

**DEPARTMENT OF HOMELAND SECURITY
2014 STRATEGIC SUSTAINABILITY
PERFORMANCE PLAN**



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Strategic Sustainability Performance Plan Policy Statement

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

To this end, sustainability has emerged as a central, organizing concept for DHS. This common conceptual thread ties together diverse mission-related operations, projects, stakeholders, and issues. This concept also addresses the need for responsible expenditure of taxpayers' dollars and the need to proactively evaluate sustainable alternatives for all Department activities and initiatives. Sustainability is embraced by DHS leadership and is incorporated into mission operations, supporting projects and business processes related to contracting, acquisition, financial planning, information technology, and project and program execution. At DHS, the approach to sustainability balances cost, schedule, operations, maintenance, safety requirements, and employee morale with creating and maintaining conditions that fulfill the economic, environmental, social, and security needs of the American people.

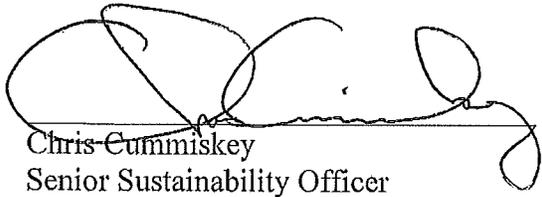
EO 13514, *Federal Leadership in Environmental, Energy, and Economic Performance*, offers the opportunity to develop successful initiatives to strengthen the Department's sustainability and efficiency goals while helping to further secure the nation. To ensure that the Department's sustainability efforts are well coordinated across the functional lines of business within DHS, the Secretary has tasked the Management Directorate with developing the sustainability program and appointed me, as the Department's Deputy Under Secretary of Management, to serve as the Senior Sustainability Officer for the Department.

The Department's 2014 Strategic Sustainability Performance Plan includes strategies at the agency and component levels. Each operational Component has developed an Operational Sustainability Performance Plan that sets forth the Component's strategy for integrating sustainability into its mission and how the Component will support the DHS Sustainability Plan. Each Component designated a Senior Accountable Officer for Sustainability and formed a council, committee, or work group to guide its efforts. Information from the Component Operational Sustainability Performance Plans was incorporated into the DHS Sustainability Plan.

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

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

The Department of Homeland Security is committed to pursuing and achieving the strategies and goals established in the DHS Sustainability Plan.



Chris Cumiskey
Senior Sustainability Officer
Acting Under Secretary for Management

6/23/14
Date

Executive Summary

1. Vision

The DHS Strategic Sustainability Performance Plan (SSPP) reflects the Department's strategic vision for doing business in a more efficient and sustainable way. Components develop and deploy tactical implementation plans in accordance with their mission objectives. Those plans are called Operational Sustainability Performance Plans (OSPPs), and they support the Department's sustainability efforts by helping to drive sustainability at the component level. The latest versions of OSPPs were incorporated into this year's DHS Sustainability Plan. The OSPPs adhere to a template developed by DHS Headquarters (HQ). The template clearly established how the Components will implement their sustainability programs to fully support the Department's efforts to meet the goals of EO 13514.

2. Leadership

Strong leadership remains the key to achieving the sustainability goals. Sustainability strengthens the departmental unity of effort through improved accountability between strategic objectives, budgeting, acquisition, decisions, operational planning and mission execution. The SSPP includes goals and establishes responsibility and accountability to achieve those goals. The Department leadership and accountability roles for the Sustainability Plan are as follows: The Deputy Under Secretary for Management (DUSM) was designated by the Secretary to serve as Senior Sustainability Officer (SSO) for the Department and is currently acting as the Under Secretary for Management (AUSM). The AUSM is accountable for DHS conformance with EO 13514. The following key functions, referred to as the CXOs, report to the AUSM and are responsible for implementing the Sustainability Plan:

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

The Sustainability Council consists of the CXOs and Component Management Officials. The Council guides EO 13514 implementation efforts. The CRSO provides coordination and management for the SSO on the Sustainability Plan and performs the following functions:

- Maintains the Sustainability Plan and coordinates inputs from the Sustainability Council, Sustainability and Environmental Committee, CXOs, and Components;
- Reports progress on the Sustainability Plan to the SSO, Sustainability Council, and others as required;
- Monitors and reports on EO 13514 compliance; and
- Prepares required reports and metrics for submittal to OMB and the Council on Environmental Quality.

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

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

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

3. Performance Review

Performance reviews are conducted a number of ways within DHS. The AUSM identified a host of cross-functional activities that warrant more direct tracking and reporting process called the Integrated Program Review (IPR). Sustainability is one of these activities. Each quarter there is an IPR meeting to review major decision points, status, near term challenges, milestones and deliveries and key accomplishments of the cross-functional activities, including sustainability. This effort puts the subject matter experts from the CXOs in direct contact with the SSO to discuss issues pertaining to improving sustainability initiatives and processes.

a) Integration - Every year the SSO reviews and updates the Sustainability Plan Policy. The DHS policy establishes and promotes sustainable practices and creates a culture for achieving sustainability goals at all levels of the organization. Components review and update their OSPP sustainability policy. The tasks described in the following paragraphs have been identified to facilitate the integration of sustainability:

- **Program Assessments:** CRSO initiated a pilot program called the Program Assessment to determine the health of various functions, to include sustainability. The Program Assessment is designed to evaluate and score the following five primary areas with the Environmental/Sustainability functional areas: Operational Capability; Policy, Processes, and Controls; Data Collection; Data Analysis and Planning; and Performance. Scoring results of these five primary areas indicate the potential for achieving Federal and DHS goals, objectives and targets. Scoring is based on a scale of one to five with a five indicating the highest performance level, thus indicating the capability for future growth and a high likelihood of success with future requirements. Criteria and standards for performing the Program Assessment have been developed and socialized with the Components. Test evaluations and scoring began in April 2014.
- **Energy Round Table:** Each year the Sustainability and Environmental Programs Office sponsors the Energy Round Table. This event brings together Component energy and sustainability managers to discuss the latest trends in energy conservation. In addition, specific agenda items are raised focusing on achieving targeted goals. The FY2014 Round table identified alternatives for compliance and associated resource implications towards achieving the Presidential challenge to achieve 20 percent renewable energy supply by 2020 and improve data management for accurate reporting.

b) Evaluation Measures: DHS maintains internal metrics that are tracked quarterly and are consistent with the OMB metrics and EO 13514 goals. The current CAO quarterly environmental metric reporting system was overhauled by CRSO, and changes were made to the system as practicable. Under the CAO process, each Component is evaluated and rated to determine its status and progress. Metric results are reported to the SSO and Sustainability Council. Biannual metrics are collected for the OMB Sustainability/Energy scorecards.

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

- As required by OMB, DHS submits an Energy/Sustainability Scorecard biannually. The FY 2013 results are as follows:

Metric Item	FY 2013 Goal (as established in OMB Scorecard reporting)	DHS Status	Achieved Goal	Working Toward Goal
Scope 1&2 GHG	4%	30.1%	✓	
Scope 3 GHG	2%	33.5%	✓	
Water Intensity	12%	30%	✓	
Energy Intensity	24%	35.1%	✓	
Sustainable Acquisitions	95%	97.5%	✓	
Renewable Energy	7.5%	7.59%	✓	
Electronics Stewardship and Data Centers	EPEAT 95% Power Mgmt 100% End-of-Life 100%	EPEAT 99.99% Power Mgmt 100% End-of-Life 100%	✓	
Fleet Petroleum	16%	278% increase		✓
Sustainable Buildings	11%	5.37%		✓

- Education, awareness and recognition efforts are helping DHS become even more successful. The Sustainability Awareness Training Curriculum was completed by the Office of the Chief Human Capital Officer (CHCO) and the CRSO, Sustainability and Environmental Programs Office and is available to all DHS employees via the Department's electronic learning management systems. As of April of 2013 seven training modules were made available: Sustainability: General Awareness; Electronics Stewardship; Greenhouse Gas Reduction; Sustainable Acquisitions; Pollution Prevention; Water Conservation; and Environmental Financial Liabilities. In FY 2013, 755 employees completed at least one of the available training modules.
 - Eight DHS Sustainable Practices awards were given to teams and individuals from CBP, ICE, TSA, USCG, FEMA and NPPD that helped to advance the Department's sustainability goals. The eight winning nominations were forwarded to participate in the 2013 Presidential GreenGov Awards.
 - The efforts listed below provide the highlights of DHS's success from each component as they are tied to specific goals listed in the 2014 Sustainability Plan.

Goal 1: GHG Reduction Highlights	Title	Description
	ICE Data Improvements to GHG Inventory	The ICE Sustainability Program updated and improved procedures for compiling GHG inventory, including estimations for waste disposal, contracted and on-site wastewater treatment, utility data collection, and employee commuting. Additionally, the Sustainability Program developed methodologies to refine data collection and reporting in several categories for future GHG inventory submissions.
	FLETC Performance Contracting	FLETC demonstrated the ability to enter into a geographically-dispersed multi-site performance contract for energy conservation measures. The successful implementation of this project is now showing benefits that will continue to accrue throughout the life of the systems.
	DHS Increases Teleworking	The percentage of eligible employees who teleworked in FY 2013 rose to 45%, up from 15% in FY 2012.
Goal 2: Sustainable Buildings Highlights	Title	Description
	S&T National Biological and Agricultural Defense Facility (NBAF) Design	NBAF's design is currently tracking Leadership in Energy & Environmental Design (LEED) Silver. This would be one of the first high containment animal laboratories to achieve LEED Silver.
	USCG First Net Zero Building	In FY 2013, the Coast Guard commissioned a 1,400 sq. ft. net zero building as the Coast Guard Cutter NARWHAL support facility. This single story building utilizes solar photovoltaic (PV) panels on the roof, yet maintains architectural integration with the surrounding neighborhood of beachfront homes. This building serves as an institutional template and highlights how energy security can be effectively integrated within mission support facilities.
	ICE Energy Conservation Measure (ECM) Implementation	ICE began the process of contracting an energy savings performance contracts (ESPCs) through the FEMP ENABLE program to complete ECMs at ICE facilities across the United States. ENABLE simplifies contracting for ESPCs through pre-approval of energy services contractors (ESCOs). ENABLE ESPCs will implement lighting, water efficiency, and basic HVAC controls and replacement ECMs at ICE facilities with a total investment of approximately \$1 million. This represents more than 25% of ICE's total energy costs.
Goal 3: Fleet Management Highlights	Title	Description
	Vehicle Fleet Assessment Integration Team (iTeam)	CRSO established a Vehicle Fleet Assessment Integration Team (iTeam) to develop strategies for complying with Federal Fleet Performance mandates as outlined in the May 2011 Presidential Memorandum.
	CBP Alternative Fuel and Hybrid Vehicles Purchased in FY 2013	In FY 2013, 54.8% of the 1,271 vehicles purchased by CBP were either alternative fuel/Hybrids. (684 Alternative Fuel and 14 were hybrid vehicles)
	FLETC Fuel Keys	FLETC has coded fuel keys for each vehicle that prevent an operator from choosing to use a fuel that is inconsistent with our sustainability program. The key limits the operator to using only the fuel pump that the fleet management team has prescribed for that vehicle. An operator cannot override management's decision to use alternative fuel in favor of their desire to use regular gasoline.
Goal 4: Water Use Efficiency & Management Highlights	Title	Description
	USCG Water Meters	In line with EISA 2007, the Coast Guard is beginning to add advanced water meters to its infrastructure. At the end of FY 2013, the Coast Guard had 73 advanced water meters installed.
	USSS Forest Management Plan	USSS's James J. Rowley Training Center maintains a Forestry Management Plan, which maximizes a forest's ability to accept storm water, thus decreasing runoff. The Forestry Management Program is an award winning conservation program with the state of Maryland.
	FEMA Piloting Advanced Water Meters	FEMA is piloting advanced water meters at the Center for Domestic Preparedness campus and is planning to expand the pilot.

Goal 5: Pollution Prevention & Waste Reduction Highlights	Title	Description
	USCIS Secure ID Recycling	USCIS's Secure ID Recycling (RSAR) program promotes proper recycling of Virtual Private Network tokens and lithium-ion batteries.
	ICE Waste Diversion Rate Tool	During FY2013, the ICE Sustainability Program developed a waste diversion rate tool that calculates the recycling rate at each facility based on volumetric estimates for waste receptacles.
	TSA to Ensure Availability of Clearly Labeled Disposal Bins	TSA is ensuring that recycling bins are available at TSA operations and are clearly labeled and conveniently located for customer use.
	Federal Green Challenge Awards	Federal Green Challenge Award Winners: USCIS, Western Region; USCIS, California Service Center; USCG, Seattle Base Support Unit, Seattle, WA.
	DHS Directive 023-02, Environmental Management Program Issued	DHS Directive 023-02, Environmental Management Program was issued on May 8, 2013. The Directive establishes the DHS policy regarding the administration of the Environmental Management Program and applies throughout DHS.
Goal 6: Sustainable Acquisition Highlights	Title	Description
	USSS Contracts	The U.S. Secret Service Rowley Training Center ensured that solicitations and contracts for janitorial services, ground maintenance, forestry management, HVAC & mechanical upgrades, street lighting replacement, workstations and tablets, recyclable paper content, and dry cleaning and laundry services required the use of environmentally-friendly products and services.
	ICE Training	ICE continued to make training modules which discuss sustainability and environmental compliance topics available to ICE employees. The training modules are widely available through the ICE sustainability intranet website, and the program is a valuable tool for implementing the majority of the other eight performance goals set forth in this OSPP.
	TSA Green Procurement Training	TSA developed and implemented a Green Procurement Environmental Management Plan (EMP) as part of its EMS. The EMP serves as the affirmative procurement plan for TSA. It is designed to raise awareness of, and encourage the purchase of, environmentally preferable products whenever practicable. To accomplish this goal, OSHE has distributed training and guidance materials to purchase card holders and acquisitions staff to raise awareness of these products and to ensure that they are purchased whenever practicable.
Goal 7: Electronic Stewardship & Data Center Highlights	Title	Description
	ICE Data Center Consolidation	ICE worked with the DHS Data Center Migration Team to consolidate all ICE enterprise applications into two (2) DHS data centers, which will be monitored and controlled by DHS headquarters. ICE's migration to DHS data centers promoted standardized technology and services across DHS, while reducing operational costs, energy consumption, and the overall DHS data center real estate footprint.
	USCG Mobile Incident Management Handbook	CG-Deputy Commandant of Operations directed the publication of the 2014 revision of the Coast Guard Incident Management Handbook (CG IMH) to be primarily through the development and release of a standalone free mobile application version of the CG IMH. The Government Printing Office printed 68,000 copies, 375 pages each, of the CG IMH since the 2006 version was released. The development and release of a standalone mobile version of the CG IMH that does not require cellular or Wi-Fi connectivity will significantly reduce the number of printed copies required by the Coast Guard and our maritime stakeholders.
	TSA Outreach	TSA conducts annual outreach to promote proper electronics management. Outreach includes formal guidance documents, training courses on the TSA Online Learning Center, and organizing local outreach events.
	Federal Electronics Challenge Awards	Federal Electronics Challenge Award Winners: TSA/Platinum; DHS Headquarters CIO/Gold; USCIS/Silver; ICE/Bronze.

	Title	Description
Goal 8: Renewable Energy Highlights	USCG Major Renewable Energy Projects	In FY 2013, the following major renewable energy projects were in operation: Biomass heat (wood pellet boilers) in Sitka, AK Biomass heat in Southwest Harbor Landfill gas combined heat and power generation at the Coast Guard Yard Ground source heat pumps in Cape Cod, MA Planning for a potential biomass district steam system in Kodiak, AK
	El Paso Solar PV Carport Scope of Work.	The ICE Energy Management Program submitted a scope of work to USACE for a solar carport at the El Paso, Texas Service Processing Center. The National Renewable Energy Laboratory (NREL) is currently under contract with DHS to provide expert technical support. ICE leveraged NREL capabilities to complete the SOW. Construction began in FY2014.
	CBP - Evaluation and Comparison of Renewable Energy Life Cycle Cost Analysis Options and Tools	National Renewable Energy Laboratory produced a report called <i>Incorporating Renewable Energy Technologies Early in the Design Process: An Overview Discussion for the U.S. Department of Homeland Security (DHS)</i> .
Goal 9: Climate Change Resilience Highlights	National Ocean Council	The Coast Guard plays an active role as an independent member of the National Ocean Council, which the President established in 2010 to implement the nine priority objectives under the National Ocean Policy (NOP). These priority objectives include efforts to mitigate the effects of climate change, improve response to environmental challenges and economic opportunities in the Arctic, and implementing coastal and marine spatial planning. The Coast Guard actively provided support on the development and execution of the NOP Implementation Plan.
	Agreement on Cooperation on Marine Oil Pollution Preparedness and Response in the Arctic	The Coast Guard served as the lead agency for the U.S. delegation to the Arctic Council's "Task Force for Arctic Marine Oil Pollution Preparedness and Response". A binding "Agreement on Cooperation on Marine Oil Pollution Preparedness and Response in the Arctic" was signed by Department of State Secretary John Kerry and the other seven Arctic Council Ministers in May 2013. This agreement sets processes for Arctic nations to provide notification and support in the event of an oil spill within the region.
	ICE Interagency Cooperation	ICE participates in DHS climate change workgroups and is prepared to assist other Components to prepare for the impacts of climate change.
Goal 10: Energy Performance Contracts	FLETC Performance Contracting	FLETC demonstrated the ability to enter into a geographically-dispersed multi-site performance contract for energy conservation measures. The successful implementation of this project is now showing benefits that will continue to accrue throughout the life of the systems.
	USCG Potable Water Use Intensity Reductions through ESPCs	USCG completed water conservation projects as part of ESPCs.
	CBP Energy Savings Performance Contract ENABLE	CBP selected a contractor to develop a plan for installing Solid State Lighting along 7.2 miles of border fence line near St Luis, AZ. Design began in December 2013.

d) Challenges:

- **Performance Contracting:** While the Department has significant opportunity to leverage private sector funding to enter into performance contracts for energy conservation, project award remains complicated and resource intensive. While these efforts are important and improve the operational capability of the Department, the required resources must be balanced with mission requirements.

