

**DEPARTMENT OF HOMELAND SECURITY
2017 STRATEGIC SUSTAINABILITY
PERFORMANCE PLAN**



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Table of Contents

- Policy Statement3
- Executive Summary5
- Size & Scope of Agency Operations15
- Agency Progress and Strategies to Meet Federal Sustainability Goals16
 - Goal 1: Greenhouse Gas (GHG) Reduction.....16
 - Goal 2: Sustainable Buildings.....21
 - Goal 3: Clean & Renewable Energy27
 - Goal 4: Water Use Efficiency & Management30
 - Goal 5: Fleet Management.....35
 - Goal 6: Sustainable Acquisition.....38
 - Goal 7: Pollution Prevention & Waste Reduction41
 - Goal 8: Energy Performance Contracts44
 - Goal 9: Electronics Stewardship & Data Centers49
 - Goal 10: Climate Change Adaptation and Resilience.....55
- Appendices.....58
 - Appendix A: Fleet Management Plan.....59
 - Appendix B: Multi-Modal Access Plan.....60

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 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 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.

Executive Order 13693, Planning for Federal Sustainability in the Next Decade, 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 Management Directorate is responsible for developing the sustainability program and the Deputy Under Secretary for Management serves as the Department's Chief Sustainability Officer.

The Department's 2017 Strategic Sustainability Performance Plan includes strategies at the agency and Component levels. Each operational Component develops 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 designates a Senior Accountable Officer for Sustainability and maintains a council, committee, or work group to guide its efforts. Information from Components' Operational Sustainability Performance Plans is 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 Executive Orders.

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 recognizes individuals and groups that make significant contributions towards achieving sustainability goals. DHS also informs the public of its efforts and provides for public involvement in meeting sustainability goals.

DHS is committed to pursuing and achieving the strategies and goals established in the DHS Sustainability Plan.



Chip Fulghum
Chief Sustainability Officer
Deputy Under Secretary for Management

June 19, 2017
Date

Executive Summary

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. Information from the latest versions of OSPPs were incorporated into this year's DHS Sustainability Plan.

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 Chief Sustainability Officer for the Department. The DUSM is accountable for DHS conformance with EO 13693. The following key functions, referred to as the CXOs, report to the DUSM 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);
- Chief Information Officer (CIO); and
- Chief Security Officer.

The Sustainability Council consists of the CXOs and appropriate Component managers. The Council guides EO 13693 implementation efforts and as such will meet quarterly. The CRSO provides coordination and management for the Chief Sustainability Officer 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 Chief Sustainability Officer, Sustainability Council, and others as required;
- Monitors and reports on EO 13693 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 Chief Sustainability Officer and the CRSO 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. 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)	

Performance Summary Review

Many of the goals from the 2017 SSPP were tracked on the Office of Management and Budget Energy/Sustainability Scorecard. DHS was successful in achieving its goals in the areas of Greenhouse Gas Emissions, Water Intensity, Energy Intensity, Sustainable Acquisitions, Renewable Electricity, and Electronics Stewardship. DHS is working toward the goals in the areas of Clean Energy and Sustainable Buildings. The FY 2016 results are provided in the Progress Table below.

Progress Table

Metric Item	FY 2016 Goal (as established in OMB Scorecard reporting)	DHS Status	Achieved Goal	Working Toward Goal
Scope 1&2 GHG	26%	33.7%	✓	
Scope 3 GHG	7%	41.4%	✓	
Water Intensity	18%	25.1%	✓	
Energy Intensity	2.5%	3.2%	✓	
Sustainable Acquisitions	95%	100%	✓	
Renewable Electricity	10%	10%	✓	
Clean Energy	10%	6.3%		✓
Electronics Stewardship and Data Centers	EPEAT 95% Power Mgmt 100% End-of-Life 100%	EPEAT 99.7% Power Mgmt 100% End-of Life 100%	✓	
Sustainable Buildings (GSF)	15%	12.9%		✓

Challenges

In general, scarce resources continue to be problematic as sustainable programs compete with mission operations for funding. To address this, DHS is incorporating sustainable goals and projects into our Resource Allocation Process.

Clean Energy

The Department is met its Renewable Energy goal of 10%, but missed the Clean Energy goal of 10% with 6.3%. DHS is working on several Energy Savings Performance Contracts that incorporate renewable energy and clean energy. The renewable energy goal of 15% for FY2018 will be met through onsite renewable projects and the purchase of Renewable Energy Credits. A portion of the Clean Energy goal will be met thorough onsite energy projects as part of alternatively financed contracts. In order to meet the FY2018 goal of 13% clean energy, the Department will purchase Renewable Energy Credits.

