Design and deploy water closed- loop, capture, recharge, and/or reclamation systems.	No		

(A) Strategy	(B) Top Five? Yes/No/NA	(C) Strategy Narrative (100 word limit)	(D) Specific targets/metrics to measure success including milestones in next 12 months
Install advanced meters to measure and monitor (1) potable and (2) industrial, landscaping and agricultural water use.	No		
Develop and implement programs to educate employees about methods to minimize water use.	No		
Assess the interconnections and dependencies of energy and water on agency operations, particularly climate change's effects on water which may impact energy use.	No		
Consistent with State law, maximize use of grey-water and water reuse systems that reduce potable and ILA water consumption.	No		
Consistent with State law, identify opportunities for aquifer storage and recovery to ensure consistent water supply availability.	No		
Ensure that planned energy efficiency improvements consider associated opportunities for water conservation.	Yes	DOC evaluates opportunities for water conservation associated with planned energy efficiency improvements. All five of our recent performance-based energy saving contract procurements have evaluated opportunities for water conservation.	DOC will ensure that all newly initiated performance-based energy saving contracts evaluate the cost-effectiveness of water efficiency improvements.
Where appropriate, identify and implement regional and local drought management and preparedness strategies that reduce agency water consumption including recommendations developed by Regional Federal Executive Boards.	No		

Goal 5: Fleet Management

Agency Progress toward Fleet Per-Mile Greenhouse Gas Emissions Goal

E.O. 13693 section 3(g) states that agencies with a fleet of at least 20 motor vehicles will improve fleet and vehicle efficiency and management. E.O. 13693 section 3(g)(ii) requires agencies to take actions that reduce fleet-wide per-mile greenhouse gas emissions from agency fleet vehicles relative to a new,

FY 2014 baseline and sets new goals for percentage reductions: not less than 4% by the end of FY 2017; not less than 15 % by the end of FY 2020; and not less than 30% by then end of FY 2025.

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

Table 5: Goal 5 Strategies – Fleet Management

Instructions: In Table 5 below, list ONLY the top five priority strategies that the agency will pursue in FY 2016 to achieve Goal 5. 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 2016 priority. If necessary, agencies may add additional strategies into the blank rows provided in column (A) in order to present five priority strategies.

(A) Strategy	(B) Top Five? Yes/No/NA	(C) Strategy Narrative (100 word limit)	(D) Specific targets/metrics to measure success including milestones in next 12 months
(A) Required Strategy under E.O. 13693			
Collect and utilize agency fleet operational data through deployment of vehicle telematics – as soon as is practicable, but not later than two years after date of order 3(g)(iii)	No	DOC will focus on this strategy in FY17. The majority of vehicles in the Department are GSA leased vehicles, for which GSA is responsible for the deployment of telematics. GSA is currently working with vendors to provide agencies with telematics options. If an opportunity is presented through GSA, we will consider upgrading to a top strategy for the Department.	N/A

(A) Strategy	(B) Top Five? Yes/No/NA	(C) Strategy Narrative (100 word limit)	(D) Specific targets/metrics to measure success including milestones in next 12 months
<p>Ensure that agency annual asset-level fleet data is properly and accurately accounted for in a formal Fleet Management System as well as submitted to the Federal Automotive Statistical Tool reporting database, the Federal Motor Vehicle Registration System, and the Fleet Sustainability Dashboard (FLEETDASH) system 3(g)(iv)</p>	<p>Yes</p>	<p>(1) Require Bureau CFOs validation of fleet management plan and budget information;</p> <p>(2) Continue to improve data transferred into FMIS from the vehicle fleet card;</p> <p>(3) Develop Departmental procedure for utilizing missed opportunities data from Fleet Dash.</p>	<p>Monitor data submitted by Bureaus into FAST, then provide Bureau data to Bureau CFOs requesting validation of the information; track differences of data initially submitted with CFO validated information.</p> <p>Process quarterly error reports to monitor fleet card transactions data.</p> <p>Track number of missed opportunities by locale on a monthly basis; educate fleet managers on key problem locations and get the word out to vehicle users in/near that location; continuously monitor Fleet Dash for improvements.</p>
<p>Plan for agency fleet composition such that 20% of passenger vehicle acquisitions are zero emission or plug-in hybrid vehicles by 2020, and 50% by 2025. Vehicles acquired in other vehicle classes count double toward this target 3(g)(v)</p>	<p>No</p>	<p>DOC will comply with EO 13693 but not as a top 5 strategy at this time. DOC is optimizing the fleet to fit our various missions. DOC is working with GSA looking at current technology to improve acquisition choices now. DOC improves acquisitions annually based on vehicle type availability. Ideally, this trend will continue. Although it is not a priority to pursue in FY16, it will be a part of DOC's long term goals.</p>	

(A) Strategy	(B) Top Five? Yes/No/NA	(C) Strategy Narrative (100 word limit)	(D) Specific targets/metrics to measure success including milestones in next 12 months
Plan for appropriate charging or refueling infrastructure for zero emission or plug-in hybrid vehicles and opportunities for ancillary services to support vehicle-to-grid technology 3(g)(vi)	No	DOC headquarters and NIST have charging stations that support ZEV or plug-in hybrids. As required by EO 13693, any major renovation must consider vehicle charging stations for government owned and privately owned vehicles. Although it is not a priority to pursue in FY16, it will be considered in DOC's long-term renovation plan.	N/A
(A) Recommended Strategy			
EXAMPLE Increase utilization of alternative fuel in dual-fuel vehicles.	Yes	(1) Increase utilization of E85 in flex-fuel vehicles; (2) locate dual-fuel vehicles where they have access to alternative fuel; (3) use B20 or greater in diesel vehicles.	(1) Show a 20% increase in E-85 use over FY 2013 by February 2015. (2) Locate 45% of dual fuel vehicles within 5 miles of E-85 station by April 2015. (3) Use 100% B20 or greater in diesel vehicles by January 2015.
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	Conduct a VAM study for FY16 to identify underutilized and oversized vehicles. Locate and replace vehicles to match local fuel infrastructure with dual fuel or LGHG vehicles.	Once the new VAM process is complete, DOC will provide a final report of the VAM study to senior management. VAM progress will then be reported monthly to ensure the Department is reaching its optimal fleet inventory.
Increase utilization of alternative fuel in dual-fuel vehicles.	No		
Use a Fleet Management Information System to track fuel consumption throughout the year for agency-owned, GSA-leased, and commercially-leased vehicles.	Yes	DOC will review quarterly fuel reports from FMIS and GSA FMIS to track fuel consumption of all vehicles.	DOC will continue to review transactions from the fleet card that are not captured in the FMIS by addressing each error individually to correct the error. DOC will also continue to work closely with JP Morgan Chase to seek system improvements to get consistent and complete data.

(A) Strategy	(B) Top Five? Yes/No/NA	(C) Strategy Narrative (100 word limit)	(D) Specific targets/metrics to measure success including milestones in next 12 months
Increase GSA leased vehicles and decrease agency-owned fleet vehicles, when cost effective.	Yes	Replace owned vehicles that have reached or outlived life expectancy with GSA leased vehicles where possible, primarily medium and heavy duty vehicles.	Review all 656 owned vehicle inventory for replacement. Criteria for replacement is over mileage and year standards, cost for upkeep and vehicle technology. GSA and funding will determine how many vehicles can be replaced annually.
Implement vehicle idle mitigation technologies.	N/A	DOC does not have vehicles that idle for long durations.	
Minimize the use of "law enforcement" vehicle exemption and implementing the GSA Bulletin FMR B-33, <i>Motor Vehicle Management, Alternative Fuel Vehicle Guidance for Law Enforcement and Emergency Vehicle Fleets</i> of November 15, 2011.	Yes	In ordering vehicle replacements, DOC will require all law enforcement (LE) vehicles to be dual fuel or LGHG vehicles. If a particular vehicle is required do to mission requirements that's not dual fuel, then a written justification will be required requesting consideration for that vehicle request.	All vehicle order requests will be screened to ensure all vehicle requests include dual fuel OR low greenhouse gas.
Where State vehicle or fleet technology or fueling infrastructure policies are in place, conform with the minimum requirements of those policies.	No		
Reduce miles traveled (e.g., share vehicles, improve routing with telematics, eliminate trips, improve scheduling, use shuttles, etc.).	No		

Goal 6: Sustainable Acquisition

Sustainable Acquisition Goal - Biobased

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

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

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

Please input the number of contracts targeted for FY 2016 here 00 and dollar value here \$00.