- **GHG Reduction Metrics:**
 - Integration of data systems - Truly successful reductions require quality data from which action can be taken and results measured. There are several external sources of supporting data required for measuring and reporting GHG progress. While these systems function for the intended purpose, integration with GHG data has become challenging because of differences in granularity and definitions. In order to effectively integrate the data streams, these differences must be addressed.
 - Data quality has emerged as a significant issue. Resolving differences in data granularity has revealed gaps in reporting capability at a facility level and reduces the ability to adequately benchmark facility performance. As data quality improves going forward, it is anticipated that fluctuations in measured performance will be encountered.
- **Renewable Energy Systems Contracting:** The Department has land holdings that are potential candidates for on-site renewable energy generation. Contracting for these systems, however, is complicated by differing legal interpretations and complicated contracting mechanisms. Consistent government-wide guidance indicating approved (preferred) methods of contracting for onsite renewable generation and addressing ownership of the systems and attributes (including RECs) is needed.
- **Fleet Management:**
 - Many of the Federal mandates pertaining to motor vehicle management are conflicting, for example, agencies are required to acquire all light duty AFV's by 2015 and place them where alternative fuel is available. However, the lack of accessible alternative fuel infrastructure makes it difficult for DHS to fully comply. The cost of AFV's is another hindrance in incorporating more them into the DHS Fleet Program
 - Lack of sufficient appropriated funds to replace owned vehicles result in an older fleet. An older fleet requires more maintenance, is less fuel efficient, and emits more greenhouse gases, these realities increase operating costs and make compliance with sustainability mandates difficult to achieve.
- **Renewable Energy:**
 - The Department has land holdings that are potential candidates for on-site renewable energy generation. Contracting for these systems, however, is complicated by differing legal interpretations and complicated contracting mechanisms. Consistent government-wide guidance indicating approved (preferred) methods of contracting for on-site renewable generation and addressing ownership of the systems and attributes (including RECs) would be tremendously helpful.
 - Low commodity cost in many market areas reduces the number of potential projects.
 - The Armed Services Board of Contract Appeals interpretation that SRECs are personal property and are accordingly required to be disposed of through the GSA process may significantly impact project financials.
- **Petroleum Usage:** Due to congressionally mandated increases in mission requirements and related increases in staffing, the vehicle fleet expanded considerably between 2005 and 2011 to meet the increased mission demand. This presented a challenge with meeting the reduction in fleet petroleum goal of 10% with a base year of 2005. In accordance with federal mandates, DHS established a Fleet Management Plan and conducted a Vehicle Allocation Methodology (VAM) in FY 2012 which helped to determine the optimal fleet inventory size. Once met, the reduction targets outlined in the VAM will help with petroleum reduction efforts. Additionally, the Plan objectives are to strategically move

toward achieving a properly scaled, fuel efficient, low emission, alternate fuel vehicle fleet based on a vehicle by vehicle inventory and performance metrics. Component operations have also been encouraged to deploy their vehicles to maximize mission effectiveness while improving management of the total miles driven. Individual Components have developed specific targets for each of these categories. The fuel consumption data reported in the 2005 baseline year, as well as the years' 2006-2009, was unreliable and underreported, therefore the consumption totals are questionable at best. In late 2009, DHS developed a Fuel Management Analysis and Reporting System (FMARS) to track fuel data acquired on the DHS Fleet Fuel Card. Since the implementation of FMARS, data integrity has significantly improved and DHS will continue to work on petroleum reduction efforts.

- **Sustainable Buildings:** The sustainable building goal of 11% remains a challenge. Without a significant investment in facility construction and major renovation, this goal is difficult to meet. It is unlikely that DHS will achieve the OMB established goal in this area given current budget challenges. However, new construction is being designed to meet sustainability requirements and the reduction in real estate footprint improves the percentage of sustainable buildings overall. Allowing a square footage metric as opposed to an individual building metric would also help to achieve the percentage.

e) Lessons Learned

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

f) Planned Actions

- **Scope 1&2 GHG Reductions:** The Department will continue to pursue performance contracting to implement energy conservation measures and incorporate renewable energy generation. Additionally, the Department will look for opportunities to partner with other Federal agencies on these efforts.
- **Fleet Management:**
 - The DHS Vehicle Fleet Assessment (VFA) Integration Team (iTeam) will develop a 3-year departmental plan focusing on implementation of the requirements of the Vehicle Allocation Methodology to determine the optimal fleet size. This "3-year plan" will be finalized by the end of FY14.

- DHS is developing strategies for placing AFV's vehicles in proximity to AFV fueling stations. In an effort to increase the use of alternative fuel, DHS created an Alternative Fuel Relocation Decision-making Flow Chart to be used in determining the feasibility of relocating AFV's to locations where alternative fuel is available.
- Additionally, DHS will analyze current policies to determine ways of increasing pooling, car sharing, and shuttle bus consolidation initiatives.
- **Water Use Efficiency & Management:** The Department will continue education efforts to engage facility occupants. FEMA's advanced metering pilot will be evaluated for effectiveness and potential replication as a best practice.
- **Renewable Energy:** The Department is working with FLETC to identify procurement and ownership strategies to implement on site generation for FLETC facilities. DHS Components have been actively pursuing cost-effective renewable energy installations through performance contracting mechanisms.
- **ESPCs:** The Department will work with Components to collect performance contract data at the time of award. The Department will pursue establishing an Energy Savings Contract Center of Excellence to facilitate project planning and implementation.

4. Progress on Administration Priorities

a) Climate Change Adaptation Plan: The Department of Homeland Security is among the leaders within the federal community on climate change adaptation planning. In 2012, the Department of Homeland Security published the DHS Climate Change Adaptation (CCA) Roadmap to satisfy the requirements of Executive Order 13514, *Federal Leadership in Environmental, Energy, and Economic Performance*. Its chief intent was to integrate CCA into both the culture and operations of the Department. In 2013, DHS revised the 2012 CCA Roadmap to help implement the vision of both the President's Climate Action Plan and objectives of Executive Order 13653, *Preparing the United States for the Impacts of Climate Change*. With its focus shifting from inward (i.e., Departmental operations) to outward (i.e., external stakeholder engagement and communications), the revised plan also considers DHS programs that serve the public, protect critical infrastructure, and secure the nation's interests generally.

The DHS Climate Action Plan is comprised of 36 implementation actions, which include 18 near term (FY 2014-FY 2015) and 18 long term (up to 10 years out) actions. Underlying themes from Executive Order 13653 included in the DHS Plan are:

- Increasing interactions with state, local, tribal and territorial governments to combat and adapt to climate change;
- Promoting resilient infrastructure through partnerships with the public and private sector;
- Developing online tools for stakeholders to make risk-informed decisions; and
- Devising, in collaboration with the Department of Health and Human Services, community health resilience planning templates that account for climate change.

From February through April 2013 DHS accepted public comments on the DHS 2013 CCA Roadmap. There were only six received – three from national organizations and three emails from private individuals. All comments were considered by the chartered group of subject matter experts on climate change at DHS prior to crafting the updated DHS Plan.

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

- DHS has implemented a Fuel Sharing Pilot Program along the Southwest Border where fuel owned by CBP will be available to other DHS Components in an effort to increase operational efficiencies. While many of our vehicles must meet defined specifications, particularly our law enforcement fleet, in areas where we have more flexibility, DHS has exceeded AFV acquisition requirements. Additionally, to help the Federal Government meet petroleum consumption reduction goals, GSA is offered opportunities to convert conventionally-fueled vehicles to hybrid electric sedans at no additional cost. USCG, USCIS, TSA, and FLETC have taken advantage of this program resulting in the acquisition of over 200 vehicles. DHS will continue to take advantage of these type opportunities as they arise, without impacting the ability to meet the Department mission.
- CBP (the largest component vehicle program) was able to achieve vehicle reductions by eliminating a shuttle bus service and an executive transportation program in 2013. CBP eliminated these programs after conducting a cost/benefit analysis that revealed CBP could save money by eliminating the vehicles used for these programs and instead reimburse personnel for public transportation or cab fare when used in appropriate and approved circumstances.
- DHS updated the Motor Vehicle Acquisition Guide. This “Acquisition Guide” was developed to provide acquisition procedures for the DHS Motor Vehicle Fleet Program, which requires Components to justify acquisitions prior to additional or replacement vehicles being ordered, to ensure compliance with sustainability mandates. The Acquisition Guide also includes a checklist for new and replacement vehicles that must be approved by the DHS Fleet Manager before vehicles are acquired.

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

d) Biobased Strategies – The Office of the Chief Procurement Officer will use the standard sustainability report found in the Federal Procurement Data System-Next Generation (FPDS-NG) to conduct quarterly contract reviews and identify areas for improvement or correction. The contract reviews include biobased purchasing requirements. In an effort to increase awareness, biobased purchasing is included in the DHS Sustainable Acquisitions training module which is available electronically to every employee within DHS. It was released in April of 2013.

Evaluation of Previous Year's Strategies

The tables below provide updates to the specific strategies provided for each goal in the 2013 DHS Sustainability Plan.

Goal 1: Scope 1&2 GHG Reduction			
(A) Strategy	(B) Did you implement this strategy? Yes/No	(C) Was the strategy successful for you? Yes/No	(D) Will you use this strategy again next year? (Please explain in 1-2 sentences)
Use the FEMP GHG emission report to identify/target high emission categories and implement specific actions to resolve high emission areas identified.	Yes	Yes	Yes, the annual report provides high-level information that helps in focusing efforts.
Ensure that all major renovations and new building designs are 30% more efficient than applicable code.	Yes	Yes	Yes, new designs are integral to future success.
Reduce grid-supplied electricity consumption by improving/upgrading motors, boilers, HVAC, chillers, compressors, lighting, etc.	Yes	Yes	Yes, DHS continues to implement energy conservation measures.
Employ operations and management best practices for energy consuming and emission generating equipment.	Yes	Yes	Yes, low and no-cost operational improvements have been successful.
Install building utility meters and benchmark performance to track energy and continuously optimize performance.	Yes	Yes	Yes, installation of meters has been successful, however better data analysis tools are necessary. Integration with Portfolio Manager is cost prohibitive at this time.

Goal 1: Scope 3 GHG Reductions			
(A) Strategy	(B) Did you implement this strategy? Yes/No	(C) Was the strategy successful for you? Yes/No	(D) Will you use this strategy again next year? (Please explain in 1-2 sentences)
Develop and deploy employee commuter reduction plan.	No	NA	This may be completed in the National Capital Region as a recommendation from the Commute Trip Reduction Integration Team.
Reduce employee business ground travel.	Yes	Yes	One of the recommendations of the Commute Trip Reduction Integration Team is to optimize space utilization. A related benefit of increased space utilization is fewer in-person meetings.
Reduce employee business air travel.	Yes	Yes	Yes. Only essential travel is approved.
Use employee commuting survey to identify opportunities and strategies for reducing commuter emissions.	Yes	Yes	One of the recommendations of the Commute Trip Reduction Integration Team is to incorporate DHS-specific questions into the annual GSA commuter survey.
Increase number of employees eligible for telework and/or the total number of days teleworked.	Yes	Yes	The percentage of eligible employees who teleworked in FY2013 rose to 45%, up from 15% in FY2012. DHS will continue to pursue a robust telework program.
Develop and implement bicycle commuter program.	Yes	Yes	CIS will continue to promote the use of mass transit and alternative forms of commuting (bicycling, walking) for employees who have that option available. The Commute Trip Reduction Integration Team has recommended increasing non-SOV facility infrastructure, such as bike racks and showers.

Goal 2: Sustainable Buildings			
(A) Strategy	(B) Did you implement this strategy? Yes/No	(C) Was the strategy successful for you? Yes/No	(D) Will you use this strategy again next year? (Please explain in 1-2 sentences)
Incorporate green building specifications into all new construction and major renovation projects.	Yes	Yes	Yes. Incorporating green building specifications will continue at headquarters and component level.
Redesign or lease interior space to reduce energy use by daylighting, space optimization, sensors/control system installation, etc.	Yes	Yes	Yes. This will be implemented where opportunities exist at component/facility level.
Deploy CEQ's Implementing Instructions – Sustainable Locations for Federal Facilities.	Yes	Yes	Yes. This will be implemented where opportunities exist at component/facility level.
Include in every construction contract all applicable sustainable acquisition requirements for recycled, bio-based, energy efficient, and environmentally preferable products.	Yes	Yes	Yes. Construction contracts are included in 5% review to meet the 95% sustainable acquisitions goal.
Develop and deploy energy and sustainability training for all facility and energy managers.	Yes	Yes	Yes. Six training modules are available on DHS SharePoint.

Goal 3: Fleet Management			
(A) Strategy	(B) Did you implement this strategy? Yes/No	(C) Was the strategy successful for you? Yes/No	(D) Will you use this strategy again next year? (Please explain in 1-2 sentences)
Optimize/Right-size the composition of the fleet (e.g., reduce vehicle size, eliminate underutilized vehicles, acquire and locate vehicles to match local fuel infrastructure).	Yes	Yes	The DHS Vehicle Fleet Assessment (VFA) Integration Team (iTeam) will develop a 3-year Departmental plan focusing on implementation of the requirements of the Vehicle Allocation Methodology to determine the optimal fleet size.
Reduce miles traveled (e.g., share vehicles, improve routing with telematics, eliminate trips, improve scheduling, use shuttles, etc.).	Yes	Yes	Unless there is a mission requirement for a single use vehicle, such as a canine handler with a dog, vehicles are not assigned to individuals. DHS will analyze current policies to determine ways of increasing pooling, car sharing, and shuttle bus consolidation initiatives.
Acquire only highly fuel-efficient, low greenhouse gas-emitting vehicles and alternative fuel vehicles (AFVs).	Yes	Yes	DHS established a working group to develop strategies for acquiring all light duty Alternative Fueled Vehicles (AFVs) by December 31, 2015 as well as placing those vehicles in proximity to AFV fueling stations. For areas where alternative fuels are not available, low greenhouse gas emitting and plug in hybrid electric vehicles will be acquired, whenever practicable.

Goal 3: Fleet Management (Cont.)			
(A) Strategy	(B) Did you implement this strategy? Yes/No	(C) Was the strategy successful for you? Yes/No	(D) Will you use this strategy again next year? (Please explain in 1-2 sentences)
Increase utilization of alternative fuel in dual-fuel vehicles.	Yes	Yes	As mentioned above, DHS is developing strategies for placing AFV's vehicles in proximity to AFV fueling stations. In an effort to increase the use of alternative fuel, DHS has created an Alternative Fuel Relocation Decision-making Flow Chart to be used in determining the feasibility of relocating AFV's to locations where alternative fuel is available.
Increase GSA leased vehicles and decrease agency-owned fleet vehicles, when cost effective.	Yes	Yes	DHS has developed a Lease vs. Buy (LvB) tool to help end users determine the most cost effective acquisition method between leasing vehicles through General Services Administration (GSA) Fleet or from purchasing the vehicles. The LvB tool is a Microsoft Excel workbook that utilizes the fixed and variable costs of vehicle ownership and leasing to determine the total lifecycle (10 years) cost of a vehicle. DHS will implement policy mandating the use of the tool for those responsible for ordering vehicles.

Goal 3: Fleet Management (Cont.)			
(A) Strategy	(B) Did you implement this strategy? Yes/No	(C) Was the strategy successful for you? Yes/No	(D) Will you use this strategy again next year? (Please explain in 1-2 sentences)
Increase sustainability awareness with fleet managers.	Yes	Yes	The DHS Fleet Manager has partnered with the DHS Energy and the DHS Environmental Program Managers, as well as representative from the Department of Energy's Federal Energy Management Program (FEMP) to develop outreach materials to increase awareness of sustainability mandates.
Increase availability of alternative fuel.	Yes	No	DHS will continue working with FEMP to gain access to privately owned stations.

Goal 4: Water Use Efficiency & Management			
(A) Strategy	(B) Did you implement this strategy? Yes/No	(C) Was the strategy successful for you? Yes/No	(D) Will you use this strategy again next year? (Please explain in 1-2 sentences)
Purchase and install water efficient technologies (e.g., Waterwise, low-flow water fixtures and aeration devices).	Yes	Yes	Water efficiency measures are incorporated into performance contracts to the extent economically feasible. NPPD is continuing to work with GSA to ensure use of low-flow and waterless fixtures and to conduct other water conservation activities.
Develop and deploy operational controls for leak detection including a distribution system audit, leak detection, and repair programs.	Yes	Yes	Aging systems audited as part of performance contracting efforts have been replaced successfully. USSS is working on leak repair and meter installation.
Design, install, and maintain landscape to reduce water use.	Yes	Yes	Will continue to implement where opportunities exist.
Design and deploy water closed-loop, capture, recharge, and/or reclamation systems.	Yes	Yes	Components implement these measures through water conservation projects. Progress is captured at the Component level and reported annually to the Department.
Install meters to measure and monitor industrial, landscaping and, agricultural water use.	Yes	Yes	Components are implementing metering to the extent economically feasible.
Encourage behavioral changes to conserve water.	Yes	Yes	Efforts at CBP (handbook) and FEMA (awareness) have been successful at achieving reductions based on behavioral change.

Goal 5: Pollution Prevention & Waste Reduction			
(A) Strategy	(B) Did you implement this strategy? Yes/No	(C) Was the strategy successful for you? Yes/No	(D) Will you use this strategy again next year? (Please explain in 1-2 sentences)
Eliminate, reduce, or recover refrigerants and other fugitive emissions	Yes	Yes	Yes. Information is not yet available to measure success, but efforts will continue at the facility level. CBP plans to “map equipment fugitive emissions” by developing an approach and performing inventory of significant equipment with potential fugitive emissions.
Reduce waste generation through elimination, source reduction, and recycling.	Yes	Yes	Yes. USSS has demonstrated success and will continue efforts to improve its cost effective recycling program. DHS drafted a tool to assist Components in estimating waste and recycling in leased spaces.
Implement integrated pest management and improved landscape management practices to reduce and eliminate the use of toxic and hazardous chemicals/materials.	Yes	Yes	Yes. Information is not yet available to measure success, but efforts will continue at the facility/component level. ICE plans to evaluate current pest management practices at ICE owned facilities.
Establish a tracking and reporting system for construction and demolition debris elimination	Yes	Yes	Yes. Information is not yet available to measure success, but efforts will continue at the facility/component level. S&T plans to continue efforts to recycle at least 50% of C&D debris for construction projects.
Develop/revise Agency Chemicals Inventory Plans and identify and deploy chemical elimination, substitution, and/or management opportunities	Yes	Yes	S&T will continue its chemical inventory management in an effort to maintain inventories below federal reporting thresholds at the Plum Island Animal Disease Center.

Goal 5: Pollution Prevention & Waste Reduction			
(A) Strategy	(B) Did you implement this strategy? Yes/No	(C) Was the strategy successful for you? Yes/No	(D) Will you use this strategy again next year? (Please explain in 1-2 sentences)
Establish a tracking and reporting system to capture recycling totals.	Yes	Yes	Yes. System reporting is improving. Both NPPD and FLETC have shown success.
Increase awareness training on pollution prevention and waste reduction.	Yes	Yes	Yes. Training has been developed at headquarters level and component level. Both will continue to be improved and tracked.
Reduce waste generation by adopting electronic copying protocol.	Yes	Yes	Yes. Both FEMA and FLETC have shown success by replacing hard copy documents with electronic documents in training classes.