Sustainable Buildings

Meeting the Sustainable Buildings Goal of 15% by FY 16 was a challenge for DHS. Most of the building inventory is dated and requires significant funding to be considered compliant with the Guiding Principles for Federal Leadership in High Performance and Sustainable Buildings. When new construction and major renovations are planned, the Department is committed to

incorporating the Guiding Principles wherever possible. Each Component was asked to complete a Sustainable Buildings Plan by March 31, 2017 to increase the number of sustainable buildings (see 'Integration' section below).

Successes

DHS has demonstrated success that has received internal and external recognition. The 2016 DHS Sustainable Practices Award Program recognized 9 winners (teams and individual awards) for their efforts in advancing the Department's sustainability goals. The nominations represented 65 employees from three Components; ICE, CBP, and S&T, and the Office of the Chief Procurement Office. The winners attended a ceremony hosted by the Under Secretary for Management in June of 2016. Eight of the nominations represented DHS in the Presidential GreenGov Awards Program, and one nomination represented DHS in the Advisory Council on Historic Preservation Chairman's Award for Achievement in Historic Preservation.



Above: 2016 Sustainability Hero Award, from left to right, Chip Fulghum, Chief Sustainability Officer, Soraya Correa, Chief Procurement Officer, Jeffery Orner, Chief Readiness Support Officer, David Duda, Office of the Chief Procurement Officer, Ed Awni, ICE, Russell C. Deyo, Under Secretary for Management.



Above: 2016 Sustainability Hero Award: From left to right, Chip Fulghum, Chief Sustainability Officer, Jeffery Orner, Chief Readiness Support Officer, Michele Drucker, ICE, Ed Awni, ICE, Russel C. Deyo, Under Secretary for Management.



Above: 2016 Lean, Clean and Green Team, Forward Operating Base Team: From left to right, Chip Fulghum, Chief Sustainability Officer, Leslie Shumway, S&T, Jeffery Orner, Chief Readiness Support Officer, Frank Carrillo, CBP, Lisa Douglas, S&T, Russel C. Deyo, Under Secretary for Management, Kirby Klein, CBP, Chris Oh, CBP.

DHS Office of the Chief Procurement Officer, Office of the Chief Information Officer and Office of the Chief Readiness Support Officer were recognized by the Green Electronics Council at the Kellogg Conference Center in Washington, DC on May 23, 2016 for accomplishments in

purchasing EPEAT (Electronic Product Environmental Assessment Tool) registered products. DHS earned the maximum of three gold stars for having a sustainable purchasing policy, setting EPEAT specifications in contracts, and establishing a tracking system for accurate reporting. DHS's EAGLE II and FirstSource II strategic sourcing contracts provided the mechanism for the purchase of green products, including televisions, computers, printers and copiers. In FY 2015 DHS purchased 76,282 EPEAT registered units. This is equivalent to taking 2,063 average U.S. passenger cars off the road for a year and avoiding about \$1,194,000 in energy costs. In FY 2016 DHS continued its successful program and purchased 80,658 EPEAT registered products.



Above: DHS EPEAT Purchaser Winner: From left to right, Victoria Short, Office of the Chief Procurement Officer, Nancy Gilles, Green Electronics Council, Duane Johnson, Office of the Chief Information Officer, Soraya Correa, Chief Procurement Officer, Dawn Gunning, Office of the Chief Readiness Support Officer, Gary Hickey, Office of the Chief Procurement Officer.

Strategies and Planned Actions

The Department continues to make an effort to raise awareness of sustainability throughout the Department. In June of 2016 DHS hosted the first Sustainability Summit to discuss new requirements, share best management practices and networking among Components with more than 80 participants. Guest speakers included representatives from the Office of Management and Budget, Council on Environmental Quality and the General Services Administration. The DHS Chief Sustainability Officer provided opening remarks, thanked the participants for their hard work and encouraged the audience to continue to make progress.

The Sustainability and Environmental Programs office plans to host an all hands meeting during the 2017 Energy Exchange in August. This will be a one day meeting to provide DHS employees an opportunity to gain a better understanding of sustainability and energy requirements and opportunities as it relates to their overall responsibilities. Subject matter experts from environmental, energy, sustainability and historic preservation plan to attend. The planned topics for discussion include climate resilience, EO 13693 requirements, sustainable buildings, budget, energy and water conservation.

Successful Evaluation Measures

DHS maintains internal metrics that are tracked quarterly and are consistent with the Office of Management and Budget (OMB) metrics and EO 13693 goals. The current CRSO quarterly environmental metric reporting system was reviewed by the Environmental and Sustainability Committee and changes were made to the system as practicable. Under the CRSO process, each Component is evaluated and rated to determine its status and progress. Metric results are reported to the Chief Sustainability Officer and Sustainability Council. Biannual metrics are collected for the OMB Sustainability/Energy scorecards.