Table 6: Goal 6 Strategies – Sustainable Acquisition

Instructions: In Table 6 below, list ONLY the top five priority strategies that the agency will pursue in FY 2016 to achieve Goal 6. 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 2016 priority. If necessary, agencies may add additional strategies into the blank rows provided in column (A) in order to present five priority strategies.

(A) Strategy	(B) Top Five? Yes/No/NA	(C) Strategy Narrative (100 word limit)	(D) Specific targets/metrics to measure success including milestones in next 12 months
(A) Required Strategy under E.O. 13693			
Meet statutory mandates that require purchase preference for recycled content products designated by EPA 3(i)(i)(A)	Yes	DOC has been implementing this strategy based on current FAR policy and will revise the Green Procurement Program in the Commerce Acquisition Manual (CAM) based on anticipated FAR revisions implementing EO 13693.	DOC will update CAM within 6 months of issuance of applicable FAR revisions.

(A) Strategy	(B) Top Five? Yes/No/NA	(C) Strategy Narrative (100 word limit)	(D) Specific targets/metrics to measure success including milestones in next 12 months
Meet statutory mandates that require purchase preference for energy and water efficient products and services, such as ENERGY STAR qualified and FEMP-designated products, identified by EPA and DOE 3(i)(i)(B)	Yes	DOC has been implementing this strategy based on current FAR policy and will revise the Green Procurement Program in the Commerce Acquisition Manual (CAM) based on anticipated FAR revisions implementing EO 13693.	DOC will update CAM within 6 months of issuance of applicable FAR revisions.
Meet statutory mandates that require purchase preference for Biopreferred and biobased designated products designated by the USDA 3(i)(i)(C)	Yes	DOC has been implementing this strategy based on current FAR policy and will revise the Green Procurement Program in the Commerce Acquisition Manual (CAM) based on anticipated FAR revisions implementing EO 13693.	DOC will update CAM within 6 months of issuance of applicable FAR revisions.
Purchase sustainable or products and services identified by EPA programs such as the ones outlined in 3(i)(ii)	No	Please see detailed descriptions provided in the next 6 strategies below.	
Purchase Significant New Alternative Policy (SNAP) chemicals or other alternatives to ozone-depleting substances and high global warming potential hydrofluorocarbons, where feasible 3(i)(ii)(A)	Yes	DOC has been implementing this strategy based on current FAR policy and will revise the Green Procurement Program in the Commerce Acquisition Manual (CAM) based on anticipated FAR revisions implementing EO 13693.	DOC will update CAM within 6 months of issuance of applicable FAR revisions.
Purchase WaterSense certified products and services (water efficient products) 3(i)(ii)(B)	Yes	DOC has been implementing this strategy based on current FAR policy and will revise the Green Procurement Program in the Commerce Acquisition Manual (CAM) based on anticipated FAR revisions implementing EO 13693.	DOC will update CAM within 6 months of issuance of applicable FAR revisions.

(A) Strategy	(B) Top Five? Yes/No/NA	(C) Strategy Narrative (100 word limit)	(D) Specific targets/metrics to measure success including milestones in next 12 months
Purchase Safer Choice labeled products (chemically intensive products that contain safer ingredients) 3(i)(ii)(C)	No	DOC will revise the GPP in the CAM to include this requirement in accordance with any applicable FAR revisions.	
Purchase SmartWay Transport partners and Smartway products (fuel efficient products and services) 3(i)(ii)(D)	No	DOC will revise the GPP in the CAM to include this requirement in accordance with any applicable FAR revisions.	
Purchase environmentally preferable products and services that meet or exceed specifications, standards, or labels recommended by EPA that have been determined to assist agencies in meeting their needs and further advance sustainable procurement goals of this order 3(i)(iii)(A)	Yes	DOC has been implementing this strategy based on current FAR policy and will revise the Green Procurement Program in the Commerce Acquisition Manual (CAM) based on anticipated FAR revisions implementing EO 13693.	DOC will update CAM within 6 months of issuance of applicable FAR revisions.
Meet environmental performance criteria developed or adopted by voluntary consensus standards bodies consistent with section 12(d) of the National Technology Transfer and Advancement Act of 1995 3(i)(iii)(B)	No	DOC will revise the GPP in the CAM to include this requirement in accordance with any applicable FAR revisions.	
Ensure contractors submit timely annual reports of their BioPreferred and biobased purchases 3(i)(iv)(B)	No	OAM will issue reminder to acquisition workforce to ensure their contractors submit required biobased/biopreferred reports to SAM website per applicable FAR Clause.	
Reduce copier and printing paper use and acquiring uncoated printing and writing paper containing at least 30 percent postconsumer recycled content or higher as designated by future instruction under section 4(e) of E.O. 13693 3(i)(v)	No	Current requirements are already in the GPP/CAM. The CAM will be revised in accordance with any future FAR rules.	

(A) Strategy	(B) Top Five? Yes/No/NA	(C) Strategy Narrative (100 word limit)	(D) Specific targets/metrics to measure success including milestones in next 12 months
(A) Recommended Strategy			
<p>EXAMPLE</p> <p>Include biobased and other FAR sustainability clauses in all applicable construction and other relevant service contracts.</p>	Yes	<p>Include FAR requirements for energy efficient, recycled, biobased and other relevant sustainability factors in all new contract actions and conduct quality assurance review after award.</p>	<p>In FY 2015 relative to FY 2013, increase purchases of biobased by 10%; increase energy efficient product purchases by 5%; increased recycled content purchases by 15%.</p>
<p>Update and deploy agency procurement policies and programs to ensure that federally- mandated designated sustainable products are included in all relevant procurements and services.</p>	No		
<p>Deploy corrective actions to address identified barriers to increasing sustainable procurements with special emphasis on biobased purchasing.</p>	No		
<p>Include biobased and other FAR sustainability clauses in all applicable construction and other relevant service contracts.</p>	No		
<p>Review and update agency specifications to include and encourage biobased and other designated green products to enable meeting sustainable acquisition goals.</p>	No		
<p>Use Federal Strategic Sourcing Initiatives, such as Blanket Purchase Agreements (BPAs) for office products and imaging equipment, which include sustainable acquisition requirements.</p>	Yes	<p>OAM will promote the use of Federal Strategic Sourcing Initiatives (FSSI).</p>	<p>OAM will issue guidance encouraging the acquisition community to acquire targeted items via FSSI and internal strategic sourcing initiatives to increase use of sustainable acquisition and to save money. Guidance on office products will lead.</p>
<p>Report on sustainability compliance in contractor performance reviews.</p>	No	<p>OAM will issue guidance to acquisition community to ensure that sustainable compliance is included as part of contractor performance reviews in CPARs.</p>	

(A) Strategy	(B) Top Five? Yes/No/NA	(C) Strategy Narrative (100 word limit)	(D) Specific targets/metrics to measure success including milestones in next 12 months
Ensure that agency purchase-card holder policies direct the exclusive use of the GSA Green Procurement Compilation where desired products are listed in the Compilation.	No		

Goal 7: Pollution Prevention & Waste Reduction

Agency Progress toward Pollution Prevention & Waste Reduction

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

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

Instructions: In Table 7 below, list ONLY the top five priority strategies that the agency will pursue in FY 2016 to achieve Goal 7. 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 2016 priority. If necessary, agencies may add additional strategies into the blank rows provided in column (A) in order to present five priority strategies.