Goal 6: Sustainable Acquisition			
(A) Strategy	(B) Did you implement this strategy? Yes/No	(C) Was the strategy successful for you? Yes/No	(D) Will you use this strategy again next year? (Please explain in 1-2 sentences)
Update and deploy agency procurement policies and programs to ensure that federally-mandated designated sustainable products are included in all relevant procurements and services.	Yes	Yes	Yes. DHS will continue to update the Homeland Security Acquisition Manual or issue Acquisition Alerts, as required by changes in law or practice.
Deploy corrective actions to address identified barriers to increasing sustainable procurements with special emphasis on biobased purchasing.	Yes	Yes	Yes. Continue conducting quarterly reviews using the Federal Procurement Data System-Next Generation (FPDS-NG).
Include bio-based and other FAR sustainability clauses in all applicable construction and other relevant service contracts.	Yes	Yes	Yes. Perform focused training and reviews on specific environmental attributes of sustainable acquisitions, i.e. bio-based purchasing.
Use Federal Strategic Sourcing Initiatives, such as Blanket Purchase Agreements (BPAs) for office products and imaging equipment, which include sustainable acquisition requirements.	Yes	Yes	Yes. DHS will ensure sustainable acquisition requirements are considered when performing preliminary analysis of potential strategic sourcing vehicles. DHS maintains a strategic sourcing contract for purchase of electronic products.
Increase user awareness of sustainable products and services.	Yes	Yes	Yes. Sustainable Acquisitions work group meets regularly. The group consists of procurement officials from components.
Improve awareness training on sustainable acquisitions.	Yes	Yes	Yes. DHS continues to pursue new opportunities for improving awareness by allowing staff to participate on internal and external workgroups. 19 employees completed the DHS Sustainable Acquisitions Training Module.

Goal 7: Electronic Stewardship & Data Centers			
(A) Strategy	(B) Did you implement this strategy? Yes/No	(C) Was the strategy successful for you? Yes/No	(D) Will you use this strategy again next year? (Please explain in 1-2 sentences)
Identify agency “Core” and “Non-Core” Data Centers.	Yes	Yes	Yes, will continue tracking of core and non-core data center inventory for Federal Data Center Consolidation Initiative.
Consolidate 40% of agency non-core data centers.	Yes	Yes	Yes, will continue funding non-core data center consolidation.
Ensure that power management, duplex printing, and other energy efficiency or environmentally preferable options and features are enabled on all eligible electronics and monitor compliance.	Yes	Yes	Yes, maintained 100% power management enabled PC, laptops, and monitors.
Update and deploy policies to use environmentally sound practices for disposition of all agency excess or surplus electronic products, including use of certified eSteward and/or R2 electronic recyclers, and monitor compliance.	Yes	Yes	Yes, DHS has fully adopted the guidance set forth in GSA Bulletin B-34 and will update policy, as necessary, when the upcoming change to FMR 102-36 is published.
Ensure acquisition of 95% EPEAT registered and 100% of ENERGY STAR qualified and FEMP designated electronic office products.	Yes	Yes	DHS continues meeting FAR requirements. FSSI Eagle II/First Source II contract modifications that include new EPEAT categories are pending an update to Federal Acquisitions Regulations.
Establish a user friendly system to reuse personal property, including electronics, between offices and components.	Yes	Yes	DHS continues to utilize the GSA Agency Asset Management System to internally screen all excess personal property across the Department.
Improve awareness training on Electronics Stewardship.	Yes	Yes	59 employees completed the DHS Electronics Stewardship training module. Training will continue to be promoted and tracked.

Goal 8: Renewable Energy			
(A) Strategy	(B) Did you implement this strategy? Yes/No	(C) Was the strategy successful for you? Yes/No	(D) Will you use this strategy again next year? (Please explain in 1-2 sentences)
Purchase renewable energy directly or through Renewable Energy Credits (RECs).	Yes	Yes	Yes, this strategy is integral to meeting the President's goals for facilities at which cost-effective installations cannot be implemented yet.
Install onsite renewable energy on federal sites.	Yes	Yes	Yes, additional onsite renewable energy projects are planned.
Develop biomass capacity for energy generation.	Yes	Yes	Biomass technology has been implemented at some USCG facilities and is proposed for additional locations.
Utilize performance contracting methodologies for implementing ECMs and increasing renewable energy.	Yes	Yes	Yes, performance contracting allows the Department to implement renewable energy technologies along with energy conservation measures and is consistent with the Department's efforts to support the President's Performance Contracting Challenge.
Work with other agencies to create volume discount incentives for increased renewable energy purchases.	Yes	Yes	Yes, the Department will continue to pursue leveraged purchase strategies in partnership with other agencies to achieve the best value.

Goal 9: Climate Change Resilience			
(A) Strategy	(B) Did you implement this strategy? Yes/No	(C) Was the strategy successful for you? Yes/No	(D) Will you use this strategy again next year? (Please explain in 1-2 sentences)
Ensure climate change adaptation is integrated into both agency-wide and regional planning efforts, in coordination with other Federal agencies as well as state and local partners, Tribal governments, and private stakeholders.	Yes	Yes	Yes. The DHS Climate Change Adaptation Roadmap (now called the “DHS Climate Action Plan”) was updated in September 2013. DHS also developed a near-term implementation strategy for FY 2014-FY 2015.
Update agency emergency response procedures and protocols to account for projected climate change, including extreme weather events.	Yes	Yes	Yes. Incorporating lessons learned from Hurricane Sandy into updated procedures and protocols.
Ensure workforce protocols and policies reflect projected human health and safety impacts of climate change.	No	No	Yes. Has not yet been implemented because focus was on updating the strategy and Near Term Implementation Plan, which are now complete. Also, updated guidance for a pandemic pilot.
Update agency external programs and policies (including grants, loans, technical assistance, etc.) to incentivize planning for, and addressing the impacts of, climate change.	Yes	Yes	Yes. Incorporating lessons learned from support after Hurricane Sandy into updated procedures and protocols.
Ensure agency principals demonstrate commitment to adaptation efforts through internal communications and policies.	Yes	Yes	Yes. The DHS Climate Change Adaptation Roadmap (now called the “DHS Climate Action Plan”) was updated in September 2013. DHS also developed a near-term implementation strategy for FY 2014-FY 2015.

Goal 9: Climate Change Resilience (Cont.)			
(A) Strategy	(B) Did you implement this strategy? Yes/No	(C) Was the strategy successful for you? Yes/No	(D) Will you use this strategy again next year? (Please explain in 1-2 sentences)
Identify vulnerable communities that are served by agency mission and are potentially impacted by climate change and identify measures to address those vulnerabilities where possible.	Yes	Yes	Yes. The DHS Climate Change Adaptation Roadmap (now called the “DHS Climate Action Plan”) was updated in September 2013. FEMA, in conjunction with several Federal agencies, conducted a study that resulted in recommendations for how to increase the nation’s resilience to disasters (the report is titled, “Disaster Resilience: A National Imperative,” written by The National Academies).
Ensure that agency climate adaptation and resilience policies and programs reflect best available current climate change science, updated as necessary.	Yes	Yes	Yes. The DHS Climate Change Adaptation Roadmap (now called the “DHS Climate Action Plan”) was updated in September 2013. FEMA, in conjunction with several Federal agencies, conducted a study that resulted in recommendations for how to increase the nation’s resilience to disasters (the report is titled, “Disaster Resilience: A National Imperative,” written by The National Academies).
Design and construct new or modify/manage existing agency facilities and/or infrastructure to account for the potential impacts of projected climate change.	No	No	Yes. The updated DHS Climate Change Adaptation Roadmap (now called the “DHS Climate Action Plan”) and the near-term implementation strategy for FY 2014-FY 2015 lay out the strategy to assess and mitigate risk over time.

Goal 9: Climate Change Resilience (Cont.)			
(A) Strategy	(B) Did you implement this strategy? Yes/No	(C) Was the strategy successful for you? Yes/No	(D) Will you use this strategy again next year? (Please explain in 1-2 sentences)
Incorporate climate preparedness and resilience into planning and implementation guidelines for agency-implemented projects.	No	No	Yes. The updated DHS Climate Change Adaptation Roadmap (now called the “DHS Climate Action Plan”) and the near-term implementation strategy for FY 2014-FY 2015 lay out the strategy to assess and mitigate risk over time.
Protect and ensure the resilience of the national critical infrastructure and key resources to potential impacts of climate change.	Yes	Yes	Yes. Using the results of a significant climate change adaptation Regional Resilience study in the state of Maine and a climate change exercise in Charleston, SC, to inform resilience strategies. Also developed an R&D proposal that seeks to integrate climate change into risk analytics and to align programmatically the existing risk processes of FEMA and DHS into a seamless, resilient all-hazards environment.

Size & Scope of Agency Operations

Table 1: Agency Size & Scope

INSTRUCTIONS: Enter the appropriate FY 2012 data for your agency.

Agency Size and Scope	FY 2012	FY 2013
Total Number of Employees as Reported in the President's Budget	229,425	228,564
Total Acres of Land Managed	88,525	85,000
Total Number of Buildings Owned ¹	9,890	9,095
Total Number of Buildings Leased (GSA and Non-GSA Lease)	3,446	4,648
Total Building Gross Square Feet (GSF)	42,680,076	43,080,000
Operates in Number of Locations Throughout U.S.	1,591	6,622*
Operates in Number of Locations Outside of U.S.	18	23*
Total Number of Fleet Vehicles Owned	48,618	46,973
Total Number of Fleet Vehicles Leased	7,482	7,100
Total Number of Exempted-Fleet Vehicles (Tactical, Law Enforcement, Emergency, Etc.)	34,895	32,768
Total Amount Contracts Awarded as Reported in FPDS (\$Millions)	12,408	12,237

*Beginning in FY13, "Locations" will be defined in the Real Property Data Warehouse as "Master Locations" and thus, the difference in numbers from FY 12.

¹ Building information should be consistent with FY 2012 and FY 2013 data submitted into the Federal Real Property Profile (FRPP)s

Goal 1: Greenhouse Gas (GHG) Reduction

Agency Progress toward Scope 1 & 2 GHG Goal

EO 13514 requires each agency establish a Scope 1 & 2 GHG emission reduction target to be achieved by FY 2020. Referencing the chart below, 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.

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

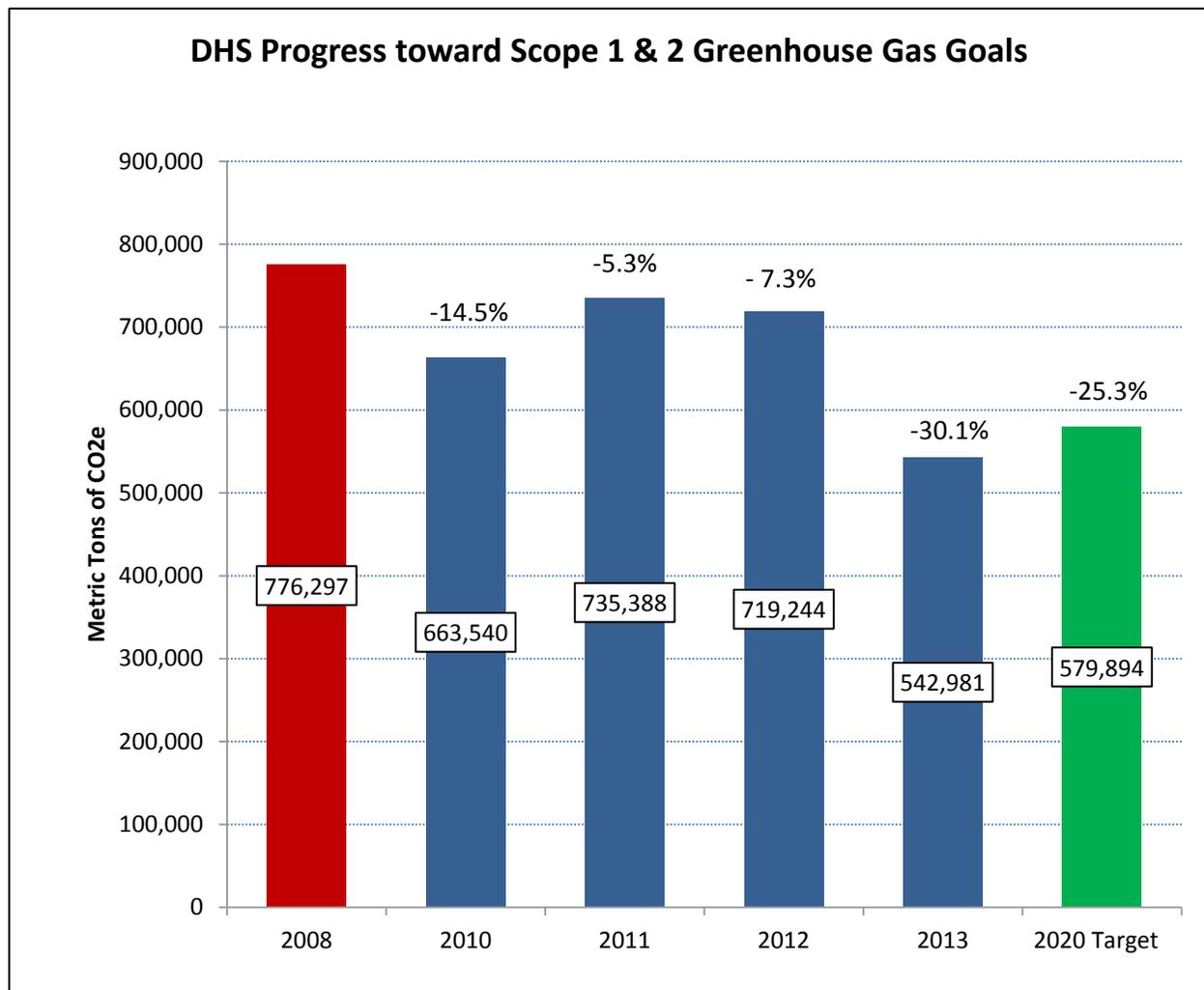


Table 1-1: Goal 1 Strategies – Scope 1 & 2 GHG Reductions

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy Narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in 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	The annual report provides important trend analysis that will be reviewed for areas of improvement.	Annual trends are reviewed for progress and to assess the effectiveness of post-performance reviews. Program Management Reviews are conducted to review Component progress bi-annually and the current round will be completed by Sept 2014.
Ensure that all major renovations and new building designs are 30% more efficient than applicable code.	Yes	DHS has a policy that all new construction and major renovations achieve the 30% goal.	Components report results on quarterly scorecards.
Implement in EISA 432 covered facilities all lifecycle cost effective ECMs identified.	Yes	The Department is working with Components to leverage cost-effective opportunities through performance contracting where possible.	Components provide monthly status updates. Investment progress is scored quarterly through Component scorecards. Awards exceeding \$5m for energy projects are anticipated by the end of FY 2014.
Reduce on-site fossil-fuel consumption by installing more efficient boilers, generators, furnaces, etc. and/or use renewable fuels.	Yes	Energy conservation projects, including renewable energy generation and more efficient facility systems are being pursued as part of the President’s Performance Contracting Challenge.	Components provide monthly updates. Investment progress is scored quarterly through Component scorecards. Awards exceeding \$4m for renewable energy implementation are anticipated by the end of FY 2014.

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy Narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in next 12 months
Reduce grid-supplied electricity consumption by improving/upgrading motors, boilers, HVAC, chillers, compressors, lighting, etc.	No	Energy conservation projects, including renewable energy generation and more efficient facility systems are being pursued as part of the President's Performance Contracting Challenge.	Components provide monthly status. Investment progress is scored quarterly through Component scorecards. Awards exceeding \$5m in energy projects are anticipated by the end of FY 2014
Employ operations and management best practices for energy consuming and emission generating equipment.	Yes	DHS policy requires the use of low- and no-cost operations and maintenance practices offer potentially significant reductions. DHS sponsored energy audits identify these processes.	As facility-level data becomes available, analysis tools will be provided to Component representatives to identify reduction opportunities. Analysis and progress will be measured using results of the Sustainability Performance Management system.
Install building utility meters and benchmark performance to track energy and continuously optimize performance	No	The Department will continue to meter and benchmark facilities, however the strategy is not in the top five. Building meters provide important information, however cost effectively collecting and analyzing data is challenging.	

Agency Progress Toward Scope 3 GHG Goals

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

Progress toward Scope 3 GHG Goals: Figure 1-2

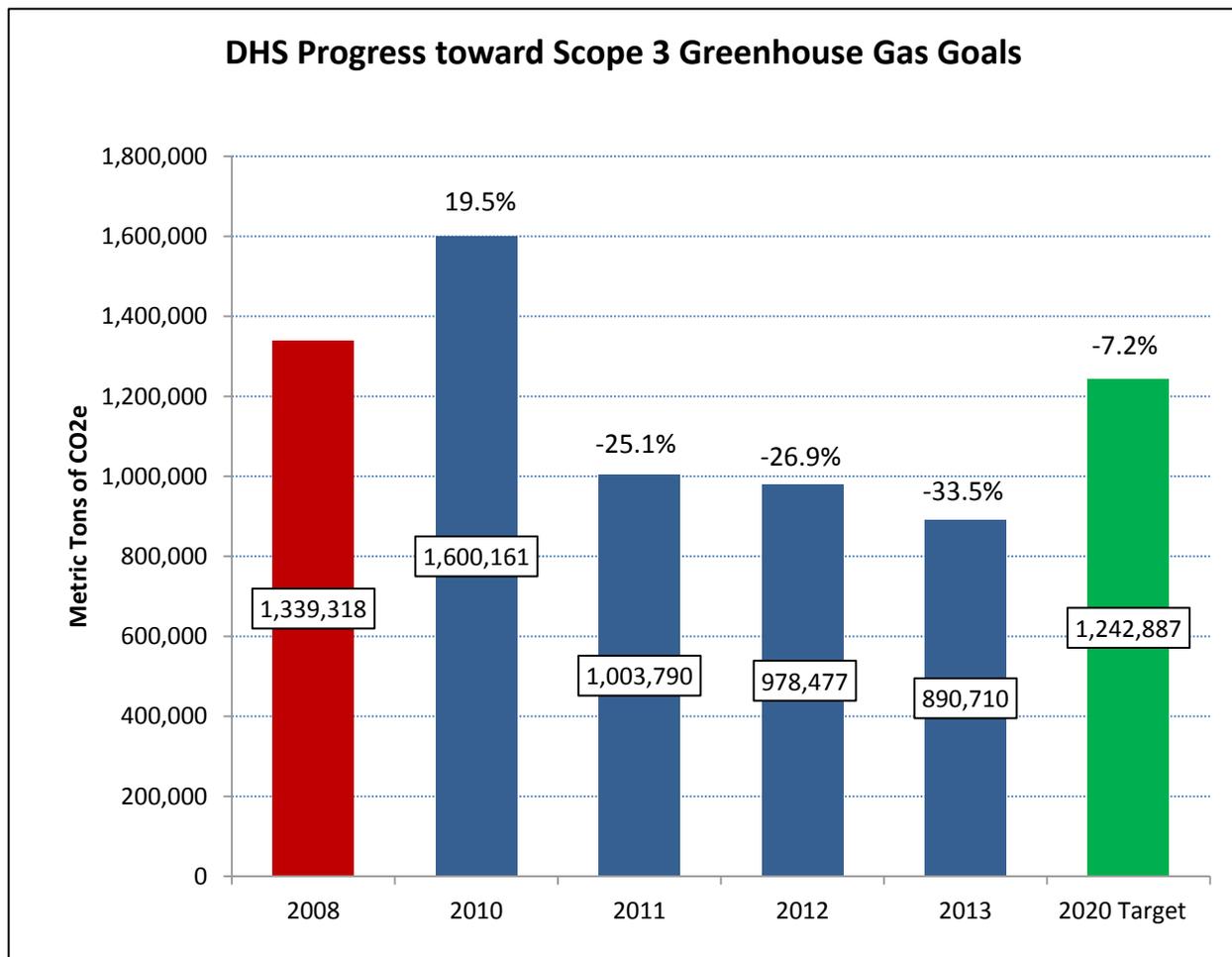


Table 1-2: Goal 1 Strategies – Scope 3 GHG Reductions

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy Narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 months
Develop and deploy employee commuter reduction plan.	No	Not a top strategy, but efforts will continue. The Commute Trip Reduction Plan was developed by an integrated team of DHS personnel from the CRSO, CHCO, NPPD, and USCG. The scope of the plan is the National Capital Region and it provides eight strategies to reduce commute trips to reduce GHG emissions and save operational cost.	The team is currently briefing senior leaders within the Department to obtain the needed approvals for the implementation of the plan. Two specific recommendations include the designation of an Employee Transportation Coordinator for the National Capital Region and the introduction of an internal DHS commuter website for the National Capital Region.
Reduce employee work related travel.	Yes	Continue to promote web based conferences and training opportunities to reduce work related travel.	USCIS’s annual National Environmental Data Call (NEDC) measures employee awareness seeks this information.
Use employee commuting survey to identify opportunities and strategies for reducing commuter emissions.	Yes	Brief employee commute survey results to the DHS Telework Team providing them information to make changes and improvements in execution plans.	Targets are to be determined.
Increase number of employees eligible for telework and/or the total number of days teleworked	Yes	DHS plans to leverage impending lease turnovers as an opportunity for consolidation and space compression. Telework is an important tool to the success of those efforts.	For FY14 achieve a telework percentage of 50% of those eligible to telework.