Program Management Reviews (PMR) are used to provide an understanding of each Component's sustainability performance, challenges and successes. The PMR is a face to face meeting that allows for an open dialogue between the Component and DHS HQ. The PMRs are conducted annually with each Component and follow a PowerPoint template developed by DHS HQ to obtain standardized information. This template is revised as needed with review and input from the Environmental and Sustainability, Energy and Environmental Planning and Historic Preservation Committees. The process includes review and approval by senior level management.

Integration

Every year the Chief Sustainability Officer 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. Developing the Strategic Sustainability Performance Plan at the headquarters level and the Operational Sustainability Performance Plans at the Component level has helped to integrate sustainability throughout the organization.

The DHS Sustainability Council includes representation from the Components and the different lines of business. This structure promotes opportunities to involve sustainability throughout business operations and decisions. The examples provided below help to facilitate the integration of sustainability throughout the organization:

DHS GHG Baseline Adjustments

In December of 2016 the DHS GHG Baseline Adjustments were approved by the Council on Environmental Quality. Table 1 below summarizes the magnitude of the proposed changes in

DHS' FY08 GHG emissions inventory baseline, which results in a greater than 11% increase in DHS' scope 1 and 2 combined GHG emissions, and a 3.6% increase in the scope 3 baseline.

DHS Baseline Changes from Original to Updated FY08 Inventory, All Scopes

DHS 2008 Baseline Change Evaluation, Target, MTCO2E				
	Original	Update	Change	% Change
Scope 1	327,675.4	356,408.1	28,732.7	8.77%
Scope 2	448,621.3	506,123.7	57,502.4	12.82%
Scope 1&2	776,296.7	862,531.8	86,235.1	11.11%
Scope 3	1,339,318.5	1,387,980.4	48,661.9	3.63%
Total	2,115,615.3	2,250,512.3	134,897.0	6.38%

The updates to DHS' target GHG emissions baselines are the result of agency space consolidation, a change in mission tempo, or improved data quality.

Sustainable Buildings Plan

Executive Order 13693 requires agencies to meet at least 15% by 2025. As directed by the Sustainability Council DHS developed a Sustainable Buildings Plan template to identify a new, realistic target. In FY16 each Component developed a Sustainable Buildings Backlog which includes an accurate building inventory, planned construction, budget information and timelines to achieve compliance. Annual goals were established by each Component and compiled to develop the Department's goals from FY 17 through FY25. These plans provide the roadmap forward to improving the Department's sustainable buildings inventory.

DHS Annual Sustainable Buildings Goals

Fiscal Year	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25
DHS Sustainable Buildings Goal/GSF	9%	9%	10%	12%	13%	18%	16%	17%	20.7%

Key Priorities

Performance Contracting Challenge

By December 31, 2016, energy performance contracting goals were increased to \$4 billion in government-wide investments. The Department exceeded both the 2013 goal (\$48 million) and 2016 goal (aggregated to \$72 million). By the end of December 2016, the Department achieved over \$83 million in performance contracting investments. The Department is committed to a goal of \$9 million in energy performance contracts for FY2017 and FY2018.

While the Department has significant opportunity to leverage private sector funding to enter into performance contracts for energy conservation, the process 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.

Electric and Zero Emission Vehicles

To date, the Department has placed in service 16 plug-in hybrid and 7 battery-electric vehicles. In order to address Executive Order 13693 requirements, the Department is currently developing an Electric Vehicle Implementation Plan that will establish targets and milestones to begin incorporating electric and zero-emission vehicles into the DHS inventory. This plan will also address charging infrastructure requirements.

Climate Preparedness and Resilience

DHS formally chartered the governance and oversight of climate change adaptation and resilience within the Department. The Deputy Under Secretary for Management and Chief Readiness Support Officer lead an Executive Steering Committee (ESC) comprised of representatives from all DHS Components and headquarter program offices with climate related equities. The ESC drives the development of Departmental guidance and establishment of priorities for climate change adaptation and resiliency planning.

DHS published the first ever DHS Directive addressing climate resilience within the Homeland Security mission. *Directive 023-03: Climate Resilience, July 22, 2016*, acknowledges the direct link between actions related to climate resilience and national security and articulates the Department's policy to integrate climate resilience into strategic planning, risk management frameworks, and continuity programs.

DHS representatives participated and provided key remarks at the first White House Roundtable on Equitable Disaster Planning. The Roundtable featured a discussion with White House and Administration officials, and community stakeholders on achieving more equitable processes and outcomes before and after disasters. Additionally, the roundtable focused on how inclusive, community-driven planning can improve resilience and recovery for the whole community, especially given the increase in frequency and intensity of extreme weather events due to the impacts of climate change. In response, FEMA launched a case study project titled, *Creating More Equitable Post-Disaster Outcomes by Addressing the Needs of At-Risk Populations: A Conversation among FEMA Programs*.