(A) Strategy	(B) Top Five? Yes/No/NA	(C) Strategy Narrative (100 word limit)	(D) Specific targets/metrics to measure success including milestones in next 12 months
(A) Required Strategy under E.O. 13693			
Report in accordance with the requirements of sections 301 through 313 of the Emergency Planning and Community Right-to-Know Act of 1986 (42 U.S.C 11001-11023) 3(j)(i)	Yes	Commerce will maintain its ongoing reporting program. Commerce has met EPCRA reporting requirements for the past 12 years and will continue to meet these requirements.	<ul style="list-style-type: none"> • Submit EPCRA reports by mandated deadlines in 2016. • Include review of facility EPCRA reporting in all scheduled facility environmental compliance assessments.
Reduce or minimize the quantity of toxic and hazardous chemicals acquired, used, or disposed of, particularly where such reduction will assist the agency in pursuing agency greenhouse gas reduction targets established in section 2 of E.O. 13693 3(j)(iv)	Yes	Commerce and its bureaus maintain active chemical inventory systems and continually seek ways to reduce and minimize the acquisition, use, and disposal of hazardous chemicals.	<ul style="list-style-type: none"> • The Census Bureau will review 50% of all material data sheets (MSDS) for chemicals in use by the end of FY 16 and will seek substitutes for all hazardous and toxic materials. • NIST will continue assessing options for eliminating or reducing the use of hazardous chemicals as part of regular hazard reviews conducted for all NIST processes and

(A) Strategy	(B) Top Five? Yes/No/NA	(C) Strategy Narrative (100 word limit)	(D) Specific targets/metrics to measure success including milestones in next 12 months
			procedures
(A) Recommended Strategy			
EXAMPLE Establish a tracking and reporting system for construction and demolition debris elimination.	NA	Agency does not perform any construction or demolition activities.	
Eliminate, reduce, or recover refrigerants and other fugitive emissions.	Yes	The Department has published guidance to all of its Operating Units that requires all facility managers to identify and implement source reduction opportunities, minimize the generation of such pollutants when possible, and develop and implement HazMat elimination or substitution processes through green procurement.	<ul style="list-style-type: none"> Report total fugitive emissions in our January greenhouse gas inventory submission.
Reduce waste generation through elimination, source reduction, and recycling.	Yes	<p>The Department will continue to maximize municipality collection of recyclables; research ways to expand types of recycling (e.g., vendors that specialize, FedBizOps bids for excess, usable materials, etc.); continue paperless office communication; electronic file sharing and double-sided printing; and research ways to strengthen netzero construction/demolition requirements in contracts.</p> <p>The Department will continue to operate a Green Store within HCHB to collect and redistribute unused office supplies and look for expansion opportunities to field activities where feasible.</p>	DOC will continue to track and report waste diversion against the EO 13693 50% target. DOC will also provide guidance to our bureaus to ensure, beginning in fiscal year 2020 and thereafter, that all new construction of Federal buildings greater than 5,000 gross square feet that enters the planning process is designed to achieve waste net-zero where feasible by fiscal year 2030.
Implement integrated pest management and improved	Yes	The Department has published guidance to all	Applicable facilities will review and update their Integrated Pest

(A) Strategy	(B) Top Five? Yes/No/NA	(C) Strategy Narrative (100 word limit)	(D) Specific targets/metrics to measure success including milestones in next 12 months
landscape management practices to reduce and eliminate the use of toxic and hazardous chemicals/materials.		of its Operating Units requiring all facility managers to implement integrated pest management and other appropriate landscape management practices. Our Operating Units maintain active and successful programs to improve landscape and pest management practices.	Management Plans (IPMP) every five years.
Establish a tracking and reporting system for construction and demolition debris elimination.	No	DOC has few ongoing or planned construction projects, and construction and demolition debris accounts for a minimal proportion of our total waste stream.	
Develop/revise Agency Chemicals Inventory Plans and identify and deploy chemical elimination, substitution, and/or management opportunities.	No		
Inventory of current HFC use and purchases.	No	DOC and its operating units will maintain their ongoing HFC inventories.	
Require high-level waiver or contract approval for any agency use of HFCs.	No		
Ensure HFC management training and recycling equipment are available.	No	All appropriate staff currently receive HFC management training and recycling equipment is available at our facilities.	

Goal 8: Energy Performance Contracts

Agency Progress on Energy Performance Contracting

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

Table 8: Goal 8 Strategies – Energy Performance Contracting

Instructions: In Table 8 below, list ONLY the top five priority strategies that the agency will pursue in FY 2016 to achieve Goal 8. 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 2016 priority. If necessary, agencies may add additional strategies into the blank rows provided in column (A) in order to present five priority strategies.

(A) Strategy	(B) Top Five? Yes/No/NA	(C) Strategy Narrative (100 word limit)	(D) Specific targets/metrics to measure success including milestones in next 12 months
(A) Required Strategy under E.O. 13693			
Utilize performance contracting to meet identified energy efficiency and management goals while deploying life-cycle cost effective energy and clean energy technology and water conservation measures 3(k)(i)	Y	NOAA is on track to award its first ESPC in late FY15. NIST is on track to award an ESPC for the Boulder, CO campus, in FY15. A second ESPC contract for the Gaithersburg campus, which may include a solar panel array, is targeted for award in FY16. DOC is also investigating the feasibility of grouped ENABLE ESPCs for renewable energy and energy efficiency at similar National Weather Service sites across the country.	<ul style="list-style-type: none"> • Award NOAA Western Regional Center ESPC • Award NIST Boulder ESPC • Award NIST Gaithersburg solar array ESPC/ESA

(A) Strategy	(B) Top Five? Yes/No/NA	(C) Strategy Narrative (100 word limit)	(D) Specific targets/metrics to measure success including milestones in next 12 months
Fulfill existing agency performance contracting commitments towards the \$4 billion by the end of calendar year 2016 goal established as part of the GPRA Modernization Act of 2010, Climate Change Cross Agency Priority process 3(k)(ii)	Y	DOC has exceeded its \$12 million commitment as of June 2015.	
(A) Recommended Strategy			
EXAMPLE Evaluate all buildings over 50,000 sq. ft. for use with energy performance contracts	No	Agency already performed audits of all large buildings to reveal those with the greatest potential energy and cost savings	
Evaluate 25% of agency's most energy intensive buildings for use with energy performance contracts	N	DOC completed this exercise in 2012-2014 and there have been no changes in our most energy intensive buildings since.	
Prioritize top ten projects which will provide greatest energy savings potential	N		
Cut cycle time of performance contracting process by at least 25%	N		
Assign agency lead to participate in strategic sourcing initiatives	N		
Devote 2% of new commitments to small buildings (<20k sq. ft.)	N		
Identify and commit to include 3-5 onsite renewable energy projects in energy performance contracts	N		
Ensure relevant legal and procurement staff are trained by FEMP ESPC/ UESC course curriculum	Y	All current core performance contracting team members have completed FEMP ESPC/UESC training. DOC OSEEP staff will ensure that as new staff join the team they will also complete the training.	Provide training resources to new project team members as they join the team. Follow up to ensure training was completed.
Provide measurement and verification data for all awarded projects	Y	DOC bureaus will report M&V data for all awarded projects in CTS.	During periodic review of CTS data ensure that data from any recently completed M&V has been uploaded. Provide first year M&V data for Census Bureau ESPC.