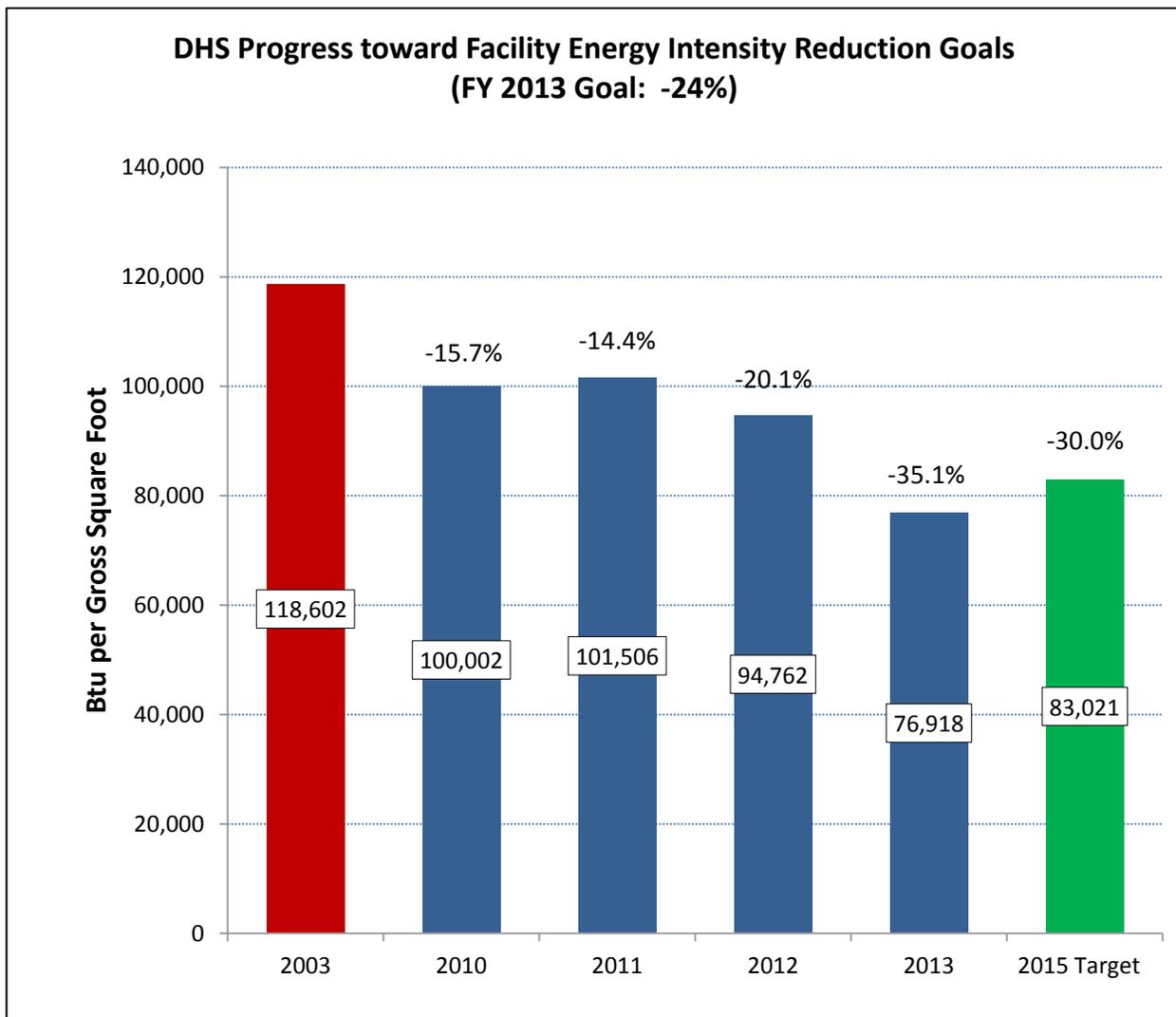
(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy Narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 months
USCIS will promote the use of mass transit and alternative forms of commuting (bicycling, walking) for employees who have that option available.	Yes	Mass transit and alternative forms of commuting will continue to be promoted through USCIS Today broadcast messages, the Green Program website, and featured during Earth Week and Bike to Work Week.	Mass transit and alternative commuting methods are measured through USCIS' annual National Environmental Data Call and the Departments Commuter Survey. Annual improvement will be monitored.
Provide bicycle commuting infrastructure	No	This is a potential result of the recommendations made in the Commute Trip Reduction Plan.	
Implement a Green Meetings Policy	Yes	The ICE Sustainability Program will develop and implement a policy to reduce travel for meetings that can be held productively via telephone or video teleconferencing. The policy will encourage teleconferencing for meetings wherever possible.	Develop and implement a Green Meetings Policy by September 2015.

Goal 2: Sustainable Building

Agency Progress toward Facility Energy Intensity Reduction Goal

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

Progress toward Facility Energy Intensity Reduction Goals: Figure 2-1



Agency Progress toward Total Buildings Meeting the Guiding Principles

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

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

**Total Buildings Meeting the Guiding Principles
(FY 2013 Goal: 11%)**

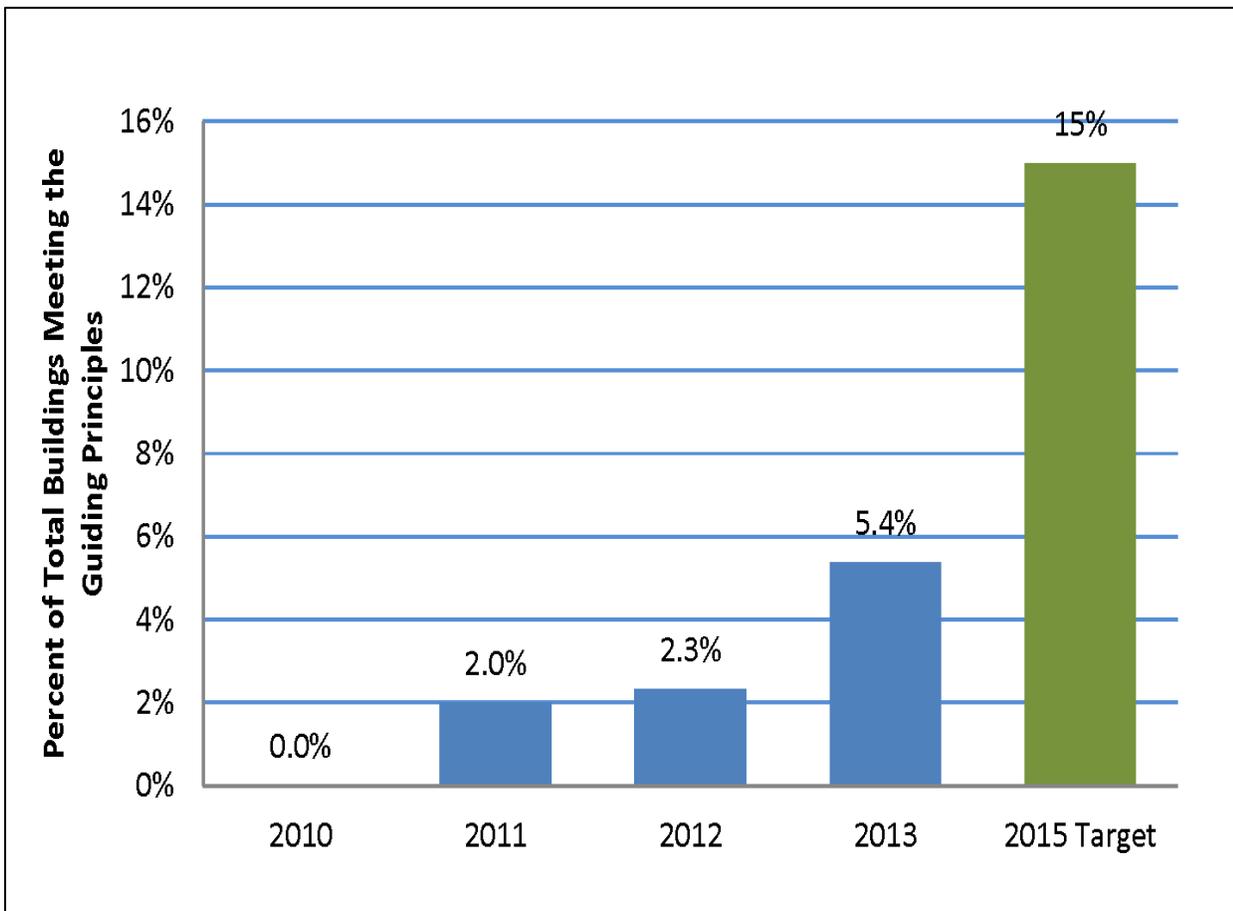


Table 2: Goal 2 Strategies – Sustainable Buildings

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 months
<p>Incorporate green building specifications into all new construction and major renovation projects.</p>	<p>Yes</p>	<p>USCG is engaged in devising a practical and sustainable approach in implementing the sustainability goals and objectives of EO 13514 and EISA. Construction specifications and Request for Proposal (RFP) templates are updated to ensure sustainable practices and features are incorporated in design and construction contracts.</p>	<p>Estimated completion of RFP templates in Q2 FY 2015.</p>
<p>Redesign or lease interior space to reduce energy use by daylighting, space optimization, sensors/control system installation, etc.</p>	<p>No</p>	<p>These issues are already incorporated into larger sustainable buildings projects.</p>	<p>NA</p>
<p>Promote sustainable location.</p>	<p>Yes</p>	<p>USCIS continues to use the USCIS standard which requires that mass transit be within a ¼ mile of our facilities, when feasible, and preference is given to existing facility space when available.</p>	<p>USCIS requires that mass transit be within ¼ mile, where feasible. For our non-public facing facilities, that may require to be outside the central business district, this may not be feasible. USCIS prefers to renovate existing space over new construction. USCIS conducts market surveys with GSA to identify building suitability, with preference give to those that meet our mission and sustainability requirements.</p>

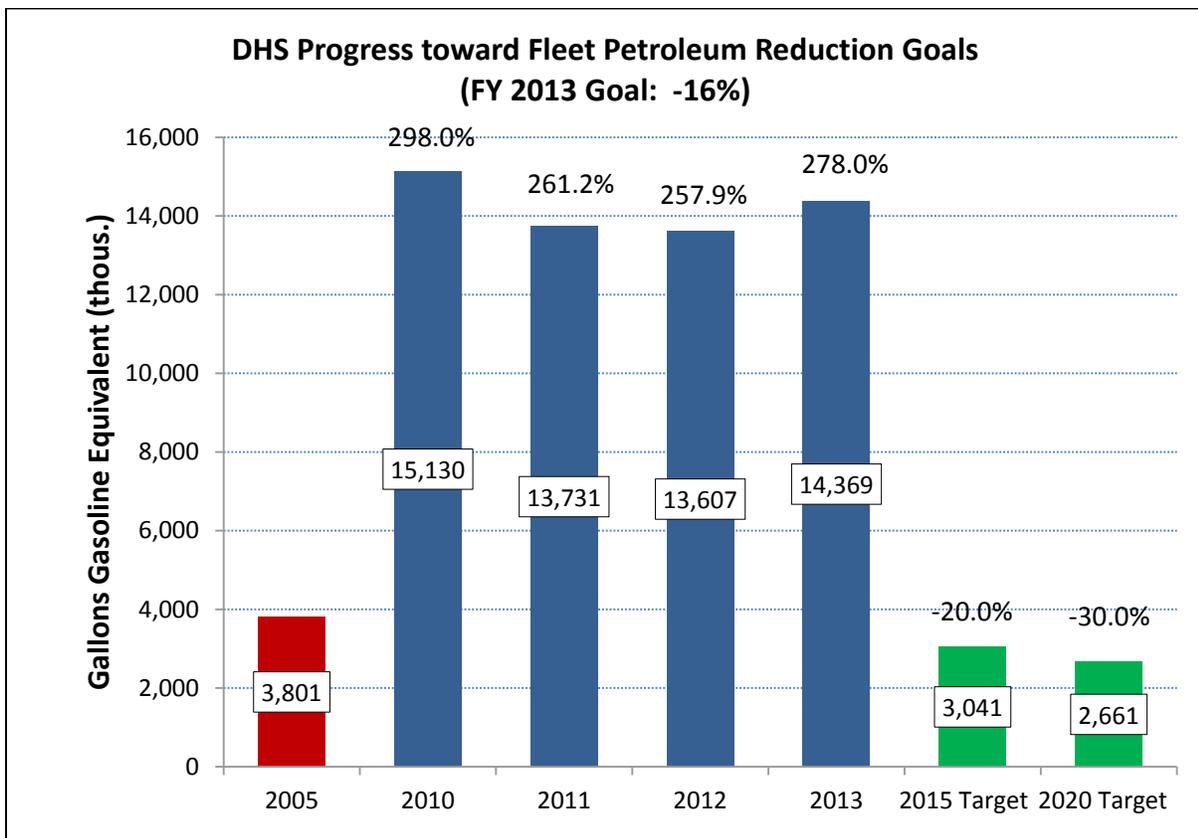
(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 months
Include in every construction contract all applicable sustainable acquisition requirements for recycled, bio-based, energy efficient, and environmentally preferable products	Yes	Contracts are reviewed every quarter.	Construction contracts are included in 5% review to meet the 95% sustainable acquisitions goal.
Develop and deploy energy and sustainability training for all facility and energy managers	Yes	Six Energy Training Modules are available on DHS intranet. USCG will provide training on energy efficiency, water conservation, renewable energy, and alternatively financed contracts in order to comply with federal requirements. Targeted individuals for training will be engineering leadership, engineers, specification writers, facility managers, contracting officers, lawyers, shop foreman, maintenance leaders, certified energy managers, etc.	(1) Provide training on alternatively financed contracts in Q3 FY 2014, pending internal Coast Guard approval. (2) Provide energy management training in Q3 FY 2014, pending internal Coast Guard approval. (3) Training will continue to be determined on a case-by-case basis in accordance with the Coast Guard's guidance on travel, conference, training, and community outreach.
Verify and update existing buildings inventory, 5,000 square feet and above.	Yes	Coast Guard has contracted Resource Efficiency Managers. These individuals will work with facilities to complete facility audits and Guiding Principles assessments over time throughout the real property portfolio.	Develop assessment plan for facilities with inventory 5,000 square feet and above by Q4 FY 2014.

Goal 3: Fleet Management

Agency Progress toward Fleet Petroleum Use Reduction Goal

EO 13514 and EISA require that by FY 2015 agencies reduce fleet petroleum use by 20 percent compared to a FY 2005 baseline. Agencies are expected to achieve at least a 2 percent annual reduction and a 30 percent reduction is required by FY2020. Referencing the chart below, the red bar represents the agency's FY2005 baseline. The green bars represent the FY 2015 and FY 2020 target reductions. The blue bars represent annual agency progress on achieving these targets. The percentage at the top of each bar represents the reduction or increase from the FY 2005 baseline. A negative percentage indicates a decrease in fleet petroleum use.

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



Agency Progress toward Fleet Alternative Fuel Consumption Goal

EO 13423 requires that agencies increase total alternative fuel consumption by 10 percent annually from the prior year starting in FY 2005. By FY 2015, agencies must increase alternative fuel use by 159.4 percent, relative to FY 2005. Referencing the chart below, 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.