DHS launched the Climate Change and Health Disaster Resilience Workgroup. The Workgroup, comprised of representatives of local communities representatives, NGO's, hospital associations, regional coalitions and emergency management services, is focused on climate change specific health concerns and collaborative planning opportunities for addressing the public, physical and psychosocial/psychosocial impacts on community health resilience.

DHS via FEMA issued a Notice of Proposed Rulemaking (NPRM) to implement EO 13690, *Establishing a Federal Flood Risk Management Standard and a Process for Further Soliciting*

and Considering Stakeholder Input (January 2015), and the Federal Flood Risk Management Standard. Public comments received focused on the impact of the elevation requirement and equity considerations in rule implementation to avoid the impacts of devastating events on minority and low income communities.

FEMA, as part of an interagency project team, was a winner of the 2016 GreenGov Presidential Award. FEMA partnered with the EPA, NY State Department of State, Suffolk County, and Nassau County to form the **Long Island Smart Growth Resiliency Partnership**. The Partnership was developed to provide long-term assistance to impacted communities and implement recovery efforts to create sustainable and resilient communities.

Additionally, the following OMB/CEQ Memorandum M-16-09 “Strengthening Climate Adaptation Planning in Fiscal Year 2016 and Beyond” goals were achieved in FY2016:

- Increased the adoption of disaster-resistant building codes in communities with high risk of earthquake, flood, and high winds.
- Increased the percentage of U.S. population covered by planned climate mitigation.
- Increased the percentage of states with the FEMA Threat and Hazard Identification and Risk Assessment (THIRA). Conducted three national workshops for States to help improve THIRA quality.
- Developed a benefit cost toolkit that included ecosystem services under Hazard Mitigation Assistance (HMA) Programs.
- Published a Community-Level Climate and Hazard Resilience Indicators guide.

Size & Scope of Agency Operations

Table 1

Agency Size and Scope	FY 2015	FY 2016
Total Number of Employees as Reported in the President's Budget	224,642	226,916
Total Acres of Land Managed	83,686	86,676
Total Number of Buildings Owned	8,677	8,543
Total Number of Buildings Leased (GSA and Non-GSA Lease)	4,339	4,373
Total Building Gross Square Feet (GSF)	43,816,385	43,958,533
Operates in Number of Locations Throughout U.S.	5,237	5,363
Operates in Number of Locations Outside of U.S.	29	29
Total Number of Fleet Vehicles Owned	43,751	43,781
Total Number of Fleet Vehicles Leased	8,414	8,616
Total Number of Exempted-Fleet Vehicles (Tactical, Law Enforcement, Emergency, Etc.)	32,008	31,950
Total Amount Contracts Awarded as Reported in FPDS (\$Millions)	13,294	13,529

Agency Progress and Strategies to Meet Federal Sustainability Goals

This section provides an overview of progress through FY 2016 as reported by agencies through the OMB Scorecard process on sustainability/energy goals and agency strategies to implement Executive Order 13693, *Planning for Federal Sustainability in the Next Decade*.

Goal 1: Greenhouse Gas (GHG) Reduction

Scope 1 & 2 GHG Reduction Goal

E.O. 13693 requires each agency to establish a Scope 1 & 2 GHG emissions reduction target to be achieved by FY 2025 compared to a 2008 baseline. DHS's 2025 Scope 1 & 2 GHG reduction target is 53 percent.