(A) Strategy	(B) Top Five? Yes/No/NA	(C) Strategy Narrative (100 word limit)	(D) Specific targets/metrics to measure success including milestones in next 12 months
Enter all reported energy savings data for operational projects into MAX COLLECT (max.gov)	Y	DOC's Office of Sustainable Energy and Environmental Programs will collect this data from bureaus and input it into OMB Max.	DOC will request bureau measurement and verification data monthly and enter all data into OMB Max.

Goal 9: Electronic Stewardship

Agency Progress on Electronic Stewardship

E.O. 13693 section 3(l) requires that agencies promote electronics stewardship and requires ensuring procurement preference for environmentally sustainable electronic products as established in section 3(i);

(ii) establishing and implementing policies to enable power management, duplex printing, and other energy-efficient or environmentally sustainable features on all eligible agency electronic products; and
 (iii) employing environmentally sound practices with respect to the agency's disposition of all agency excess or surplus electronic products.

Table 9: Goal 9 Strategies – Electronic Stewardship

Instructions: In Table 9 below, list ONLY the top five priority strategies that the agency will pursue in FY 2016 to achieve Goal 9. 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 2016 priority. If necessary, agencies may add additional strategies into the blank rows provided in column (A) in order to present five priority strategies.

(A) Strategy	(B) Top Five? Yes/No/NA	(C) Strategy Narrative (100 word limit)	(D) Specific targets/metrics to measure success including milestones in next 12 months
(A) Required Strategy under E.O. 13693			
Establish, measure, and report procurement preference for environmentally sustainable electronic products 3(l)(i)	Yes	DOC has established procurement preference for environmentally sustainable electronic products in accordance with existing requirements.	Continue to report available data against this metric.

(A) Strategy	(B) Top Five? Yes/No/NA	(C) Strategy Narrative (100 word limit)	(D) Specific targets/metrics to measure success including milestones in next 12 months
Establish, measure, and report policies to enable power management, duplex printing, and other energy-efficient or environmentally sustainable features on all eligible agency electronic products 3(1)(ii)	Y	<p>Develop a list of definitions. DOC and its sub-components will need to refer to the definitions listed in the IEEE 1680 Family of Standards for products. Multi-Function Devices (MFDs) (also called multifunction products (MFP) or All-in-One (AIO) devices) perform two or more of the core functions of a printer, scanner, copier, or fax machine. Printers only perform one function – printing.</p> <p>DOC and its sub-components should also include printers that can be configured to perform other functions after purchase in this category, for example adding a duplex tray, or adding scan/fax functions.</p>	<ul style="list-style-type: none"> • Update the Print Management Policy and checklist (date: July 07/17/2011) to include IEEE Standards and responsibilities. • Develop a list of definitions. The definitions will be posted on the DOC Intranet as a DOC resource. • Review DOC’s current printer and MFD inventory for re-purposing efforts (cost-effective analysis and metrics).
Establish, measure, and report sound practices with respect to the agency’s disposition of excess or surplus electronic products 3(1)(iii)	Y	The Department has re-engineered the mandated requirement to screen all excess personal property within 14 days in order to maximize the useful life of the asset. Once a Property Official creates an excess request, the asset will remain in place for 14 days and will be advertised on the Department’s Internal Screening website.	The Department will continue to enhance the screening process by ensuring quality assets are being advertised and further defining Department level roles for the reutilization of excess personal property. The goal is to improve the quality of this process prior to the end of FY15.

(A) Strategy	(B) Top Five? Yes/No/NA	(C) Strategy Narrative (100 word limit)	(D) Specific targets/metrics to measure success including milestones in next 12 months
(A) Recommended Strategy			
<p>EXAMPLE</p> <p>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.</p>	Yes	<p>(1) Revise agency policy requiring power management and duplex printing.</p> <p>(2) Initiate survey and corrective action program for agency printers to ensure all environmentally preferable features, including duplexing, are fully utilized.</p>	<p>(1) Complete policy revision by August 2015.</p> <p>(2) Complete survey of printers by February 2015. Complete resurvey of non-conformant printers by April 2015.</p>
<p>Update and deploy policies to use environmentally sound practices for disposition of all agency excess or surplus electronic products and monitor compliance.</p>	Y	<p>Enhance the Department's internal screening process to capture cost savings/cost avoidance by reutilizing excess personal property prior to making a purchase.</p>	<p>The Department will work within the Office of Financial Management to validate the methodology used to capture cost savings/cost avoidance reports. The goal is to improve the quality of this process prior to the end of FY15.</p>

Goal 10: Climate Change Resilience

Table 10: Goal 10 Strategies – Climate Change Resilience

Instructions: In Table 10 below, list ONLY the top five priority strategies that the agency will pursue in FY 2016 to achieve Goal 10. 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 2016 priority. If necessary, agencies may add additional strategies into the blank rows provided in column (A) in order to present five priority strategies.

(A) Strategy	(B) Top Five? Yes/No/NA	(C) Strategy Narrative (100 word limit)	(D) Specific targets/metrics to measure success including milestones in next 12 months
(A) Required Strategy under E.O. 13693			
Update agency external programs and policies (including grants, loans, technical assistance, etc.) to incentivize planning for, and addressing the impacts of, climate change. (In column C, identify names of agency programs or policies)	Yes	Leveraging the Comprehensive Economic Development Strategy Content Guidelines and its leadership of the Economic Recovery Support Function of the National Disaster Recovery Framework (NDRF), the Economic Development Administration (EDA) will encourage communities and regions to incorporate resiliency (including resiliency to the effects of climate change) into their economic development planning and implementation decisions.	EDA will finalize and disseminate new Comprehensive Economic Development Strategy Content Guidelines in conjunction with the release of new regulations. EDA will also conduct internal trainings to regional offices on these Guidelines.
(A) Recommended Strategy			
EXAMPLE Update agency emergency response procedures and protocols to account for projected climate change, including extreme weather events.	No	Agency already updated emergency response plans in FY 2013 to account for extreme weather events. No new updates are anticipated in FY 2015.	

(A) Strategy	(B) Top Five? Yes/No/NA	(C) Strategy Narrative (100 word limit)	(D) Specific targets/metrics to measure success including milestones in next 12 months
Update agency emergency response procedures and protocols to account for projected climate change, including extreme weather events.	Yes	The Department’s Continuity of Operations Plan (COOP) is updated annually and every Operating Unit within the Department is required to participate in COOP exercises and update their COOP.	Successful participation in the annual government-wide COOP event or any other COOP events.
Ensure workforce protocols and policies reflect projected human health and safety impacts of climate change.	No		
Update agency external programs and policies (including grants, loans, technical assistance, etc.) to incentivize planning for, and addressing the impacts of, climate change.	Yes	See “required strategies” above	
Ensure agency principals demonstrate commitment to adaptation efforts through internal communications and policies.	Yes	The Office of Policy and Strategic Planning is currently developing a resilience strategy for the Secretary’s engagement.	Strategy to be outlined within FY 16.
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		
Ensure that agency climate adaptation and resilience policies and programs reflect best available current climate change science, updated as necessary.	No		
Design and construct new or modify/manage existing agency facilities and/or infrastructure to account for the potential impacts of projected climate change.	Yes	The Department will incorporate the criteria GSA develops for “assessing the criticality of facilities to mission and thereby assess vulnerability to climate changes risks over time” into its vulnerability screening analyses.	The Department will provide GSA with a list of GSA real property assignments with more than five (5) years remaining on the lease term and in facilities owned by GSA where Commerce occupies space.