Progress toward Fleet Alternative Fuel Consumption Goals: Figure 3-2

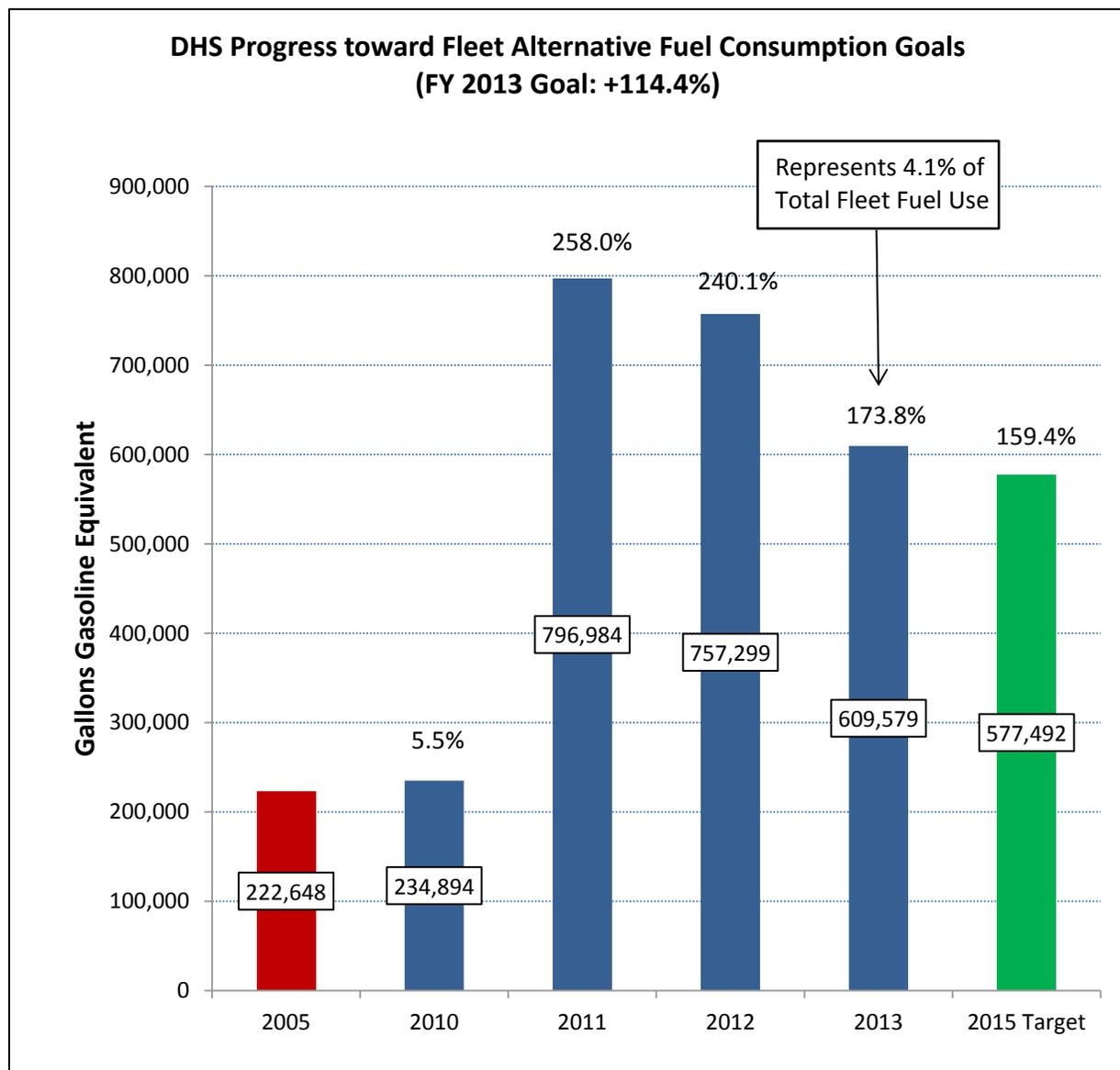


Table 3: Goal 3 Strategies – Fleet Management

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 months
Optimize/Right-size the composition of the fleet (e.g., reduce vehicle size, eliminate underutilized vehicles, acquire and locate vehicles to match local fuel infrastructure).	Yes	Implementation of achieving the optimum fleet size by 2015 began with the annual Vehicle Allocation Study.	The DHS Vehicle Fleet Assessment (VFA) Integration Team (iTeam) will develop a 3-year Departmental plan focusing on implementation of the requirements of the Vehicle Allocation Methodology to determine the optimal fleet size. This “3-year plan” will be finalized by the end of FY14.
Reduce miles traveled (e.g., share vehicles, improve routing with telematics, eliminate trips, improve scheduling, use shuttles, etc.).	No	This will be pursued, but is not a top strategy. The DHS Motor Vehicle Fleet Program Manual will be updated to include policies on reducing miles traveled.	DHS will analyze current policies to determine ways of increasing pooling, car sharing, and shuttle bus consolidation initiatives. New policies will be implemented by 2015.
Acquire only highly fuel-efficient, low greenhouse gas-emitting vehicles and alternative fuel vehicles (AFVs).	Yes	The DHS Motor Vehicle Fleet Program Manual will be updated to include policies acquiring only highly fuel-efficient, low greenhouse gas-emitting vehicles and AFVs.	DHS has established a working group to develop strategies for acquiring all light duty Alternative Fueled Vehicles (AFVs) by December 31, 2015 as well as placing those vehicles in proximity to AFV fueling stations. For areas where alternative fuels are not available, low greenhouse gas emitting and plug in hybrid electric vehicles will be acquired, whenever practicable

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 months
Increase utilization of alternative fuel in dual-fuel vehicles.	Yes	DHS will begin implementation of increasing utilization of alternative fuel in dual-fuel vehicles by issuing policy on the requirement.	DHS is developing strategies for placing those AFV's vehicles in proximity to AFV fueling stations. In an effort to increase the use of alternative fuel, DHS has created an Alternative Fuel Relocation Decision-making Flow Chart to be used in determining the feasibility of relocating AFV's to locations where alternative fuel is available. DHS Components will begin using the "Flow Chart" during the 4 th quarter of FY14.
Use a Fleet Management Information System to track fuel consumption throughout the year for agency-owned, GSA-leased, and commercially-leased vehicles.	Yes	This strategy will be conducted at the Headquarters level to ensure compliance.	DHS will continue to monitor fuel consumption for all vehicles. For agency owned vehicles, the data will be retrieved from the Fleet Card provider's IntelliLink system. Fuel consumption for GSA leased vehicles will be monitored through GSA's Drive-Thru System. The data will be monitored on a quarterly basis.

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 months
<p>Increase GSA leased vehicles and decrease agency-owned fleet vehicles, when cost effective.</p>	<p>Yes</p>	<p>Policy will be issued requiring the use of the newly developed Lease vs. Buy tool prior to vehicles being ordered to determine the best acquisition method.</p>	<p>DHS has developed a Lease vs. Buy (LvB) tool to help end users determine the most cost effective acquisition method between leasing vehicles through GSA Fleet or from purchasing the vehicles. The LvB tool is a Microsoft Excel workbook that utilizes the fixed and variable costs of vehicle ownership and leasing to determine the total lifecycle (10 years) cost of a vehicle. DHS will implement policy mandating the use of the tool for those responsible for ordering vehicles by the end of FY14.</p>

Goal 4: Water Use Efficiency & Management

Agency Progress toward Potable Water Intensity Reduction Goal

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

Progress toward Potable Water Intensity Reduction Goals: Figure 4-1:

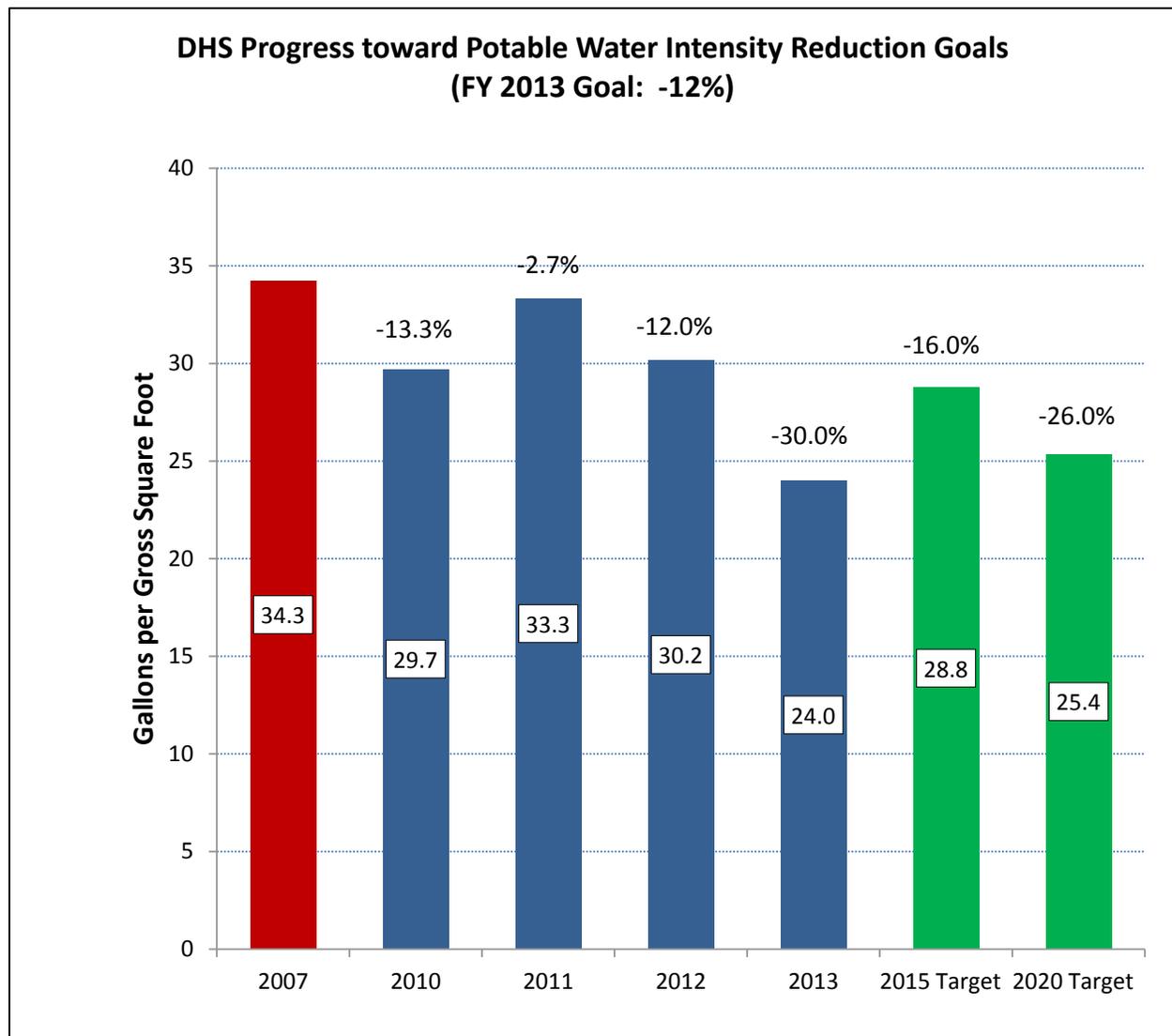


Table 4: Goal 4 Strategies – Water Use Efficiency & Management

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 months
Purchase and install high efficiency technologies (e.g., WaterSense).	Yes	Implemented where economically practicable.	Components implement water efficiency technologies and report progress annually to the Department.
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).	Yes	Implemented where economically practicable.	Component level plans for life-cycle cost-effective water management are in place.
Minimize outdoor water use and use alternative water sources as much as possible.	No	Implemented where economically practicable.	Components reduce outdoor water use to the extent possible within the context of their mission and progress is reported annually.
Design and deploy water closed-loop, capture, recharge, and/or reclamation systems.	Yes	Implemented where economically practicable.	Components implement these measures through water conservation projects. Progress is captured at the Component level and reported annually to the Department. CBP plans to assess water reuse opportunities.
Install advanced meters to measure and monitor (1) potable and (2) industrial, landscaping and agricultural water use.	Yes	Implemented where economically practicable.	Components are reviewing cost effectiveness of advanced meters and installing them. FEMA is installing advanced meters as a pilot at one facility and planning to expand the project.

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 months
Develop and implement programs to educate employees about methods to minimize water use.	Yes	Implemented by Components.	Education is an excellent cost-effective method of achieving savings. Success of this strategy is captured in the overall progress reported by Components annually.
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	Implemented by Components.	Water use is evaluated in the context of the Department's mission and long-term impact. While these assessments provide valuable information, there is no associated reduction until recommendations are implemented.

Goal 5: Pollution Prevention & Waste Reduction

Agency Progress toward Pollution Prevention & Waste Reduction

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

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

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 months
Eliminate, reduce, or recover refrigerants and other fugitive emissions.	No	This is handled at the facility level.	NA
S&T Office of National Laboratories (ONL) - Elimination of Ozone Depleting Substances (ODS).	Yes	Eliminate ODS from the S&T inventory in accordance with the EPA Significant New Alternatives Policy SNAP.	Realize annual reductions in ODS substances reported as used at S&T facilities through the annual GHG/Energy report (FY14 and FY15) until ultimate elimination.
Reduce waste generation through elimination, source reduction, and recycling. TSA is investigating recycling and reuse opportunities for Voluntarily Abandoned Property collected by TSA airport operations.	Yes	Continue this strategy in TSA's Environmental Management System as a significant aspect and manage through an environmental management plan.	Increase the amount of hazardous voluntarily abandoned property being recycled or reused.
Implement integrated pest management and improved landscape management practices to reduce the use of toxic chemical.	No	This is handled at the facility level.	NA

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 months
Establish a tracking and reporting system for construction and demolition debris elimination. (ONL – Infrastructure) C&D waste diversion for construction projects.	Yes	For the PIADC WWTDS and the TSL IIP construction projects, ensure 50% diversion of C&D debris.	TSL IIP: Divert 75% of construction waste from landfill (per Sustainability report). PIADC WWTDS: Divert a minimum of 50% of C&D debris from the landfill as stated in the project specification.
Develop/revise Agency Chemicals Inventory Plans and identify and deploy chemical elimination, substitution, and/or management opportunities.	No	This is handled at the facility level.	NA
Take inventory of current HFC use and purchases.	Yes	DHS will encourage components to establish an inventory.	Will be included in component OSPP template for FY 2014.
Require high-level waiver or contract approval for any agency use of HFCs.	No	DHS is not in a position to make this a top strategy.	NA
Ensure HFC management training and recycling equipment are available.	Yes	This will be encouraged at the component and facility level.	Will be included in component OSPP template for FY 2014.

Goal 6: Sustainable Acquisition

Agency Progress toward Sustainable Acquisition Goal

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

Progress toward Sustainable Acquisition Goal: Figure 6-1:

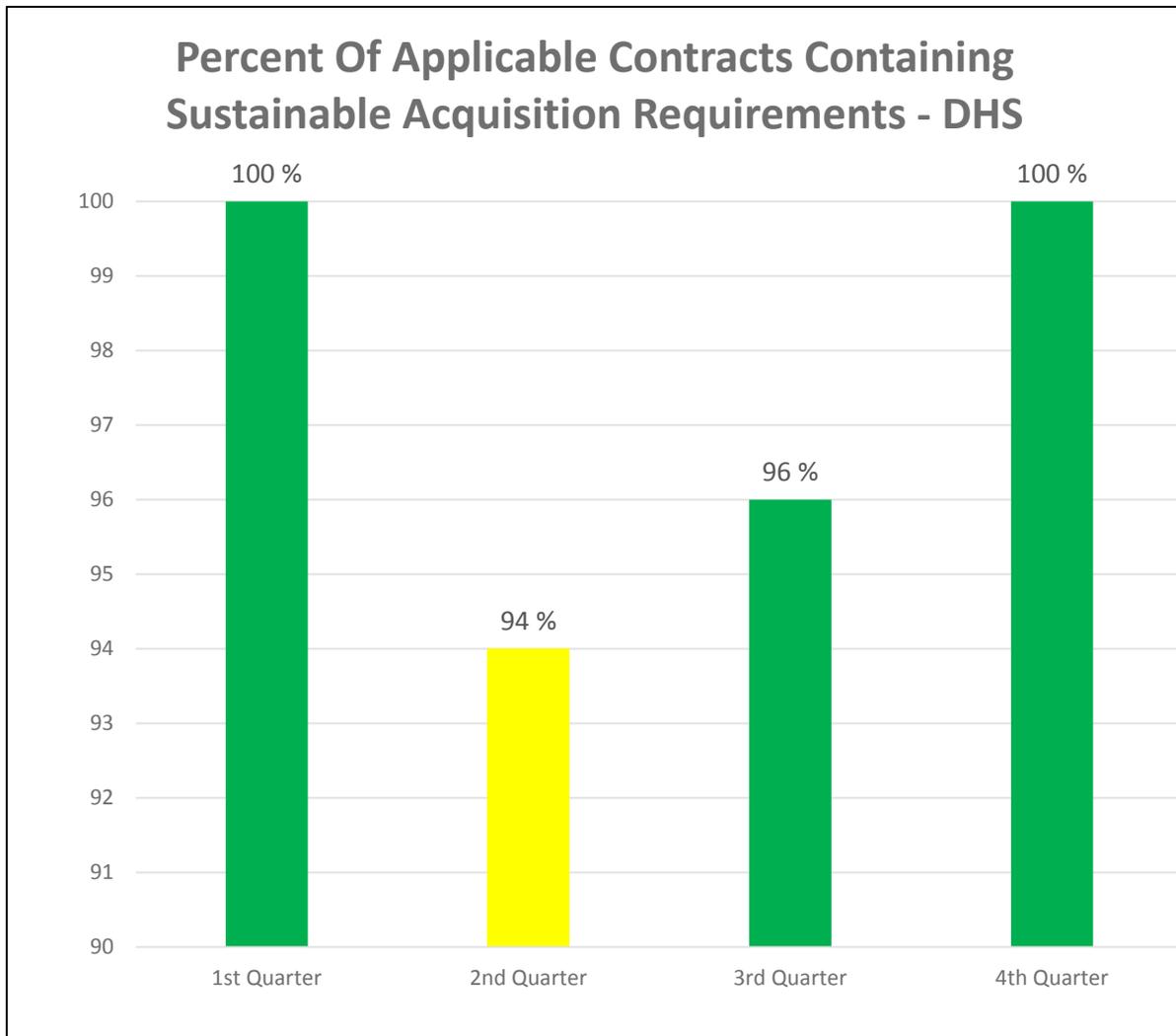


Table 6: Goal 6 Strategies – Sustainable Acquisition

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 month
Update and deploy agency procurement policies and programs to ensure that federally-mandated designated sustainable products are included in all relevant procurements and services.	Yes	Ensure acquisition workforce have access to updated agency procurement policies mandating the use of designated sustainable products in all relevant procurements and services.	Update the Department of Homeland Security Acquisition Manual as required by changes in law and future FAR cases. Ensure that updates are implemented and accessible to all contracting staff within 30 days of being issued.
Deploy corrective actions to address identified barriers to increasing sustainable procurements with special emphasis on bio-based purchasing.	Yes	Identify areas for improvement using Federal Procurement Data System-Next Generation.	Conduct quarterly reviews to identify areas requiring improvement or correction.
Include bio-based and other FAR sustainability clauses in all applicable construction and other relevant service contracts.	Yes	Ensure that 95% of eligible new contract actions include the required environmental clauses and provisions prescribed by Federal Acquisition Regulation Subpart 23. The Rowley Training Center required the use of bio-based, recycled content, and environmentally-friendly products and services in their janitorial, grounds maintenance, and forestry management solicitations and contracts.	Conduct focused quarterly reviews on construction and service contracts to verify that the appropriate clauses are included in 95% of the applicable contract actions.

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 month
Review and update agency specifications to include bio-based and designated green products to enable meeting sustainable acquisition goals.	No	To date, DHS has not identified any agency specifications that would include green products.	Appropriate actions will be coordinated to update specifications when the need arises.
Use Federal Strategic Sourcing Initiatives, for office products and imaging equipment, which include sustainable acquisition requirements.	No	The Federal Strategic Sourcing Initiatives already include sustainable acquisition requirements.	DHS strategic sourcing contracts for electronic products requires reporting purchasing results.
Report on sustainability compliance in contractor performance reviews.	No	Inability to track in the Contractor Procurement Assessment Reporting System. This would be 100% manual check.	Will revisit when functionality is added to the Contractor Procurement Assessment Reporting System.
Improve awareness training on sustainable acquisitions	Yes	USCG will conduct Bio-based training workshops for contracting personnel, to include emphasis on FPDS-NG coding. CBP's Conservation and Energy Division will release a Sustainable Acquisition Directive and Handbook. Personnel from different Components within DHS actively participated in the development of the GSA Sustainable Facilities tool.	Training will be promoted and tracked. DHS will continue to identify opportunities, internally and externally, to gain knowledge on best practices surrounding sustainable acquisitions.