Chart: Progress Toward Scope 1 & 2 GHG Reduction Goal

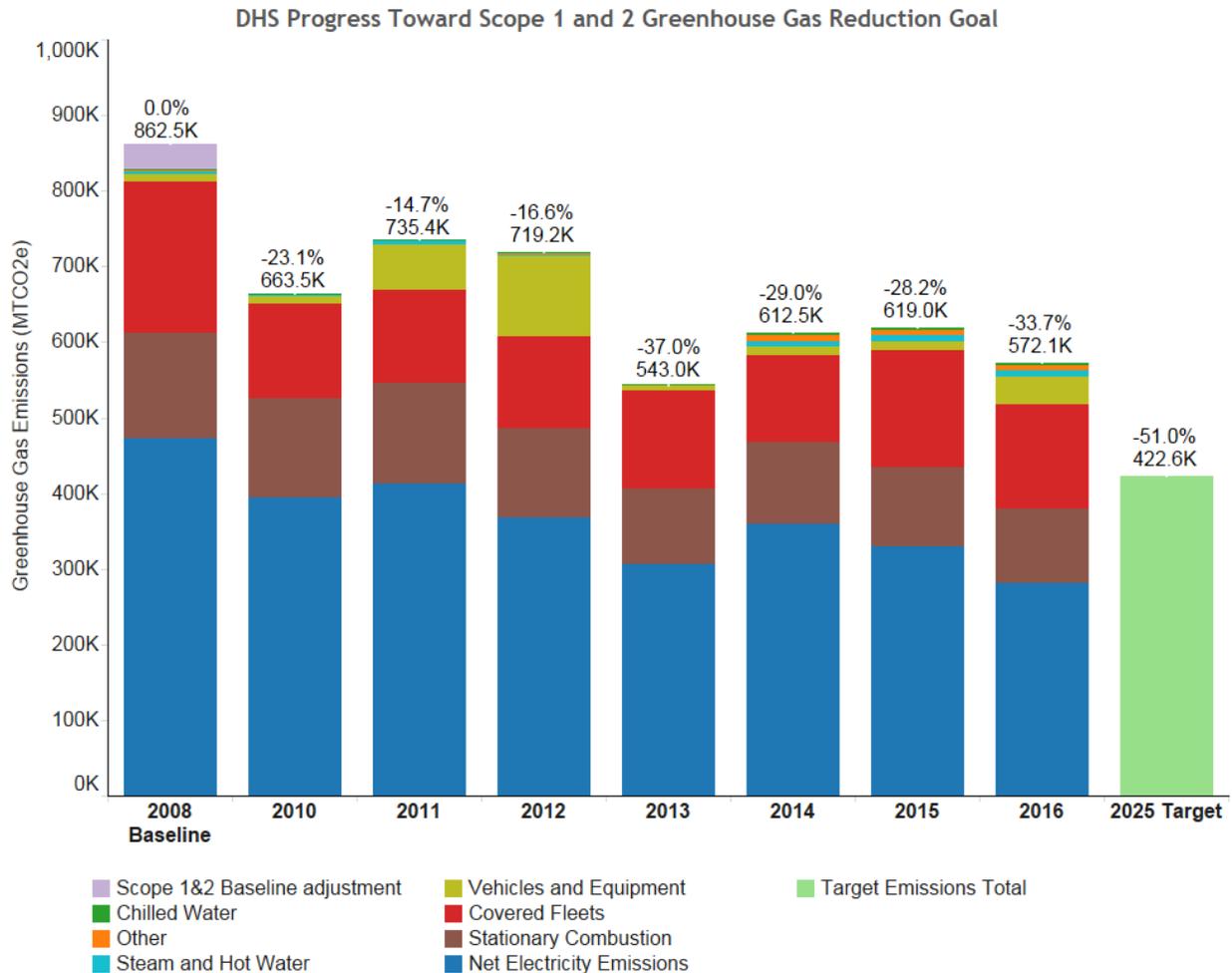


CHART NOTES: Scope 1 and 2 Emissions: *Scope 1 Emissions* are direct GHG emissions from sources that are owned or controlled by the Federal agency. *Scope 2 Emissions* are GHG emissions resulting from the generation of electricity, heat or steam purchased by a Federal agency.

LEGEND DEFINITIONS:

Steam and Hot Water: Emissions that arise from the Federal agency’s purchase of steam or hot water.

Chilled Water: Emissions that arise from the Federal agency’s purchase of chilled water.

Net Electricity Emissions: Emissions that result from a Federal agency’s purchase of electricity which is offset by any renewable energy credits, etc.

Other: This includes other sources of emissions such as industrial processes, fugitive emissions, and incinerators.

Vehicles and Equipment: This includes other vehicle and equipment types such as ships/water vessels.

Covered Fleet: This includes motor vehicle fleets operated by the Federal agency, whether those vehicles are owned or leased.

Stationary Combustion: Federal agency’s emissions resulting from the burning of fuels to generate electricity, steam, heat, or power in stationary equipment, such as boilers or furnaces.