(A) Strategy	(B) Top Five? Yes/No/NA	(C) Strategy Narrative (100 word limit)	(D) Specific targets/metrics to measure success including milestones in next 12 months
Incorporate climate preparedness and resilience into planning and implementation guidelines for agency-implemented projects.	No	DOC has previously implemented this strategy.	
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	NOAA will continue to coordinate climate and related ecological research and services partnerships within the Department and with our partners to better understand how climate variability and change will affect communities, cultural resources, and ecological processes.	NOAA will continue to produce regional climate outlooks (products that describe recent and present conditions, impacts and projected climate events) on a quarterly basis for the Alaska, Pacific, Western, Southern Central, and Northeast regions.

Appendices

Instructions:

Agencies should as an appendix to this plan attach the Agency 2015 Vehicle Allocation Methodology results and 2015 Fleet Management Plan. The seven agencies that meet the requirement established in section 15(b) of E.O. 13693 shall provide as an appendix to this plan, a brief summary of actions planned to respond to the requirements of that section.

All agencies should provide a preliminary plan to address the climate preparedness and resilience requirements of section 13(a) and (b) of E.O. 13693 including any planned actions, identification of offices within the agency responsible for plan preparation, and any milestones for the plan. Agencies may, as appropriate, attach updated Climate Adaptation Plans if they have prepared any revisions since 2014.

In the Sustainability Plan guidance for 2016 agencies will be asked to include several plans and revised targets as established in E.O. 13693 and in the Implementing Instruction issued to support the E.O.

2015 Strategic Sustainability Performance Plan Appendix 1

DOC Preliminary Plan to Address the Climate Preparedness and Resilience Requirements of E.O. 13693, *Planning for Federal Sustainability in the Next Decade*

The President's 2015 Executive Order, E.O. 13693, *Planning for Federal Sustainability in the Next Decade*, addresses climate change within a larger scope of federal sustainability efforts, building upon and further strengthening previous E.O.s that specifically address climate change (E.O.s 13677, *Climate Resilient International Development* (2014), E.O. 13653, *Preparing the United States for the Impact of Climate Change* (2013), and E.O. 13547, *Stewardship of the Ocean, Our Coasts, and the Great Lakes* (2010)) and the 2013 President's Climate Action Plan (PCAP).

E.O. 13653 requires agencies to share information, engage in partnerships, support risk-informed decision-making tools, incorporate adaptive learning, and begin planning for climate preparedness through land and water management. E.O. 13653 also required agencies to submit Adaptation Plans to the Council on Environmental Quality (CEQ) in 2014.

The new E.O. 13693 requires federal agencies to be both prepared and resilient in the face of climate change and the challenges it will bring. This order requires agencies to plan for the impacts of climate change by projecting impacts on mission-critical water, energy, communications, and transportation. Agencies must consider these projections when conducting operational preparedness planning at major agency facilities and operations. E.O. 13693 also requires agencies to consider climate change-related costs and risks when making long-term planning decisions.

DOC's Climate Change Adaptation Strategy, last updated in 2014, identifies the Department of Commerce (DOC)'s key climate change vulnerabilities, planned mitigation actions, milestones, and organizations responsible for implementation. DOC will continue to assess its mission-critical demands at major facilities for transportation and communication, as well as its water and energy needs, and determine what risks could be associated with the loss or alteration of each. DOC will update its Climate Change Adaptation Strategy as needed to reflect the new requirements of E.O. 13693. At a minimum, in accordance with E.O. 13653, DOC will update its Climate Change Adaptation Strategy after the release of each quadrennial National Climate Assessment report.

DOC will establish a Climate Change Working Group to guide DOC's climate change adaptation planning. The DOC Climate Change Working Group will identify other offices with a role in updating the Department's Climate Adaptation Plan by the end of 2015.

Strategic Sustainability Performance Plan Appendix 2

FY 2015 FLEET MANAGEMENT PLAN AND BUDGET NARRATIVE

Developing a Fleet Management Plan is critical to an agency in defining and describing how the motor vehicle fleet serves their mission needs. A Fleet Management Plan maps out over a number of years, a systematic approach to vehicle acquisition, use, maintenance, refueling, and replacement. This plan anticipates changes in the mission, which may result in vehicle demands. The plan must establish a strategy for achieving 100 percent compliance with mandates to acquire alternative fueled vehicles, utilize alternative fuels including bio-based fuels, acquire low greenhouse gas vehicles, and reduce petroleum usage. The plan must also define how vehicle selection is determined to advance sustainable acquisition, achieve maximum fuel efficiency, and limit motor vehicle body size, engine size, and optional equipment to what is essential to meet the agency's mission. The plan should guide the programming of funds necessary to continue fleet operations.

This document provides the template for Executive Branch agencies to prepare and update Fleet Management Plans, to obtain an optimal fleet inventory, and document the steps taken to operate those fleets most effectively and efficiently. Agency adherence to this guidance will ensure compliance with the May 24, 2011, Presidential Memorandum requirements to develop a Fleet Management Plan in order to achieve optimal inventory targets, and incorporate it into the agency Annual Strategic Sustainability Performance Plan. It will also satisfy the instructions in OMB Circular A-11 entitled "Fleet Data Reporting in FAST" for a narrative section to explain and support inventory and cost data.

Instructions: Address each of the 12 areas listed below clearly and completely. Take as much space as needed. Please view this as your opportunity to tell your agency's story, to profile your agency's fleet operations, to explain its unique challenges, and to present its successes and failures. Read the introductory material carefully and address all of the questions. If something does not apply to your agency, say so; if the question misses something important that sheds light on your agency's fleet, add it. Be aware that not everyone reading your document may be a fleet expert so communicate clearly as if writing for the layman. You may leave the questions in place, or delete them once you have addressed each of the 12 areas.

**FY 2015 FLEET MANAGEMENT PLAN AND BUDGET NARRATIVE
FOR
Department of Commerce**

(A) Introduction that describes the agency mission, organization, and overview of the role of the fleet in serving agency missions.

- (1) Briefly, what is the agency's primary/core mission and how is the fleet configured to support it?
- (2) Please describe the organizational structure and geographic dispersion of your fleet.
- (3) What are the ancillary missions, such as administrative functions, and how are they supported?
- (4) How are vehicles primarily used, and how do mission requirements translate into the need for particular vehicle quantities and types?

The mission of the U.S. Department of Commerce (DOC) is to create the conditions for economic growth and opportunity. The Department works with businesses, universities, communities, and our Nation's workers to promote job creation, economic growth, sustainable development, and improved standards of living for Americans.

Specific missions of the Bureaus who are assigned vehicles are captured below:

Office of the Secretary's (OS) fleet includes vehicles that support the Secretary of Commerce, the Deputy Secretary of Commerce, the Office of Security (OSY), the Office of the Inspector General (OIG), the Office of Human Resources Management (OHRM), Commerce Solution Center (CSC), and the Office of Facilities and Environmental Quality (OFEQ). The OS fleet is comprised of General Services Administration (GSA)-leased and commercially leased vehicles. OS also has one Agency-owned vehicle. The majority of the OS fleet is located within the Washington Metropolitan area. There are three main uses for OS vehicles: (1) security/protection support for the Secretary, (2) law enforcement purposes, and (3) administrative use.

Bureau of Industry and Security's (BIS) mission is to advance U.S. national security, foreign policy, and economic objectives by ensuring an effective export control and treaty compliance system and promoting continued U.S. strategic technology leadership. The Office of Export Enforcement's (OEE) fleet is configured to allow Special Agents the ability to conduct criminal and administrative investigations throughout the United States. The BIS fleet is comprised of GSA-leased vehicles. These vehicles operate throughout the United States and are used for law enforcement and for day-to-day administrative functions to support the BIS mission.