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 month
Increase user awareness of sustainable products and services.	Yes	Deploy sustainable acquisition outreach campaign.	DHS will continue to staff 2 vendor outreach sessions in collaboration with the Office of Small and Disadvantaged Business Utilization and the CRSO.

Goal 7: Electronic Stewardship & Data Centers

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

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

- EPEAT: 95% or more Monitors and PCs/Laptops purchased in FY 2013 were EPEAT compliant Agency-wide;
- Power Management: 100% Power Management Enabled Computers, Laptops and Monitors Agency-wide;
- End-of-Life: 100% of Electronics at end of life disposed through GSA Xcess, CFL, Unicorn or Certified Recycler (R2, E-Stewards).

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

EPEAT	POWER MANAGEMENT	END-OF-LIFE	COMMENTS
			

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

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 months
Identify agency “Core” and “Non-Core” Data Centers.	Yes	Continue tracking core and non-core data center consolidations.	Submission of 2014 Federal Data Center Consolidation Initiative report.
Consolidate 40% of agency non-core data centers.	Yes	Continue to fund migration efforts.	Increased consolidation of non-core data centers into core data centers.
Optimize agency Core Data Centers across total cost of ownership metrics.	NA	Collecting server utilization data.	Increased virtualization.
Ensure that power management, duplex printing, and other energy efficiency or environmentally preferable options and features are enabled on all eligible electronics and monitor compliance.	Yes	Continue implementation and maintenance of the DHS Directives.	Host teleconferences to support continued progress. Solicit project plans and provide an annual report to the ITSO Executive directive.
Update and deploy policies to use environmentally sound practices for disposition of all agency excess or surplus electronic products, including use of certified eSteward and/or R2 electronic recyclers, and monitor compliance.	Yes	DHS plans to continue to identify and implement additional opportunities to expand the available options to the Department to comply with environmentally sound practices for disposition of all electronic products.	Monitor implementation of newly launched USPS Recycling Program (Blue Earth). As the DHS consolidated asset portfolio & sustainability information system becomes fully operational, utilize data to more comprehensively analyze disposition activities across the Department.

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 months
Ensure acquisition of 95% EPEAT registered and 100% of ENERGY STAR qualified and FEMP designated electronic office products.	Yes	FSSI Eagle II/First Source II Contracts meet the Federal Acquisition Regulations for EPEAT registered products. EPEAT, Energy Star qualified and FEMP designated products are included in the DHS Acquisitions Manual and the DHS Affirmative Procurement Plan, Appendix Q.	The FSSI Eagle II/First Source II Contracts will be updated to include new EPEAT product category requirements as required by the Federal Acquisition Regulations.

Goal 8: Renewable Energy

Agency Renewable Energy Percentage of Total Electricity Usage

EO 13514 requires that agencies increase use of renewable energy. Further, EPACT 2005 requires agencies to increase renewable energy use such that 7.5 percent of the agency's total electricity consumption is generated by renewable energy sources for FY 2014 and beyond. For FY 2013, the required target was 7.5 percent of an agency's total electricity consumption.

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

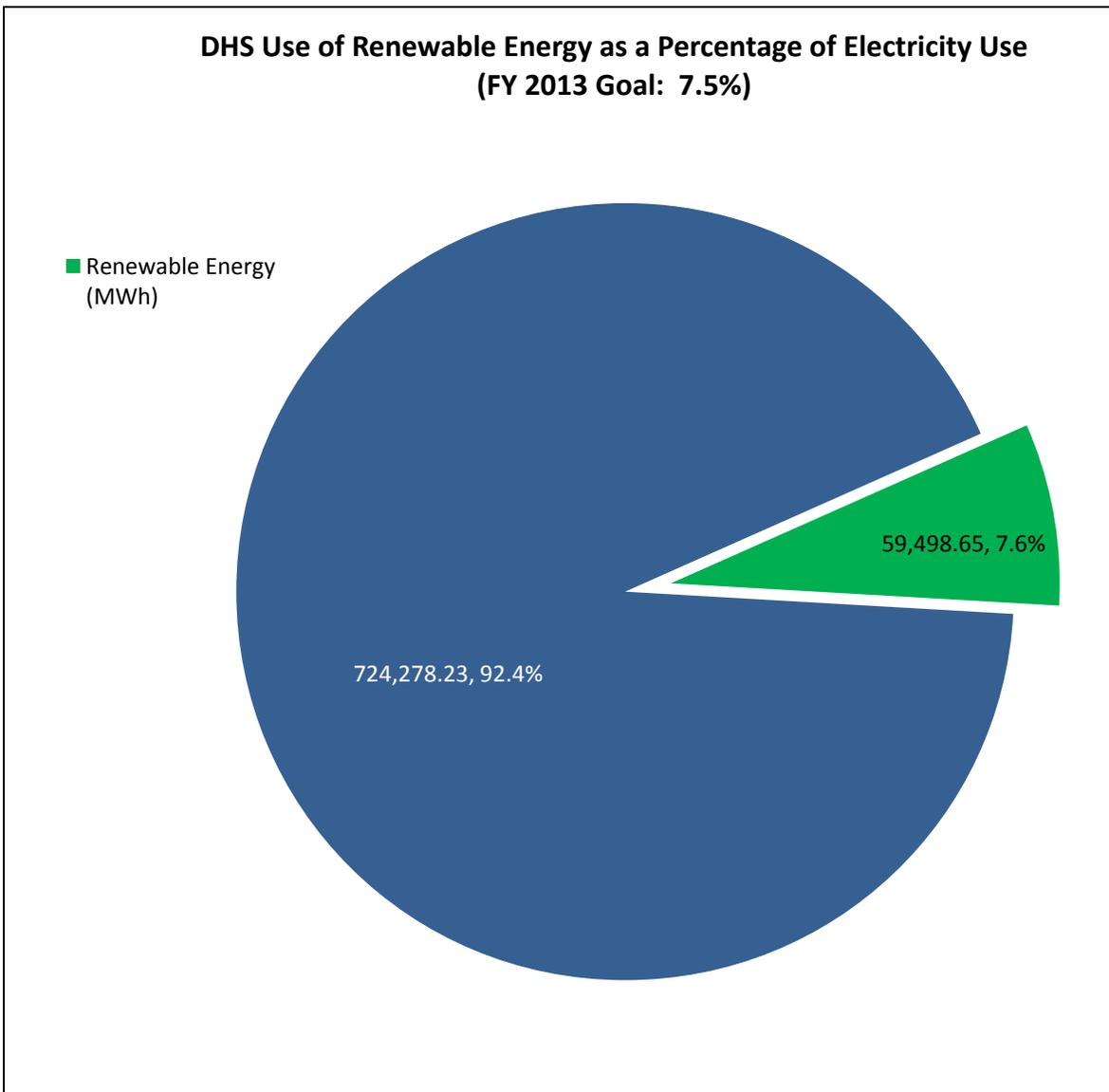


Table 8: Goal 8 Strategies – Renewable Energy

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 months
Purchase renewable energy directly or through Renewable Energy Credits (RECs).	Yes	DHS purchases renewable electric energy either directly or by purchasing RECs to optimize the amount of renewable energy per dollar.	DHS measures renewable electricity purchased at the component level. DHS will purchase 7.5% of its electricity from renewable sources over the next 12 months.
Install onsite renewable energy on federal sites.	Yes	Onsite renewable energy is being and has been installed at USCG, CBP, and FLETC sites. These installations often enhance energy availability and result in reduced energy costs.	Renewable energy generated on federal sites will be reported by components and included in the Department’s annual reporting.
Lease land for renewable energy infrastructure.	No	DHS is not in a position to lease land for renewable infrastructure.	NA
Develop biomass capacity for energy generation.	Yes	The US Coast Guard is studying the availability of biomass resources to meet needs in remote areas.	Progress will be tracked if implemented. Metrics to be determined.
Utilize performance contracting methodologies for implementing ECMs and increasing renewable energy.	Yes	Energy conservation projects, including renewable energy generation and more efficient facility systems are being pursued as part of the President’s Performance Contracting Challenge.	Components provide monthly status updates. Investment progress is scored quarterly through Component scorecards. Awards exceeding \$4m for renewable energy implementation are anticipated by the end of FY 2014.

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 months
Work with other agencies to create volume discount incentives for increased renewable energy purchases.	Yes	DHS Components partner with GSA and DLA Energy to purchase renewables and RECs at the most favorable prices available.	Progress is tracked by components and reported quarterly through the Component scorecards and annually as part of the annual report.

Goal 9: Climate Change Resilience

Agency Climate Change Resilience

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

Table 9: Goal 9 Strategies – Climate Change Resilience

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 months
<p>Ensure climate change adaptation is integrated into both agency-wide and regional planning efforts, in coordination with other Federal agencies as well as state and local partners, Tribal governments, and private stakeholders.</p>	<p>NA</p>	<p>DHS revised their Climate Action Plan and re-prioritized the goals for the FY 2014 implementation strategy. The DHS Climate Action Plan (completed in September 2013), and the DHS Implementation Strategy (to be completed June 2014), accurately reflect the strategies and goals of the Department.</p> <p>The strategy listed in Column A is not specifically one of DHS’ top five (as explained above), but it is a broad strategy that is considered and/or applied to all DHS climate change actions.</p>	<p>NA</p>

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 months
Update agency emergency response procedures and protocols to account for projected climate change, including extreme weather events.	NA	<p>DHS revised their Climate Action Plan and re-prioritized the goals for the FY 2014 implementation strategy. The DHS Climate Action Plan (completed in September 2013), and the DHS Implementation Strategy (to be completed June 2014), accurately reflect the strategies and goals of the Department.</p> <p>The strategy listed in Column A is not specifically one of DHS' top five (as explained above), but the Federal level Exercise and the Decision Support Planning template (part of DHS' top five) support this strategy.</p>	NA

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 months
<p>Ensure workforce protocols and policies reflect projected human health and safety impacts of climate change.</p>	<p>NA</p>	<p>DHS revised their Climate Action Plan and re-prioritized the goals for the FY 2014 implementation strategy. The DHS Climate Action Plan (completed in September 2013), and the DHS Implementation Strategy (to be completed June 2014), accurately reflect the strategies and goals of the Department.</p> <p>This strategy is related to the sixth priority action included in the DHS Climate Action Plan Implementation Strategy: “Work with the Departments of Health & Human Services, Agriculture, Defense, and other Federal partners to ensure that adverse effects of climate change on health are incorporated into the Community Health Resilience Initiative.”</p>	<p>NA</p>

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 months
<p>Update agency external programs and policies (including grants, loans, technical assistance, etc.) to incentivize planning for, and addressing the impacts of, climate change.</p>	<p>NA</p>	<p>DHS revised their Climate Action Plan and re-prioritized the goals for the FY 2014 implementation strategy. The DHS Climate Action Plan (completed in September 2013), and the DHS Implementation Strategy (to be completed June 2014), accurately reflect the strategies and goals of the Department.</p> <p>The strategy listed in Column A is not specifically one of DHS' top five (as explained above), but the Decision Support Planning template and the Climate Change Adaptation webpage on DHS.gov (part of DHS' top five) support this strategy.</p>	<p>NA</p>

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 months
<p>Ensure agency principals demonstrate commitment to adaptation efforts through internal communications and policies.</p>	<p>NA</p>	<p>DHS revised their Climate Action Plan and re-prioritized the goals for the FY 2014 implementation strategy. The DHS Climate Action Plan (completed in September 2013), and the DHS Implementation Strategy (to be completed June 2014), accurately reflect the strategies and goals of the Department.</p> <p>The strategy listed in Column A is not specifically one of DHS' top five (as explained above), but launching a DHS public-facing Climate Change Adaptation section on the DHS.gov website (part of DHS' top five) is one way to address this strategy.</p>	<p>NA</p>

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 months
<p>Identify vulnerable communities that are served by agency mission and are potentially impacted by climate change and identify measures to address those vulnerabilities where possible.</p>	<p>NA</p>	<p>DHS revised their Climate Action Plan and re-prioritized the goals for the FY 2014 implementation strategy. The DHS Climate Action Plan (completed in September 2013), and the DHS Implementation Strategy (to be completed June 2014), accurately reflect the strategies and goals of the Department.</p> <p>The strategy listed in Column A is not specifically one of DHS' top five (as explained above), but the Decision Support Planning template (part of DHS' top five) supports this strategy.</p>	<p>NA</p>

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 months
<p>Ensure that agency climate adaptation and resilience policies and programs reflect best available current climate change science, updated as necessary.</p>	<p>NA</p>	<p>DHS revised their Climate Action Plan and re-prioritized the goals for the FY 2014 implementation strategy. The DHS Climate Action Plan (completed in September 2013), and the DHS Implementation Strategy (to be completed June 2014), accurately reflect the strategies and goals of the Department.</p> <p>The strategy listed in Column A is not specifically one of DHS' top five (as explained above), but the Decision Support Planning template (part of DHS' top five) supports this strategy.</p>	<p>NA</p>

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 months
Design and construct new or modify/manage existing agency facilities and/or infrastructure to account for the potential impacts of projected climate change.	NA	<p>DHS revised their Climate Action Plan and re-prioritized the goals for the FY 2014 implementation strategy. The DHS Climate Action Plan (completed in September 2013), and the DHS Implementation Strategy (to be completed June 2014), accurately reflect the strategies and goals of the Department.</p> <p>The strategy listed in Column A is not specifically one of DHS' top five (as explained above), but assessing exposure of DHS facilities to flood risk and promoting appropriate building standards and practices (part of DHS' top five) support this strategy.</p>	NA

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 months
<p>Incorporate climate preparedness and resilience into planning and implementation guidelines for agency-implemented projects.</p>	<p>NA</p>	<p>DHS revised their Climate Action Plan and re-prioritized the goals for the FY 2014 implementation strategy. The DHS Climate Action Plan (completed in September 2013), and the DHS Implementation Strategy (to be completed June 2014), accurately reflect the strategies and goals of the Department.</p> <p>The strategy listed in Column A is not specifically one of DHS' top five (as explained above), but it is a broad strategy that is considered and/or applied to all DHS climate change actions.</p>	<p>NA</p>

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 months
Protect and ensure the resilience of the nation’s critical infrastructure and key resources to potential impacts of climate change.	NA	<p>DHS revised their Climate Action Plan and re-prioritized the goals for the FY 2014 implementation strategy. The DHS Climate Action Plan (completed in September 2013), and the DHS Implementation Strategy (to be completed June 2014), accurately reflect the strategies and goals of the Department.</p> <p>The strategy listed in Column A is not specifically one of DHS’ top five (as explained above), but assessing exposure of DHS facilities to flood risk; promoting appropriate building standards and practices; and utilizing the Decision Support Planning template (part of DHS’ top five) support this broader strategy.</p>	NA
<p><i>Note regarding accurate top five DHS implementation strategies listed below: DHS’ Implementation Strategy, which supports the DHS Climate Action Plan, identifies six priority actions for FY 2014. Below are the top five, chosen from the six, written verbatim to maintain consistency between the SSPP and the DHS Implementation Strategy. As additional information, the sixth FY 2014 priority action included in the Implementation Strategy is the following: “Work with the Departments of Health & Human Services, Agriculture, Defense, and other Federal partners to ensure that adverse effects of climate change on health are incorporated into the Community Health Resilience Initiative.”</i></p>			

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 months
<p>Launch a DHS Public-facing Climate Change Adaptation section on the DHS.gov website.</p>	<p>Yes</p>	<p>The DHS Office of Public Affairs will create a climate adaptation presence on the external DHS home page. The climate change adaptation page will serve as an online clearinghouse for all DHS information on climate change.</p>	<p>The climate change webpage will be completed and announced by August 2014.</p>
<p>Support the Council on Environmental Quality (CEQ) in conducting a Federal level Exercise on Climate Change Adaptation.</p>	<p>Yes</p>	<p>The Federal Emergency Management Agency's (FEMA) National Exercise Division will support the CEQ and National Security Staff in conducting a Federal Level Exercise on Climate Change Adaptation. The exercise will integrate the information contained in the National Climate Assessment; incorporate existing Federal department and agency climate change adaptation planning; and satisfy Executive Order requirements to engage Federal executive branch and partners in discussions on the effects of climate change.</p>	<p>The exercise series will include the following three elements:</p> <ol style="list-style-type: none"> 1.) A workshop with Federal climate change subject matter experts and planners was held in May 2014. 2.) In September 2014, a Senior Level Exercise will take place to include members of the White House Council on Climate Preparedness and Resilience. 3.) FEMA will develop exportable exercise packages for whole community stakeholders in FY 2015.

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 months
Promote appropriate building standards and practices.	Yes	The National Institute of Building Science (NIBS), CEQ, and DHS hosted a Resilience Summit promoting building codes adoption on September 19, 2013.	<ol style="list-style-type: none"> 1.) The summit was held in September 2013. DHS will sponsor a forum to continue the dialogue in the latter half of FY 2014 to include representatives from local governments, construction companies, private insurers, homeowners, and banks/lenders. 2.) DHS representatives convened a Resilient Baldwin County (Alabama) focus group to ascertain ways to promote building codes in March 2014. 3.) Surveys will be conducted with participants in the Resilience STAR™ pilot in the Gulf Coast in June 2014. 4.) An After Action Report memorializing this effort will be ready in August 2014.

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 months
<p>Create a Decision Support Planning template to inform risk decisions at the operational level of all stakeholders using U.S. Global Change Research Program data.</p>	<p>Yes</p>	<p>National Protection & Programs Directorate – Infrastructure Preparedness (NPPD-IP) and FEMA will work together to consider merging critical infrastructure risk into existing FEMA programs, such as Threat and Hazard Identification and Risk Assessment (THIRA), Preparedness, and Mitigation. NPPD-IP seeks to develop a risk-based informed decision support process for critical infrastructure and emergency management stakeholders that will enable all hazards risk-based decisions that include climate change to inform mitigation strategies.</p>	<ol style="list-style-type: none"> 1.) NPPD is currently developing requirements in coordination with FEMA and National Oceanic and Atmospheric Administration (NOAA) through exercise and existing studies. 2.) A Climate Preparedness Workshop occurred in April 2014 and will be followed by a tabletop exercise on June 19, 2014. 3.) NPPD will incorporate climate change into an enhanced Risk Assessment Methodology Critical Asset Protection (RAMCAP™) as the basis for risk assessment of core infrastructure assessments for community resilience.