Scope 1 & 2 GHG Reduction Strategies for Fiscal Year 2018

Strategy	Strategy Narrative	Targets and Metrics
Use the Federal Energy Management Program (FEMP) GHG emission report to identify/target high emission categories and implement specific actions to address high emission areas identified.	S&T has used information from the FEMP GHG emission report to identify and target high emission categories, particularly energy usage associated with operating BSL and explosive laboratories. S&T has conducted energy audits at the National Biodefense Analysis and Countermeasures Center (NBACC) and TSL and is implementing Energy Conservation Measures (ECMs). At NPPD all new vehicles acquisitions are procured with E-85, low GHG, or hybrid sedans.	ECM implementation at NBACC; ECM implementation at TSL. At least 8% of energy budget invested in ECMs during FY17, as reported in the Chief Readiness Support Officer (CRSO) scorecard. At NPPD by FY17 Quarter 3, all new vehicles acquisitions will be procured with E-85, low GHG, or hybrid sedans.
Identify and support management practices or training programs that encourage employee engagement in addressing GHG reduction.	DHS Headquarters Energy Program will host a hands on two day energy assessment class with ENRL. The FEMP Energy Exchange Conference will be promoted and supported as funding allows. The CRSO will host two sessions of the three day International Facility Management Association (IFMA) Sustainability Facility Professional class and offer certification to all attendees. FLETC plans to implement practices and/or training such as the FLETC Energy Directive that support GHG reduction.	ENRL training will take place in FY17 Quarter 3 at the CBP Training Campus in Harpers Ferry, WV. The IFMA SFP training will take place in FY17. Pending funding, employees will attend the Energy Exchange in August, 2017. FLETC is developing informational posters for display at all campuses.
Employ operations and management (O&M) best practices for emission generating and energy consuming equipment.	ICE will engage O&M staff to raise awareness for best practices while operating emission generating equipment.	ICE will draft a training plan for facility managers to establish O&M best practices in FY 2017.

Scope 3 GHG Reduction Goal

E.O. 13693 requires each agency to establish a Scope 3 GHG emission reduction target to be achieved by FY 2025 compared to a 2008 baseline. DHS's 2025 Scope 3 GHG reduction target is 19.2 percent.

Chart: Progress Toward Scope 3 GHG Reduction Goal

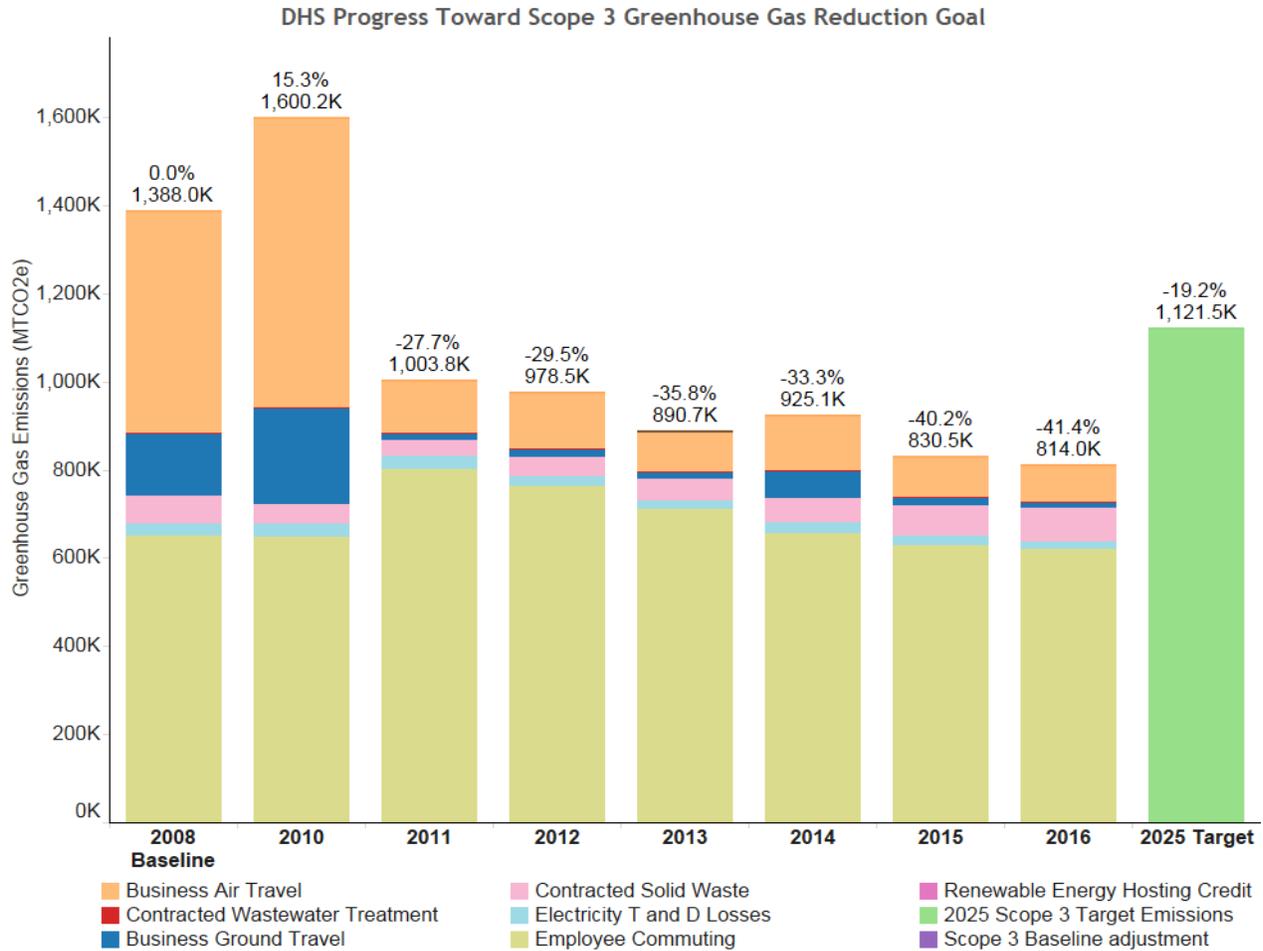


CHART NOTES:

Scope 3 Emissions are GHG emissions from sources not owned or directly controlled by a Federal agency, but related to agency activities.