Census Bureau's (Census) mission is to serve as the leading source for quality data about the nation's people and economy. Census honors privacy, protects confidentiality, shares expertise globally, and conducts its work openly. They are guided in this mission by scientific objectivity, a strong and capable workforce, devotion to research-based innovation, and an abiding commitment to its customers. Census Headquarters is located in Suitland, Maryland, where

many of its vehicles are used for administrative purposes. Census maintains warehouse operations on a campus in Jeffersonville, Indiana, where they have a variety of vehicles, including mid-size sedans, sport utility vehicles (SUVs), and pick-up trucks. The majority of the Census fleet is comprised of GSA-leased vehicles from compact sedans to heavy-duty vehicles used to carry personnel and equipment to support the Bureau's mission throughout the United States and U.S. territories.

International Trade Administration's (ITA) mission is focused on building 21st Century trade promotion, investment, and manufacturing. ITA improves the global business environment and helps U.S. companies compete abroad. ITA strengthens global competitiveness of U.S. industry, promotes trade and investment, and ensures fair trade through rigorous enforcement of our trade laws and agreements. ITA creates opportunities for U.S. businesses by promoting international trade and foreign direct investment by fostering a level playing field. ITA has one domestic GSA-leased vehicle. The majority of ITA's fleet is overseas. The overseas vehicles consist of Agency-owned compact sedans, pick-up trucks, SUVs, and minivans to support day-to-day administrative functions, and armored vehicles (Level III & Level IV) for official business related to the transportation of commercial officers and locally employed staff, in locations determined to warrant the use of armored vehicles.

National Institute of Standards and Technology's (NIST) mission is to promote U.S. innovation and industrial competitiveness by advancing measurement science, standards, and technology in ways that enhance economic security and improve quality of life. The NIST fleet is comprised of GSA-leased and Agency-owned vehicles that provide administrative support to scientific and administrative personnel. NIST has its main campus in Gaithersburg, Maryland, where the majority of vehicles are located. Additionally, NIST has vehicles located in Boulder, Colorado. NIST's fleet inventory varies from sedans, pickup trucks, vans, and SUVs.

National Oceanic and Atmospheric Administration's (NOAA) mission is to keep citizens informed of the changing environment around them from the surface of the sun, to the depths of the ocean floor, thereby protecting life and property and conserving and protecting natural resources. From daily weather forecasts, severe storm warnings and climate monitoring, to fisheries management, coastal restoration and supporting marine commerce, NOAA's products and services support economic vitality and affect more than one-third of America's gross domestic product. The NOAA fleet is comprised of GSA-leased and Agency-owned vehicles. NOAA uses its fleet in a variety of different ways due to the wide scope of the Line/Staff Office (LO/SO) missions that comprise the Bureau. Various types of vehicles from compact sedans are used in day-to-day administrative functions and heavy-duty vehicles are used to carry personnel, equipment, and towing trailers for hauling boats and equipment to support each LO/SO's mission. NOAA vehicles operate in all 50 states and U.S. territories.

National Telecommunications and Information Administration (NTIA) is principally responsible by law for advising the President on telecommunications and information policy issues. NTIA's programs and policymaking focuses mostly on expanding broadband Internet access and adoption in America, expanding the use of spectrum by all users, and ensuring that the Internet remains an engine for continued innovation and economic growth. All of NTIA vehicles have

been selected, and some customized, to meet specific mission and work-related needs. The scientific measurement vehicles range in size and functionality, which is imperative for field research because measurements are conducted across a wide range of locations under very different environmental conditions. The NTIA fleet is comprised of GSA-leased vehicles. All NTIA vehicles are located in Boulder, CO.

National Technical Information Service's (NTIS) mission is to collect and preserve scientific, technical, engineering, and other business-related information from Federal and international sources, which is disseminated to the American business and industrial research community. NTIS also provides information management services for other federal agencies to assist those agencies in accomplishing the information needs of their constituents. The primary purpose of the NTIS fleet is to support the NTIS staff in providing and supporting project management and customer service to the public and our federal agency customers. All NTIS vehicles are located at their headquarters in Alexandria, VA; these vehicles are all sedans and small SUVs leased from GSA.

U.S. Patent and Trademark Office's (PTO) mission is to grant U.S. patents and register trademarks. In doing this, PTO fulfills the mandate of Article I, Section 8, Clause 8, of the Constitution that the legislative branch "promote the progress of science and the useful arts by securing for limited times to inventors the exclusive right to their respective discoveries." PTO registers trademarks based on the commerce clause of the Constitution (Article I, Section 8, Clause 3). Under this system of protection, American industry has flourished. PTO vehicles are primarily used to support the local transportation needs of the agency's Under Secretary, Deputy Under Secretary, and senior level leaders to and from Washington, DC Metropolitan area locations to conduct official business. The PTO fleet is made up of commercial and GSA leased sedans and SUVs.

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

- (1) What are the factors and considerations used for assigning vehicles?
- (2) Are vehicles assigned to individuals, offices, and job classifications?
- (3) What alternatives are considered to meet mission requirements before adding a vehicle or vehicles to the fleet?
- (4) How are home-to-work vehicles justified, assigned, and what steps are taken to limit HTW use?

The main criteria for determining vehicle needs is based entirely on the agency's need to accomplish its missions. In some cases, such as for law enforcement purposes in BIS, NOAA, and OIG, an individual in an office with a specific task could be assigned a vehicle. In other instances, vehicles are not assigned to a person but are used for administrative purposes (e.g., meeting attendance or site visits). The ITA overseas vehicle fleet follows all applicable laws, regulations, and Foreign Affairs Manual (14 FAM 430 Managing Official Vehicles at Post Abroad). These vehicles are utilized for official use only and must be directly related to the

conduct of U.S. Government business. However, "other authorized use" may be approved only in rare circumstances, specifically when public transportation is unsafe or not available.

Requests for additional vehicles require justification and pre-approval at the Department level. When requesting additional vehicles, Bureaus are required to look internally and determine if there is another suitable vehicle available to support their mission. Additionally, the Departmental Fleet Manager is continuously communicating with Bureau fleet managers to ensure additional vehicles are not being pursued if there are vehicles available elsewhere in the Department.

Home-To-Work (HTW) vehicles are accountable as directed by Section 1344 of Title 31 of U.S.C. HTW has been authorized by the Secretary of the Department of Commerce for OIG and BIS, and NOAA is pending approval for law enforcement purposes only.

(C) Vehicle Allocation Methodology (VAM) target development and explanation for reported fleet size and cost changes or not meeting agency VAM targets.

(1) Provide information on the methods used to produce your agency's VAM targets.

(Recommendation #2 from GAO report: GAO-13-659. See FMR Bulletin B-30 for guidance on conducting a VAM study and developing VAM targets)

(a) From your most recent VAM study, what was the specific utilization criteria used to determine whether to retain or dispose of a vehicle? Provide the miles, hours, vehicle age, or other means used to make this determination. If a different criterion was used in different bureaus or program areas, provide the criteria for each.

(b) From your most recent VAM study, what were the questions used to conduct the VAM survey? If different questions were used in different bureaus or program areas, provide the questions for each.

(2) Provide an explanation for any measurable change in fleet size and/or cost or if you are not meeting your annual VAM targets. What are the plans to correct any deficiencies, and indicate factors that hinder attainment of your annual VAM targets (e.g., budgetary, other resource issues, mission changes, etc.)?

Our VAM survey consisted of the following standard questions that were asked of all Bureaus:

- a. What are the main challenges you face in managing your vehicles?
- b. Describe the current types of vehicles that you have and their mission.
- c. Describe how your current vehicles relate to your needs. *(In other words, do you have what you need, or more/less?)*
- d. If you could change two things in the vehicles that you currently have, what would those two things be?
- e. Are all the vehicles you have mission-critical? Describe how your vehicles support the mission of your organization.
- f. Do you oversee vehicles that get used less than 1,000 miles per year?
- g. Do you have special-use vehicles?