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 months
Assess exposure of DHS facilities to flood risk.	Yes	To determine exposure of DHS facilities to the impacts of climate change, the Department will begin by developing a methodology to assess which properties are susceptible to flood risk. The Management Directorate's Office of the Chief Readiness Support Officer will coordinate with FEMA to obtain Geographic Information Systems floodplain information on special flood hazard zones (1%), determine which properties are in the floodplain, and identify facility-related flood potential risks and impacts.	<ol style="list-style-type: none"> 1.) DHS will develop the initial assessment and prioritization process by the end of FY 2015. 2.) DHS will determine exposure to changing risks by the end of FY 2015. 3.) DHS will develop a performance measurement system to evaluate the effectiveness of the mitigation strategies employed at DHS-owned facilities by the end of FY 2015.

Goal 10: Energy Performance Contracts

Agency Progress toward 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.

Agency Awarded Energy Performance Contracts

The chart below represents the agency's performance contracting commitment and progress toward that commitment reported through December 31, 2013 (for agencies subject to the 2011 President's Performance Contracting Challenge). Referencing the chart below, 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. All agencies are to meet or exceed their initial target no later than June 30, 2014.

Progress in Meeting President's Performance Contracting Challenge goal: Figure 10-1

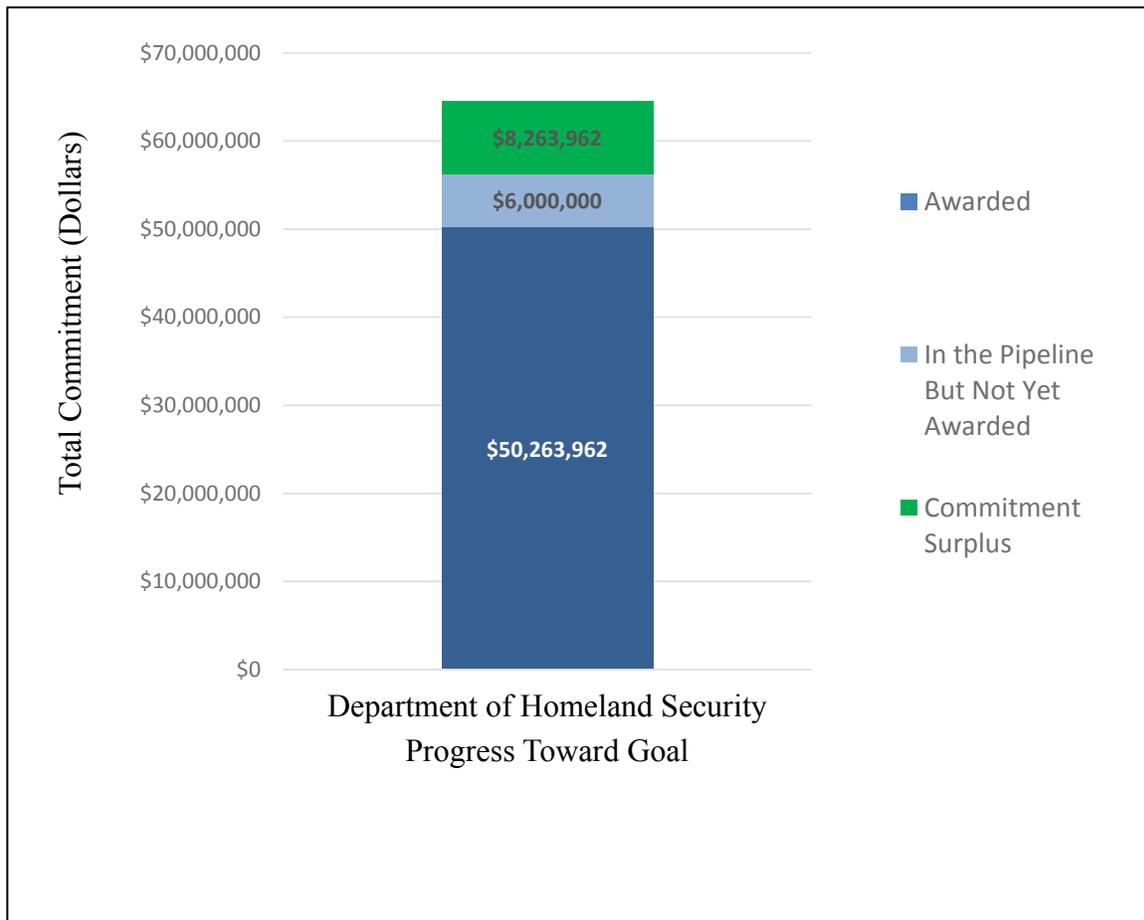


Table 10: Goal 10 Strategies – Energy Performance Contracts

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top Five? Yes/No/NA	(C) Strategy Narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in next 12 months
Evaluate 25% of agency’s most energy intensive buildings for use with energy performance contracts.	NA	The Department continues to strengthen its energy assessment and prioritization processes.	NA
Prioritize top ten projects which will provide greatest energy savings potential.	Yes	The Department’s top ten projects are currently being pursued as part of the President’s Performance Contracting Challenge.	Monthly status updates are requested from Components. Investment progress is scored quarterly through Component scorecards. Awards exceeding \$5m in energy projects are anticipated by the end of this FY.
Cut cycle time of performance contracting process by at least 25%.	NA	The Department continues to evaluate methods to expedite the contracting process while ensuring the appropriate financial reviews are conducted to ensure long term value.	The Department is evaluating the implementation of an Energy Savings Contract Center of Excellence to leverage experience and knowledge.
Assign agency lead to participate in strategic sourcing initiatives.	NA	The Department actively participates in and leads strategic sourcing initiatives.	NA
Devote 2% of new commitments to small buildings (<20k sq. ft.).	Yes	The Department is currently pursuing projects in small facilities through the ENABLE vehicle; these projects would not have been viable previously because of the small investment.	Components provide monthly updates. Investment progress is scored quarterly through scorecards. The Department anticipates award of its first ENABLE project by the end of this FY.

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top Five? Yes/No/NA	(C) Strategy Narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in next 12 months
Identify and commit to include 3-5 onsite renewable energy projects in energy performance contracts.	Yes	Components are in the process of developing projects in support of the President’s Performance Contracting Challenge that will include renewable energy technologies.	Components provide monthly status updates . Investment progress is scored quarterly through Component scorecards.
Ensure relevant legal and procurement staff are trained by FEMP ESPC/ UESC course curriculum.	Yes	Training has proven to be a critical element in successful implementation of Performance Contracts. The Department will work to leverage existing training programs and incorporate lessons learned and best practices.	The Department will conduct a Mission Sustainable Energy Roundtable to share experience with and knowledge of performance contracting amongst the Components.
Provide measurement and verification data for all awarded projects.	NA	The Department is working with Components to adequately monitor awards and M&V follow-up activities.	NA
Enter all reported energy savings data for operational projects into MAX COLLECT (max.gov).	Yes	MAX COLLECT has proven to be a helpful tool in monitoring progress. DHS will work with Components to collect and report the necessary information.	The Department will continue to provide monthly updates on activities and progress. The Department is working with Components to adequately monitor awards and M&V follow-up activities.

Appendices

1. DHS Climate Action Plan Addendum



DHS Climate Action Plan

Addendum *June 2014*



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IMPLEMENTING CLIMATE CHANGE ADAPTATION WITHIN THE HOMELAND SECURITY LANDSCAPE

According to the recent release of the Third National Climate Assessment, parts of the United States will experience an increase in frequency and intensity of hurricanes, massive flooding, excessively high temperatures, wildfires, severe downpours, severe droughts, storm surge and sea-level rise throughout the 21st Century. Other efforts, including the 2014 Quadrennial Homeland Security Review, describe an increasing risk from natural events and conclude that climate change is amongst the top homeland security risks.

As a result of the uncertainties associated with climate change affects, historically successful strategies for managing resources and infrastructure will become less effective over time requiring new paradigms, policies and procedures. Although decision-makers routinely make complex decisions under uncertain conditions, decision-making in the context of climate change can be especially challenging. Through the implementation strategies outlined in this document, the Department of Homeland Security (DHS) offers means to help improve decision-making in the context of climate variability and change.

Decision support processes include topics such as decision-making frameworks that include decision support tools. These approaches can help evaluate the costs and benefits of alternative actions regarding amounts of risk associated with different adaptation options. DHS will continue to aid counties, states, tribes, territories, business and industry in the decision process to consider the role of alternative institutions, infrastructure and governance structures. In particular, DHS will help them consider iterative decision processes that incorporate multiple options, cost and social impacts of adaptation, and improve preparedness and mitigation strategies in the context of rapid changes in environmental conditions.

The U.S. Coast Guard developed its Arctic Strategy in May 2013 and built strategies around the amplified changes that the Arctic is predicted to see from climate change. Melting sea ice represents both opportunity and danger for citizens and infrastructure exposed to climate change. The Arctic Strategy is critically important as the changing Arctic conditions simultaneously present national security threats and opportunities for economic growth, in addition to impacts to natural resources and the health and sustainability of living marine resources.

DHS recognizes that these implementation strategies will require careful and deliberate planning, and many of such efforts will span decades. Priority for implementation efforts has been given to addressing informational needs, health concerns and decision support for all stakeholders.

THE DHS CLIMATE ACTION PLAN AT A GLIMPSE

In 2012, the Department of Homeland Security published the DHS Climate Change Adaptation (CCA) Roadmap to satisfy the requirements of Executive Order 13514, *Federal Leadership in Environmental, Energy, and Economic Performance*. Its chief intent was to integrate CCA into both the culture and operations of the Department. Through the CCA Roadmap, DHS began a multi-year effort to account for climate change and extreme weather in the context of its missions, programs, plans and policies.

In 2013, DHS revised the 2012 CCA Roadmap to meet the objectives and further guidance in the new Executive Order 13656, *Preparing the United States for the Impacts of Climate Change*. With its focus shifting from inward (i.e., Departmental programs) to outward (i.e., national preparedness), the revised plan also considers DHS programs that serve the public, protect critical infrastructure, and secure the nation's economy. DHS is composed of more than 240,000 employees across 22 components with thousands of programs and many mission-essential functions. Many of the most important programs have direct linkages to the public, and many require external stakeholder involvement to be effective.

The DHS Climate Action Plan is comprised of 36 implementation actions, which includes 18 near term (fiscal year [FY] 2014-FY 2015) and 18 long term (up to 10 years away) actions. The DHS Plan also aligns to and helps implement the vision of The President's Climate Action Plan. Announced in June 2013, The President's Plan represents a landmark commitment by the Federal government to combat the effects of climate change. Some of the underlying themes from The President's Plan included in the DHS Plan are:

- Increasing interactions with state, local, tribal and territorial governments to combat and adapt to climate change;
- Promoting resilient infrastructure through partnerships with the public and private sector;
- Developing online tools for stakeholders to make risk-informed decisions; and
- Devising, in collaboration with the Department of Health and Human Services, community health planning templates that account for climate change.

ENSURING IMPLEMENTATION

The Department ensures execution of the DHS Plan through a body created in March 2011 known as the Climate Change Adaptation Executive Steering Committee (ESC). The group convenes quarterly and is composed of climate change leads from 16 DHS components. This senior-level body provides implementation oversight while day-to-day coordination is conducted through the ESC's tactical arm, the DHS CCA Director Group. This body meets regularly and creates sub-groups to focus on key actions, as necessary.

This Implementation Strategy identifies steps to successfully execute on the DHS Climate Action Plan. It outlines the 18 near term actions identified in the DHS Plan for FY 2014 and FY 2015, and includes specific tasks and operational milestones.

DHS prioritized six of the 18 near term actions for FY 2014:

1. Launch a DHS public-facing Climate Change Adaptation section on the DHS.gov website.
2. Support the Council on Environmental Quality in conducting a Federal level Exercise on Climate Change Adaptation.
3. Promote appropriate building standards and practices.
4. Work with the Departments of Health & Human Services, Agriculture, Defense, and other Federal partners to ensure that adverse effects of climate change on health are incorporated into the Community Health Resilience Initiative.
5. Create a Decision Support Planning template to inform risk decisions at the operational level for all stakeholders using U.S. Global Change Research Program data.
6. Assess exposure of DHS facilities to flood risk.

NEAR TERM IMPLEMENTATION ACTIONS

1.0 Communications Actions

1.1 Establish the Department's Strategic Communications Plan for its work on the Climate Change Adaptation.

The Office of Public Affairs (OPA) will create a singular, coordinated Climate Change Adaptation Strategic Communications Plan with the support of the CCA Director Group. The communications plan will help educate the public on the homeland security implications of climate change and extreme weather, and measures that may be taken to mitigate the projected impacts. It will also address the needs of national, regional, state and local, territorial and tribal stakeholders.

Major Actions by Date:

- A draft plan was submitted to the Assistant Secretary for review in May 2014 and the review is ongoing.

Projected Completion: August 2014

1.2 Launch a DHS Public-facing Climate Change Adaptation section on the DHS.gov website.

OPA will create a climate adaptation presence on the external DHS home page. The climate change adaptation page will serve as an online clearinghouse for all DHS information on climate change. Content for the portal will be provided by individual components of DHS. The page will include Frequently Asked Questions (FAQ) addressing particular stakeholder groups. For instance, Federal Emergency Management Agency (FEMA) previously prepared FAQs for recipients of disaster assistance from the Stafford Act.

Major Actions by Date:

- The climate change webpage is anticipated to be launched by the end of summer 2014.

Projected Completion: Summer 2014

1.3 Implement a Department-wide Climate Change Adaptation Education Plan.

DHS will implement a Department-wide education plan to increase awareness and educate employees on the risks and impacts of climate change and severe weather. The intent is for employees to understand the future impacts of climate change on the Department's mission and programs. To develop the education plan, DHS will work with subject matter experts from across the agency to determine what materials and delivery methods are appropriate.

Major Actions by Date:

- Develop the CCA education plan by the end of FY 2014.
- Implement the CCA education plan by the end of FY 2015.

Projected Completion: End of FY 2015

1.4 Ensure that the emergency management workforce understands future risks considerations and how they may affect program implementation.

FEMA will develop targeted training and information resources to help emergency management staff better understand connections between climate change and emergency management programs and functions. FEMA will also increase its internal communications to employees regarding CCA and provide increased opportunities for education and training related to future risks associated with climate change.

Major Actions by Date:

- FEMA will develop a Comprehensive Preparedness Guide that translates projected climate change impacts into specific hazard risk considerations for use by emergency managers, community planners, local authorities, and the private sector. The guide will cover the varying degrees to which climate change may affect planning, mitigation strategies, and risk assessments that can be used to better prepare for and respond to long term changes. The initial draft of the guide will be completed by summer 2014.
- FEMA completed a draft CCA Internal Communications Plan for its employees in May 2014.
- The Internal Communications Plan will be finalized in June 2014.
- FEMA will create slides, talking points, FAQs, lessons learned, and best practices, and make the information available to employees by September 2014.

Projected Completion: Ongoing

2.0 External Outreach and Partnership Development Actions

- 2.1 In collaboration with the Executive Steering Committee, FEMA's National Exercise Division will support the Council on Environmental Quality and National Security Staff in conducting a Federal Level Exercise on Climate Change Adaptation.

The exercise will integrate the information contained in the National Climate Assessment; incorporate existing Federal department and agency climate change adaptation planning; and satisfy Executive Order requirements to engage Federal executive branch and partners in discussions on the effects of climate change. This exercise series will examine climate change risk management across the whole community to enhance national preparedness and resilience. The series will include the following three elements: a Climate Adaptation Plan Workshop, an exportable regional exercise package, and a Senior Level Exercise.

Major Actions by Date:

- A workshop with Federal climate change subject matter experts and planners was held in May 2014.
- In September 2014, a Senior Level Exercise will take place to include members of the White House Council on Climate Preparedness and Resilience.
- FEMA will develop exportable exercise packages for whole community stakeholders in FY 2015.

Projected Completion: Ongoing and replicable

- 2.2 Host a summit to promote building codes adoption.

The National Institute of Building Science (NIBS), the Council on Environmental Quality (CEQ), and DHS hosted a Resilience Summit promoting building codes adoption on September 19, 2013. DHS will sponsor a forum to continue the dialogue in the latter half of FY 2014 to include representatives from local governments, construction companies, private insurers, homeowners, and banks/lenders. Collaboration with Intergovernmental Affairs (IGA) will ensure appropriate State, Local, Tribal and Territorial (SLTT) participants are invited.

Major Actions by Date:

- The summit was held on September 19, 2013.
- An organizing meeting took place in October 2013 with CEQ, NIBS, the National Institute Standards and Technology (NIST), and DHS components, including FEMA, National Protection and Programs Directorate (NPPD), Office of Policy, and Science and Technology Directorate.
- Weekly organizing meetings with the Insurance Institute for Business & Home Safety are occurring March through June 2014. Munich Re, the world's largest risk reinsurer, is called upon as necessary.

- In March 2014, DHS representatives convened a Resilient Baldwin County (Alabama) focus group to ascertain ways to promote building codes. Additional focus groups were convened in Alabama and Mississippi in June 2014 to discuss incentives to build resiliently.
- Surveys will be conducted with participants in the Resilience STAR™ pilot in the Gulf Coast in June 2014.
- In August 2014, an After Action Report memorializing this effort will be ready.

Projected Completion: August 2014

2.3 Promote appropriate building standards and practices.

NPPD and FEMA will promote climate adaptation planning to enhance critical infrastructure resilience and community preparedness. This includes promoting climate-ready building standards by developing best practices with critical infrastructure partners and construction industry stakeholders. In 2015, they will develop guidance and work with the state and local planning entities to influence adoption of building codes/standards and best practices related to anticipated climate change impacts on commercial and industrial building structures, particularly related to critical infrastructure.

Major Actions by Date:

- DHS will study the Resilience STAR™ pilot program to determine applicability for infrastructure resilience more broadly. They will also study infrastructure resilience guidelines from Hurricane Sandy rebuilding strategy for applying the infrastructure resilience guidelines and practices nationally.
- In collaboration with NIST and NIBS, DHS will explore ways and means to lessen the impact of climate change on critical infrastructure.
- DHS will inform storage and hosting requirements to maintain best practices and building code standards. DHS will determine whether the climate and data tools working group can host the information on its portal.
- To encourage adoption of appropriate building codes, DHS will identify additional market place opportunities.
- In coordination with the Federal Insurance and Mitigation Administration, DHS will encourage the continued adoption of Federal Flood Risk Management Standards to guide Federal investments in buildings and infrastructure, considering future risks associated with climate change.

Projected Completion: FY 2015, Quarter 2

2.4 Integrate Climate Change Adaptation into the Department's engagement agenda with SLTT partners.

This effort will be led by OPA with the support of IGA who will collaborate with SLTT stakeholders and partners.