LEGEND DEFINITIONS:

- Business Air Travel: Emissions associated with Federal employee air travel for business purposes.
- Business Ground Travel: Emissions associated with Federal employee ground travel for business purposes.
- Employee Commuting: Emissions associated with Federal employee commuting to and from work.
- Contracted Solid Waste: Emissions that result from municipal solid waste that is sent to a landfill not owned or operated by the agency.
- Electricity T&D Losses: Emissions associated with transmission and distribution (T&D) losses from purchased electricity.
- Contracted Waste Management: Emissions that result from municipal wastewater that is sent to a wastewater treatment plant not owned or operation by the agency.
- Renewable Energy Hosting Credit: Credit toward the Scope 3 reduction target for renewable power produced on Federal land/property but not consumed by the agency.

Scope 3 GHG Reduction Strategies for Fiscal Year 2018

Strategy	Strategy Narrative	Targets and Metrics
Use an employee commuting survey to identify opportunities and strategies for reducing commuter emissions.	DHS utilizes the General Services Administration's Scope 3 Commuter Survey which provides metrics to compare annually at the Component level. ICE will pursue development of a commuter rideshare program for targeted leased and/or owned facilities and locations.	Annual metrics are reported on the Department's Annual Greenhouse Gas and Sustainability Data Report. ICE will define the steps necessary to implement a pilot project for a commuter rideshare program for targeted facilities and locations by FY 2018.
Increase & track number of employees eligible for telework and/or the total number of days teleworked.	ICE will continue to advocate for the expansion of telework eligibility and track current telework agreements. Through CBP's telework policy, telework employee agreements and schedules are tracked and evaluated to allow increased teleworking when and where possible.	ICE will set a target to increase the current telework agreements during FY 2017. In FY 2017, CBP's Energy and Environmental Management Division Program Management Office (PMO) encouraged increased telework by reducing employee onsite attendance from 3 to 2 days per week. CBP will continue to encourage employees to utilize Mobile Workforce efforts when possible.
Establish policies and programs to facilitate workplace charging for employee electric vehicles.	USCG is in the process of evaluating the need for privately owned vehicle (POV) electric vehicle charging. The POV option would be on a pay for use basis and not paid for by the Government. ICE will coordinate with leased stakeholders to encourage leasing buildings with charging stations for employee and/or personal electric vehicles (PEV).	USCG plans to develop and distribute POV Electric Charging Survey to specific field units in FY 2017. ICE will begin coordination with stakeholders and identify pathways to secure leases in buildings with electric vehicle (EV) charging stations in FY 2017. For existing leases, ICE will assess tenant demand for EV charging stations and coordinate with lessors to install charging stations as appropriate