- h. Do you have a preference for GSA / commercial leased / agency owned vehicles?
How do you use these options today?
- i. Do you think there may be alternative ways to accomplish the vehicle's mission
(e.g. short-term rentals, etc.)?

All Bureaus within the Department have decreased the size of some vehicles or downsized the number of vehicles agreed upon when establishing the Department's VAM goals. The Department reviews all vehicle justifications from the Bureaus, vehicle utilization data (e.g., average number of miles driven quarterly), vehicle age, and fuel efficiency. As new programs or additional mission requirements are developed or eliminated throughout the Department, vehicles are requested and justified, realigned to other areas of the Department, or eliminated. Agency-owned vehicles are currently being replaced with GSA-leased vehicles to the maximum extent possible. All Departmental law enforcement vehicles are included in the Department's VAM.

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

- (1) How and why have the size, composition, and cost of your agency's fleet changed, and how are they projected to change in the future?
- (2) Does the agency ever acquire vehicles from other than the most cost-effective source and, if so, explain why?
- (3) Discuss any trends toward larger, less fuel-efficient vehicles and the justifications for such moves.
- (4) Discuss the basis used for your reported future cost projections (published inflation estimates, historical trends, flat across-the-board percentage increases, mission changes, etc.)

The Department maintains its commitment to control its fleet size and continues to look for strategic ways to eliminate or downsize vehicles while still supporting the agency's missions. A good example is in Fiscal year (FY) 2015, according to the pre-budget estimates, NIST could potentially downsize its GSA least fleet by nine vehicles. The Department's fleet is more cost-efficient today than it has been in years past and is setting the standards for future improvements. These improvements include:

- Improving our Fleet Management Information System (FMIS);
- Researching new technology to cut long-term costs; and
- Providing hands-on training on federal fleet operations to Bureau Fleet Managers.

To the maximum extent possible, the Department encourages all of its Bureaus to acquire vehicles from GSA since this is the most cost-effective source for vehicles. DOC does have vehicles that are specialty vehicles that cannot be acquired through GSA. NOAA, NTIA and NIST require certain vehicles to pull or carry special equipment used for scientific experiments. These vehicles are also explicitly used to support mission requirements. In some cases, dependent on the mission, DOC may require larger and less fuel-efficient vehicles for the aforementioned operations. Where possible, DOC is replacing Agency-owned or commercially-leased vehicles with GSA-leased vehicles if the type of vehicle is available through GSA.

ITA's overseas fleet consists of Agency-owned vehicles. The size and the composition of the overseas fleet vary on factors such as security, safety, and availability of vehicle parts. DOC, along with ITA fleet personnel are working to ensure ITA can meet mission requirements with the correct vehicle at each overseas post.

The DOC fleet team generally uses a 3% flat increase for inflation estimates to determine vehicle costs.

(E) Explanation of how law enforcement vehicles are categorized within the agency (See FMR Bulletin B-33).

(1) Does your agency use the law enforcement (LE) vehicle classification system described in GSA Bulletin FMR B-33?

(2) Does your agency exempt only Level 1 LE vehicles from Energy Policy Act and VAM reporting?

(3) If your agency does not use the LE vehicle classification system, explain how LE vehicles are categorized and which are exempted from Energy Policy Act and VAM requirements.

DOC utilizes the LE vehicle classification system that is described in GSA Bulletin FMR B-33. The Department has a limited number of Level 1 vehicles, which are used for compound security forces at NIST, OSY protection detail and National Marine Fisheries Service at NOAA. Level 2 LE vehicles are the primary classification for vehicles assigned to BIS and OIG. All LE vehicles are covered under the Energy Policy Act and Department VAM reporting. The Department is downsizing and eliminating LE vehicles where possible and is using alternative fueled vehicles (AFV) and hybrid vehicles, if available.

(F) Justification for restricted vehicles.

(1) If your agency uses larger than class III (midsize) vehicles, is the justification for each one documented?

(2) Are executive fleet vehicles posted on your agency's website as required by the Presidential Memorandum of May 2011?

(3) If your agency reports limousines in its inventory, do they comply with the definition in GSA Bulletin FMR B-29?

(4) For armored vehicles, do you use the ballistic resistance classification system of National Institute of Justice (NIJ) Standard 0108.01, and restrict armor to the defined types?

(5) Are armored vehicles authorized by appropriation?

All vehicles larger than midsize sedans or intermediate SUVs have been identified and, if they are not mission essential, are being eliminated. All new vehicle requests are required to have a "Functional Needs" worksheet or justification completed prior to acquisition. Vehicles that are currently in the inventory are being reviewed to confirm a valid justification is on file. As required by the Presidential Memorandum-Federal Fleet Performance, dated May 24, 2011, all DOC executive fleet vehicles are posted on the Department's website. The Department does not have any limousines in its inventory.

ITA's overseas fleet does include armored vehicles. All ITA vehicles meet the Department of State Diplomatic Security standards outlined within 12 FAM 380 Armored Vehicle Program. The Department of State is the lead on procuring, maintaining, and disposing of armored vehicles. ITA's previous armored vehicle procurements were authorized under appropriations related to safety and security of our personnel located overseas. ITA is moving towards utilizing the armored vehicle motor pool fleets at the Embassy and does not plan on future procurements unless authorized by Congress.

(G) Description of vehicle replacement strategy and results.

- (1) Describe the schedule the agency will follow to achieve its optimal fleet inventory, including plans for acquiring all light duty Alternative Fueled Vehicles (AFVs) by December 31, 2015.
- (2) Describe agency plans and schedules for locating AFVs in proximity to AFV fueling stations.
- (3) What is the agency's approach in areas where alternative fuels are not available?
- (4) Are AFVs that are not dependent on infrastructure, such as electric vehicles and qualifying low greenhouse gas (LGHG) vehicles, being placed in such areas?
- (5) Describe the agency's vehicle sourcing decision(s) for purchasing/owning vehicles compared with leasing vehicles through GSA Fleet or commercially. When comparing cost of owned vehicles to leased vehicles, compare all direct and indirect costs projected for the lifecycle of owned vehicles to the total lease costs over an identical lifecycle. Include a rationale for acquiring vehicles from other than the most cost-effective source.

GSA is our primary source of acquiring vehicles and DOC will continue to acquire light duty vehicles and low greenhouse vehicles in accordance with Presidential Memorandum-Federal Fleet Performance, dated May 24, 2011. DOC has replaced every light duty vehicle that has met the replacement standards with either low greenhouse gas (LGHG) or AFV vehicles, as available. In FY 2015, DOC will continue to identify/replace vehicles both light duty and medium duty that can be replaced, with either low greenhouse gas (LGHG) or AFV. All Agency-owned vehicles that qualify for replacement with GSA-leased AFVs will be replaced as soon as possible. The Department's GSA vehicles are replaced on a lifecycle schedule determined by GSA. Each fiscal year GSA identifies vehicles that are planned, projected and forecasted for replacement. These values are reflected in DOC A-11 annual budget estimates in March and updated before final submission in August.

The Department headquarters has participated in the GSA Plug-in Hybrid Electric Vehicle (PHEV) pilot program since FY 2013 and acquired three additional PHEVs for NIST, Census, and NOAA in FY 2014. PTO replaced a large executive sedan with a PHEV, which is not a part of the pilot, but is an initiative to have at least one PHEV in each Bureau. DOC is currently looking at other private stations to partner with in the DC Metropolitan Area. In areas where there is no AF available, 701 waivers are requested for AFVs utilized in that area. In FY 2014 and FY 2015, the Department replaced light duty passenger vehicles with LGHG vehicles in areas that do not have E-85 fuel and that met mission needs.