Major Actions by Date:

IGA will incorporate CCA messaging into its outreach and engagement efforts in FY15 with State, local, tribal and territorial (SLTT) elected and appointed officials, and the national stakeholder associations that represent them – including the National Governor’s Association, U.S. Conference of Mayors, National Association of Counties, National League of Cities, and others. This outreach may include the distribution of press releases and strategic documents, the incorporation of CCA-related messaging into IGA engagement efforts with these stakeholder associations, and facilitating the participation of DHS speakers at national association conferences and task force meetings for the purposes of discussing CCA issues

Projected Completion: This will be an ongoing strategic collaboration initiative

2.5 Actively engage the private sector regarding Climate Change Adaptation Planning.

NPPD, FEMA, IGA, and the Private Sector Office will coordinate on an engagement strategy that brings in the private sector for climate adaptation efforts.

Major Actions by Dates:

- DHS will develop a Climate Adaptation approach that incorporates the existing National Infrastructure Protection Plan structures and engages state, local and community planners to address the risks of climate change.
- DHS will pilot a place-based engagement approach for addressing adaptation planning.
- The Department will revise and finalize a strategy-based pilot project.
- DHS will submit and execute the strategy in a coordinated manner.

Projected Completion: End of FY 2014

2.6 Adopt a Whole Community approach to building partnerships

This effort focuses on encouraging dialog, collaboration and action between the emergency management community and the critical infrastructure community, which includes private and public owners and operators of infrastructure; state, local, tribal and territorial governments; the Federal government; regional entities; and non-governmental organizations. Actions within this area will focus on developing an integrated engagement approach that connects the FEMA community (state and local), the critical infrastructure community, as well as homeland security advisors, associations, and other entities to address the impacts of a changing climate. This action will be supported and coordinated by many stakeholders in the Federal government.

Major Actions by Date:

- Execute the coordinated engagement strategy defined in Section 2.5.

Projected Completion: This will be an ongoing effort that coordinates FEMA and NPPD initiatives, as applicable, throughout FY2015.

3.0 Health and International Outreach Actions

3.1 Proactively evaluate State, Local, Tribal and Territorial (SLTT) climate change medical first responder disaster preparedness activities and ensure DHS has the capacity to provide appropriate response without compromising the Department's mission.

Major Actions by Date:

- The Office of Health Affairs will create a plan that will facilitate the integration of Climate Change related hazards into SLTT EMS disaster preparedness activities.
- The Workforce Health Resilience Group is currently developing milestones for this action.
- The Workforce Health Resilience Group will develop training, education, and policy requirements from possible climate change impacts.

Projected Completion: 2014

3.2 Incorporate relevant information on climate change into bio-surveillance analysis and coordinate dissemination of this information to a broader Federal audience to improve situational awareness.

Major Actions by Date:

DHS will incorporate changing geographic distribution of insect vectors in biological event or forecasting reports of vector borne diseases.

Projected Completion: End of 2014

3.3 Conduct a Departmental review of the effects of climate change on mass migration.

DHS will conduct a migration assessment and project influx of applications and border crossings from the impact of climate change; this will be completed in a collaborate effort with the U.S. Coast Guard (USCG), Office of Operations Coordination and Planning, Customs and Border Protection, U.S. Immigration and Customs Enforcement, and U.S. Citizenship and Immigration Services. A mass migration plan has been developed, and a plan for increased operations planning of mass migration is under development.

Major Actions by Date:

- Climate change effects on mass migration will be addressed by revising the DHS Maritime Migration Plan. The revisions will be completed by the Senior Oversight Group and Planning Oversight Group. The kickoff meeting was held May 13, 2014.
- Meetings will ensue through summer and fall until the revised plan is ready for the Secretary's signature.
- **Projected Completion:** End of 2014

4.0 Analysis and Decision Support Actions

4.1 Integrate Climate Change Adaptation into complex event modeling by collaborating with regional and SLTT climate research groups for data to support accurate forecasts of hazards affected by climate change.

The Science & Technology Directorate, through the National Protection and Programs Directorate – Infrastructure Protection (NPPD-IP) Research & Development (R&D) requirements, will seek to integrate climate change science into complex risk analysis modeling for critical infrastructure at the asset, system and regional level by collaborating with regional planning entities and SLTT climate adaptation groups for requirements to support accurate risk forecasting of hazards affected by climate change. In addition, S&T and NPPD-IP will seek to merge infrastructure risk assessment and whole community risks into a coherent risk informed process utilizing existing FEMA processes, such as the Threat and Hazard Identification and Risk Assessment (THIRA).

Major Actions by Dates:

- DHS will develop a coordinated DHS requirements process for R&D.
- DHS will identify R&D requirements to develop or update existing tools.
- Using the FEMA THIRA process, DHS will identify potential applicability.
- DHS will test and track results from THIRA technical assistance in the 2015 THIRA submissions to identify whether infrastructure risk has been successfully attributed.
- DHS will pilot a risk assessment methodology for core infrastructure sectors in the drinking water sector to enable communities to aggregate and rank risk and mitigation strategies with and across sectors and the community.

Projected Completion: FY 2015, Quarter 2

4.2. Create a Decision Support Planning template to inform risk decision at the operational level of all stakeholders using U.S. Global Change Research Program data.

NPPD and FEMA will work together to consider merging critical infrastructure risk into existing FEMA programs such as Preparedness, THIRA, and Mitigation. NPPD seeks to develop a risk-based informed decision support process for critical infrastructure and emergency management stakeholders that will enable all hazards risk-based decisions that include climate change to inform mitigation strategies. The decision support process will investigate the use of existing FEMA risk processes utilized at the state and local levels. DHS will validate this process with Federal and SLTT partners for implementing risk-informed adaptation strategies for climate change at the Federal, state, local, and private sector level.

Major Actions by Dates:

- Conducted workshops to identify core capabilities that support climate adaptation and infrastructure resilience
- Develop drafted integrated approach for climate adaptation and infrastructure resilience
- Study the risk management processes for emergency management and critical infrastructure community stakeholders to identify potential risk-informed processes to complement Preparedness and/or Mitigation risk analysis processes

Projected Completion: FY 2015, Quarter 3

5.0 Policy, Strategy, and Planning Actions

5.1 Assess exposure of DHS facilities to flood risk.

To determine exposure of DHS facilities to the impacts of climate change, the Department will begin by developing a methodology to assess which properties are susceptible to flood risk. The Management Directorate's Office of the Chief Readiness Support Officer will coordinate with FEMA to obtain Geographic Information Systems floodplain information on special flood hazard zones (1%), determine which properties are in the floodplain, and identify facility-related flood potential risks and impacts.

Major Actions by Dates:

- DHS will develop the initial assessment and prioritization process by the end of FY 2015.
- DHS will determine exposure to changing risks by the end of FY 2015.
- DHS will develop a performance measurement system to evaluate the effectiveness of the mitigation strategies employed at DHS-owned facilities by the end of FY 2015.

Projected Completion: End of FY 2015

5.2 Incorporate climate change considerations into DHS policies, programs, planning and operations to inform, inspire, initiate, and implement policy and programmatic changes.

The Climate Change Adaptation Executive Steering Committee will coordinate and collaborate on Climate Change Adaptation activities across DHS. The Committee sanctions monthly Director Group meetings and quarterly ESC meetings to ensure all components are adapting climate change into their planning and programs.

Major Actions by Dates:

- In March 2014, the revised draft DHS CCA Policy was shared with the CCA Director Group for review and comment.
- From March through May 2014 the draft was reviewed and updated by the Director Group.
- In June 2014, the policy will route through formal channels for the Secretary's signature and submission to the White House.
- Between March and June 2014, a workgroup convened frequently to address E.O. 13653 (Section 2) in preparation for submission to the White House.
- The Section 2 workgroup will be codified in July 2014 by the ESC and operate as an ongoing entity to examine all areas relevant to this action.

Projected Completion: FY 2015

- 5.3 Ensure accountability for implementation of near and long term actions. Staff responsible for implementing actions from the DHS Climate Action Plan will have performance goals adopted into their perspective Employee Performance Plans in FY 2014.

Future CCA Director Group meetings will encompass implementation strategies for accomplishing long term action items.

Major Actions by Date:

- The July 2014 meeting of the Director Group will include discussion on how to approach and ensure accountability (e.g. Secretarial Memo to Component Heads requesting Performance Plans be updated in compliance with this objective from the DHS Climate Action Plan).
- The Executive Steering Committee will be asked for formal approval of recommended approach in the August 2014 meeting.
- In September 2014, notifications will be made pursuant to this activity.

Projected Completion: FY 2015, Quarter 1

6.0 Arctic Actions

- 6.1 Implement the 2013 United States Coast Guard Arctic Strategy and lead interagency implementation of the seven actions assigned to DHS in the Implementation Plan for the National Strategy for the Arctic Region (IP NSAR).

As identified in the USCG's strategy, USCG will utilize a "One DHS" approach for operations in the Arctic region and adaptation to climate change. The Office of Policy and USCG will work together to ensure that the seven implementation actions assigned to DHS in the IP NSAR are coordinated with interagency partners for completion. These two high priorities are combined into the below action items.

Major Actions by Date:

- Efforts are ongoing to enhance Operation Arctic Shield and improve Maritime Domain Awareness.
- DHS continues to support the efforts to recapitalize Polar Icebreaking.
- Efforts are ongoing to Improve Arctic communications capabilities.
- Efforts are ongoing to Continue International Maritime Organization Polar Code Development.
- DHS will institute an Arctic Coast Guard Forum in 2014.
- DHS will establish an Arctic Policy Board by 2015.
- The Department will support U.S. Chairmanship of the Arctic Council (2015-2017).
- Efforts are ongoing to establish a Center for Arctic Strategy and Policy.
- DHS continues to Promote Waterways Management.
- Efforts are ongoing to create an Arctic Fusion Center.
- DHS is creating an Arctic Maritime Assistance Coordination Center.

Projected Completion: Ongoing

E.O. 13653 “ONE DHS” RESPONSE TO SECTION 2

A number of DHS components and offices are currently involved in climate change activities as identified in the DHS Climate Action Plan. DHS activities represent current and planned efforts. Each component or office is actively engaged in ensuring program success to ensure the Nation is prepared for the ongoing challenges associated with a changing climate.

The DHS Climate Change Director’s Group, composed of representatives from across the Agency, directed each component/office involved in climate change activities to review the requirements stated in Section 2 of the President’s Action Plan and provide information on compliance. At the present time, the majority of component/office programs and initiatives do not fall under the criteria found in Section 2. DHS will continue to monitor its climate change activities and update Section 2 as needed or directed.

The following describes activities within DHS that involve modernizing programs in support of climate resilient investment.

- **Federal Emergency Management Agency (FEMA):**
 - FEMA identifies the following barriers that, if reformed or removed, would encourage investments or actions to increase the Nation’s resilience to climate change:
 - The SLTT community lacks pre-disaster mitigation resources (e.g., funding) to address climate resilience in planning and implementation projects. One barrier across the whole community, including FEMA and other federal agencies, is finding ways to better leverage existing funding mechanisms and providing additional funding opportunities to help meet SLTT needs.
 - The federal government needs to collectively build stronger “business case” tools and resources for the SLTT community. While the interagency community is making progress on the science and policy tools, additional tools are needed to help federal, state and local governments make the economic case for change required for financing resilient investments.
 - FEMA identifies policy and funding programs that may increase the vulnerability of communities to climate change risks. A central challenge in FEMA’s administration of its post-disaster Public Assistance Program, authorized under Section 406 of the Stafford Act, is achieving the appropriate balance between support for community rebuilding priorities, to include resilience, and stewardship of taxpayer dollars. For example, the program’s focus on repairing damaged public facilities has meant that not all rebuilding projects that communities would like to fund are in fact eligible. Nevertheless, the program can provide significant funds for additional mitigation measures beyond basic reconstruction. FEMA’s Public Assistance Program requires that eligible facilities be reconstructed to meet or exceed building standards in place prior to the disaster, with FEMA covering

those costs associated with repairing disaster-caused damages. Grantees may elect to undertake an alternate (e.g., more resilient) project, with FEMA paying 10 percent less than eligible damages. Under new authorities in the Sandy Recovery Improvement Act of 2013, FEMA has released pilot program guidance for new procedures that do not include the 10 percent penalty for alternate projects. These procedures will, among other things, give communities greater flexibility in rebuilding after disasters, including rebuilding more resilient infrastructure. While that is a significant step forward, FEMA is exploring how it can further support rebuilding for long-term resilience through the Public Assistance Program while appropriately stewarding taxpayer dollars.

FEMA identifies opportunities to support and encourage more climate resilient investments by continuously updating their policy and programs to facilitate climate resilience, including:

- Federal Flood Risk Management Standard - Pursue increased Federal and private sector collaboration, in consultation with the Mitigation Framework Leadership Group and National Security Council, encouraging the continued adoption of Federal Flood Risk Management Standards to guide Federal investments in buildings and infrastructure, considering future risks associated with climate change.
- 404 and 406 Mitigation Program Alignment - Align Hazard Mitigation Funding under Sections 404 and 406 of the Stafford Act through common messaging, joint presence, and project-based funds coordination with the aim of unifying program delivery in support of “building for the future” and “buying down risk.”
- Benefit-Cost Methodology - Leverage existing tools and resources to fund cost-effective hazard mitigation projects. These methodologies will allow applicants to determine the projected sea-level rise at a specific site for various time horizons, helping quantify and incorporate benefits from climate change-related risk analysis into project criteria and calculations.
- National Cohesive Wildland Fire Management Strategy (Cohesive Strategy) - Continue to lead a multi-agency, multi-partner working group that helps implement the Cohesive Strategy with considerations of the projected impacts of climate change on wildfire.
- National Drought Resilience Partnership - As a participating agency, FEMA is working alongside interagency partners to make it easier to access Federal drought resource by linking information such as monitoring, forecasts, outlooks, and early warnings with longer-term drought resilience strategies in critical sectors such as agriculture, municipal water systems, energy, recreation, tourism and manufacturing.
- Principles, Requirements and Guidelines (PR&G) - PR&G is an interagency approach to improved resiliency and increased sustainability through the development of a unified framework for analyzing Federal investments that

impact water resources. FEMA will be developing procedures for implementing PR&G guiding principles that relate to climate change, water scarcity, and water-related health impacts.

- Program Barriers and Opportunities Assessment - Conduct systematic evaluations across FEMA's programs of the barriers and opportunities for SLTT climate adaptation actions. Options for removing program barriers will be pursued, and opportunities for climate adaptation will be promoted.
- **FEMA identifies the following activities to strengthen climate change resilience capabilities to help inform decision-making:**
 - Future Risk Mapping and Modeling - Begin modernizing Hazus (a nationally applicable standardized methodology to estimate potential losses from hazards) and the Nation's flood maps to better enable risk-informed decisions. FEMA will develop unique pilot projects to explore methodologies and applications for future risk mapping products related to all hazards.
 - Preparedness Guide - Develop a guide that translates projected climate change impacts into specific hazard risk considerations for use by emergency managers, community planners, local authorities, and the private sector. The guide will cover the varying degrees to which climate change may affect planning, mitigation strategies, and risk assessments that can be used to better prepare for and respond to long-term changes.
 - Threat Hazard Identification Risk Assessment (THIRA) - Strengthen THIRA tools by further incorporating references and policies that address climate adaptation, enabling the whole community to better understand its risks. The THIRA process helps communities identify capability targets and resource requirements necessary to address anticipated and unanticipated risks.
 - Best Practices Guide - Develop and share a best practices and lessons learned resource, identifying successful examples of climate adaptation in SLTT, private sector, voluntary organizations, and international pre-disaster planning and post-disaster recovery efforts.
- **Federal Law Enforcement Training Centers (FLETC):**

FLETC identifies an opportunity to support and encourage smarter, more climate resilient investments by SLTT through their efforts to develop clean, renewable energy projects. FLETC has attempted to fund a renewable solar project as part of an Energy Savings Performance Contract, but due to economic issues, that project could not begin. FLETC continues to seek an opportunity to develop clean, renewable solar or wind energy.

- **Office of Health Affairs (OHA):**

OHA identifies opportunities to support and encourage smarter, more climate resilient investments by SLTT and activities to strengthen climate change resilience capabilities to help inform decision-making:

- The Community Health Resilience Initiative (CHRI) is developing the Community Health Resilience Toolset comprised of a Community Health Resilience Guide and Toolkit for use by SLTT and organizations that have roles and missions in assuring public health and disaster preparedness. The initiative is stakeholder driven with the majority of members coming from SLTT.
- National Biosurveillance Integration Center (NBIC)—an important element of the Department’s biosurveillance activities—monitors how climate change impacts may worsen conditions that influence or contribute to bio-threats and seeks to improve situational awareness of climate change impacts and data that affect biosurveillance activities. NBIC coordinates with key interagency and SLTT partners.
- OHA is facilitating the integration of climate change related hazards into SLTT emergency medical services disaster preparedness activities and working with the operational components’ medical staff to support the policies, training, and requirements that emerge from climate altering conditions.

- **Office of Policy (PLCY):**

PLCY identifies an opportunity to support and encourage smarter, more climate resilient investments by SLTT through the DHS Resilience Star™ Program. The program is designed to improve the resilience of homes and infrastructure across the United States. Modeled after the Environmental Protection Agency’s successful ENERGY STAR, it takes a return on investment approach by first identifying the business case for being resilient. Every 40-60 years the Nation recapitalizes itself. So during the natural course of events, Resilience STAR™ can build structural resilience in an economically-friendly manner. It will incorporate best in breed resilient designs, codes and standards. This will strengthen the integrity of structures to withstand the effects of climate change and extreme weather events. Ultimately, the goal is to employ forward-looking codes and standards. In other words, design features based upon projected future weather conditions using the best available actionable science (e.g. U.S. Global Research Program data) and not solely based upon historical data, which may not adequately account for future expected impacts.

- **United States Citizen and Immigration Services (USCIS):**

USCIS identifies an opportunity to support DHS operations in the event of an environmental disaster and mass migration event. In the event of an environmental disaster in another country, USCIS may extend Temporary Protected Status (subject to the Secretary’s designation of the country) and other immigration flexibilities, such as an

extension or change of status or work authorization, to the affected country's nationals who are already present in the United States. USCIS's ability to extend these benefits is limited by the Immigration and Nationality Act (INA). Pertinent provisions of the INA do not apply beyond U.S. territory, such that USCIS does not have the legal authority to grant protection benefits to "environmental refugees," a term not recognized by the United States. USCIS may parole aliens into the United States temporarily for urgent humanitarian reasons or significant public benefit. Parole is an extraordinary measure, sparingly used only in urgent or emergency circumstances, and typically involves extensive interagency and Administration consultation before it is utilized to bring large groups of people to the United States.

- **The National Protection Programs Directorate – Infrastructure Protection (NPPD/IP):**

The Infrastructure Protection Directorate houses a number of components and offices that are currently involved in climate change activities as identified in the DHS Climate Action Plan. Each component or office is engaged in ensuring program success to ensure the Nation is prepared for the ongoing challenges associated with a changing climate. At the present time, Infrastructure Protection (IP) programs and initiatives do not fall under the criteria found in Section 2. IP will continue to monitor its climate change activities and update Section 2 as needed or directed.