Regarding vehicle sourcing decisions, the Department is continuously looking to accomplish our fleet goals by the most cost-effective means. We continuously educate fleet managers on

current policies and procedures across the Department to ensure they can provide correct procedures and information to their customers. GSA, as mentioned before, is our primary source of acquiring vehicles. Commercially leasing or purchasing vehicles is typically done when specific vehicle requirements cannot be met by GSA or when GSA does not lease a specific type of vehicle (special use vehicles).

(H) Description of the agency-wide Vehicle Management Information System (See FMR 102-34.340)

(1) Is there a vehicle management information system (MIS) at the Department or Agency level that:

(a) Identifies and collects accurate inventory, cost, and use data that covers the complete lifecycle of each motor vehicle (acquisition, operation, maintenance, and disposal); and

(b) Provides the information necessary to satisfy both internal and external reporting requirements, including:

- Cost per mile;
- Fuel costs for each motor vehicle; and
- Data required for FAST reporting (see FMR 102-34.355.)

(2) If the agency does not have such a system, what is being used to capture vehicle information, or is there no MIS at all?

(3) If there is no MIS, what obstacles are preventing implementation and compliance with §102-34.340, "Do we need a fleet management information system?"

The Department implemented the FMIS in January 2013. The system is a dedicated fleet module (Fleet Solution) within the Department's Personal Property Management System; it serves as the system of record for all fleet data.

The FMIS is a comprehensive system that interfaces with GSA Reports Carryout to track DOC's GSA-leased fleet. The system also interfaces with JP Morgan Chase fleet card to track all transactions for the Agency-owned and commercially-leased vehicles.

The FMIS also includes a maintenance module to capture maintenance transactions capable of creating trip tickets for pooled vehicles and includes an analytics data warehouse for ad-hoc reporting.

The system will track and process Federal Automotive Statistical Tool (FAST) data to include OMB-Circular A-11 Fleet Data. The system will give a current snapshot of the DOC fleet on demand.

(I) Plans to increase the use of vehicle sharing.

- (1) Describe efforts to share vehicles internally or with other Federal activities.
- (2) Describe pooling, car sharing, and shuttle bus consolidation initiatives.
- (3) Describe efforts to reduce vehicles assigned to a single person.

Currently, the Department has motor pool vehicles that are shared among Bureaus for official business and the Department sees this continuing in the future. Listed below are current vehicle sharing practices of three major DOC bureaus:

- NIST uses shuttle buses to transport employees to and from the commuter train and metro bus station in the Washington, DC Metropolitan area.
- Census has van service, bus service, and driving service to assist the Department and other agencies to keep the number of vehicles for the Department at a minimum. Census also provides u-drive vehicles for employees to use when required to perform official duties offsite in the local area, such as site visits, meetings, and training. Census is located near a Metrorail Station and is completing a utilization analysis to determine if the van shuttle should be discontinued.

Vehicles are not generally assigned to individuals but rather to offices.

(J) Impediments to optimal fleet management.

- (1) What obstacles does the agency face in optimizing its fleet?
- (2) In what ways is it hard to make the fleet what it should be, operating at maximum efficiency?
- (3) If additional resources are needed, have they been documented and requested?
- (4) Do you feel hampered by specific laws, Executive Orders, GSA's government-wide regulations or internal agency regulations, budget issues, or organizational obstacles? What exactly are they and how do they constrain you? Be specific and include examples. If you have a solution, describe it and indicate whether we can share the solution with other agencies as a potential best practice.

Interaction with civilian agencies in fleet technology is limited, especially in diesel fuel technology and telematics. Affordable medium and heavy duty B20 diesel vehicles and telematics could help in vehicle lifecycle analysis for long-term vehicle planning.

The Federal Government does not have a formal Vehicle Fleet Manager Certification Program. If dedicated bureau fleet managers had more formal training, the more effective they would become in managing the Department's fleet program.

Budget constraints could impair our ability to reach some goals, i.e. telematics

Fleet responsibilities at the Bureau level are considered a "collateral duty" and fleet sustainability goals often have low priority at the Bureau level

Some consideration should be given to increasing the infrastructure to support AFVs; there are not enough AF locations to offset the cost of leasing or owning AFVs.

(K) Anomalies and possible errors.

- (1) Explain any real or apparent problems with agency data reported FAST.

(2) Discuss any data fields highlighted by FAST as possible errors that you chose to override rather than correct. Examples would be extremely high annual operating costs or an abnormal change in inventory that FAST considers outside the normal range, or erroneous data in prior years causing an apparent discrepancy in the current year.

(3) Any flagged, highlighted, or unusual-appearing data within FAST should be explained.

The Department's FAST data was problematic for many years due to inexperienced fleet personnel and the absence of a dedicated Fleet Manager within DOC. Over the past three years, substantial improvements have been made. These improvements include new policies, standard operating procedures, credit card program enhancements, and fleet training conducted with Bureau Fleet Managers. Even though we have data from years past, we believe the Department's data is improving each year.

(L) Summary and contact information.

Who should be contacted with questions about the agency fleet? Provide the name and contact information for the agency headquarters fleet manager and the budget office reviewing official. Indicate whether the budget officer participated in the VAM and A-11 processes.

Darrell Stewart, Agency Fleet Manager, Personal Property and Transportation Division, 202-482-3379

Andre Jessup, Chief, Personal Property and Transportation Division, 202-482-4784

Marilyn Stoli, Deputy Director, Office of Administrative Programs (OAP), Office of Financial Management (OFM), 202-482-4433

VAM/FAST Inventory Year-to-Year Comparison

Department of Commerce

This report compares the most recent VAM Summary provided by your agency against the actual inventory (for years available) and planned inventory numbers reported by your agency during the annual FAST data call. It is expected that these two data sets will follow each other over the life of the VAM as your agency works toward an optimal fleet. Significant differences between the two (greater than 20%) will be highlighted in yellow and should be addressed in your Fleet Management Plan and Budget Summary document to be submitted to GSA/OMB each year.

	VAM Summary						FAST Data Summary					
	Sedan	Other Passenger	Truck	Other	Total	% Mix	Sedan	Other Passenger	Truck	Other	Total	% Mix
VAM 2011 Baseline Fleet						2011 Actual Inventory						
Conventional Fuel Vehicles	63	301	527	6	897	45%	155	560	583	8	1,306	60%
Alternative Fuel Vehicles	213	477	399	0	1,089	55%	159	490	205	0	854	40%
Exempted Vehicles	0	0	0	0	0							
Total	276	778	926	6	1,986		314	1,050	788	8	2,160	
% Mix	14%	39%	47%	0%			15%	49%	36%	0%		
VAM 2012 Plan						2012 Actual Inventory						
Conventional Fuel Vehicles	59	286	506	6	857	44%	99	338	476	8	921	45%
Alternative Fuel Vehicles	215	472	390	0	1,077	56%	199	681	265	0	1,145	55%
Total	274	758	896	6	1,934		298	1,019	741	8	2,066	
% Mix	14%	39%	46%	0%			14%	49%	36%	0%		
VAM 2013 Plan						2013 Actual Inventory						
Conventional Fuel Vehicles	30	286	506	6	828	43%	136	289	423	6	854	48%
Alternative Fuel Vehicles	242	474	388	0	1,104	57%	135	511	282	0	928	52%
Total	272	760	894	6	1,932		271	800	705	6	1,782	
% Mix	14%	39%	46%	0%			15%	45%	40%	0%		
VAM 2014 Plan						2014 Actual Inventory						
Conventional Fuel Vehicles	30	286	504	6	826	43%	124	348	484	8	964	51%
Alternative Fuel Vehicles	241	474	390	0	1,105	57%	113	483	341	0	937	49%
Total	271	760	894	6	1,931		237	831	825	8	1,901	
% Mix	14%	39%	46%	0%			12%	44%	43%	0%		