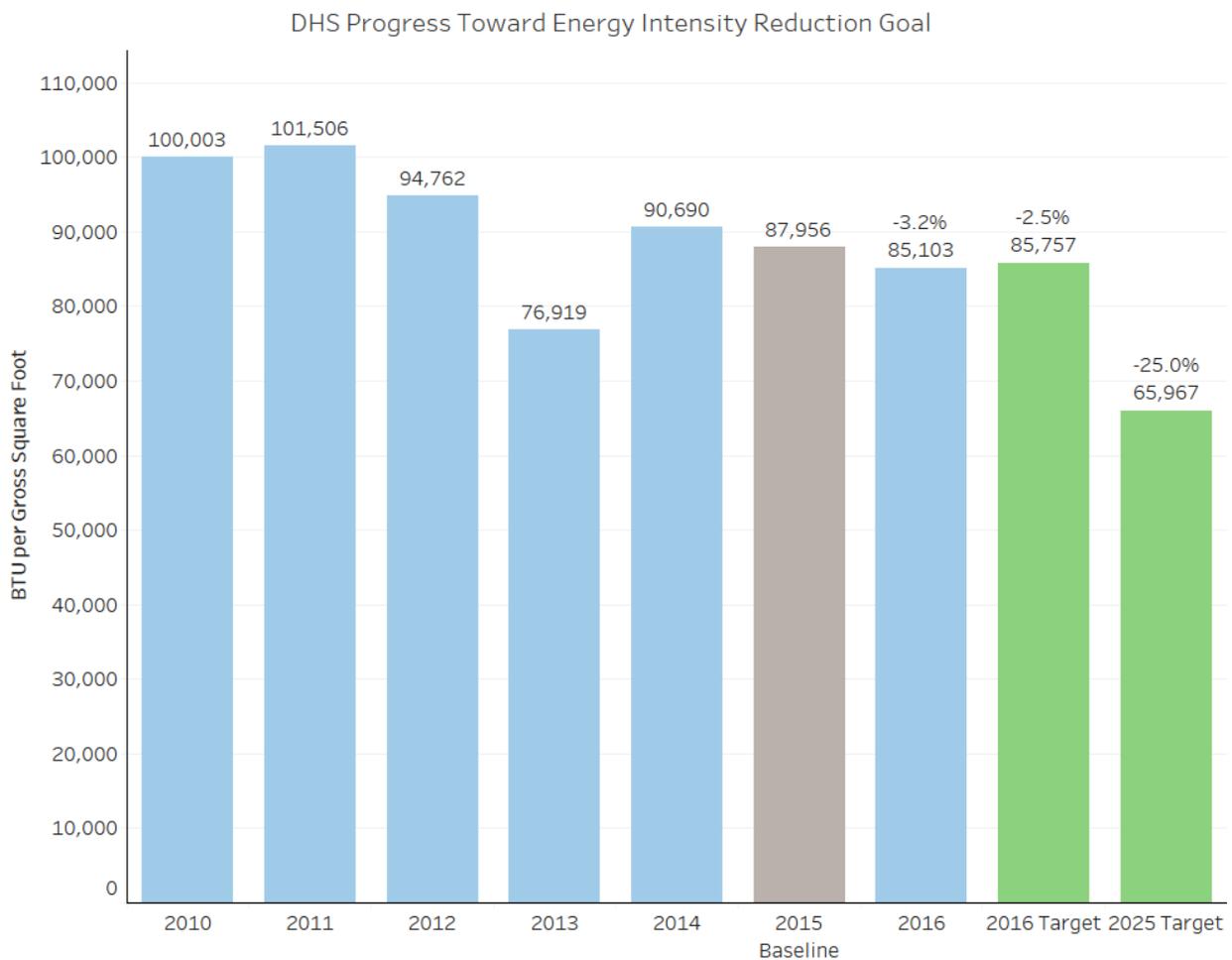
Strategy	Strategy Narrative	Targets and Metrics
Include requirements for building lessor disclosure of carbon emission or energy consumption data and report Scope 3 GHG emissions for leases over 10,000 rentable square feet.	ICE will confirm that the GSA green lease language in GSA-administered leases requires disclosure of Scope 3 GHG emissions for leases over 10,000 rentable square feet (sf).	ICE will coordinate with GSA to review green lease language during FY 2017 and target green requirements for leases by FY 2018.

Goal 2: Sustainable Buildings

Building Energy Conservation Goal

The Energy Independence and Security Act of 2007 (EISA) required each agency to reduce energy intensity 30% by FY 2015 as compared to FY 2003 baseline. Section 3(a) of E.O. 13693 requires agencies to promote building energy conservation, efficiency, and management and reduce building energy intensity by 2.5% annually through the end of FY 2025, relative to a FY 2015 baseline and taking into account agency progress to date, except where revised pursuant to Section 9(f) of E.O. 13693.

Chart: Progress Toward Facility Energy Intensity Reduction Goal



Building Energy Conservation Strategies for Fiscal Year 2018

Strategy	Strategy Narrative	Targets and Metrics
Make energy efficiency investments in agency buildings.	Contingent on funding and mission criticality of current ICE actions, ICE is pursuing implementation of ECMs identified during the last EISA 2007 compliance energy evaluations.	ICE is pursuing implementation of 15 ECMs at five owned facilities in FY 2017.
Participate in demand management programs.	In USCG, all energy projects include identifying candidates for demand management program.	USCG plans to include calculation for cost savings in the Life Cycle Cost Analysis.
Redesign interior space to reduce energy use through daylighting, space optimization, and sensors and control systems.	USCG strategy is already incorporated with all new construction. Retrofits are generally limited to sensors and control systems due to building constraints.	USCG plans to continue with strategy at all new construction and major renovation projects. The Facilities Design and Construction Center (FDCC) and SILC Planning Division have already incorporated this language for all new construction and major renovation projects; as well as, adapted the standard furniture package requirements to include cubicles with a mix of upper glass partition and lower solids to allow natural illumination within cubicle spaces. Research and Development Center (RDC) is evaluating a project to quantify the benefits of fiber optic daylighting solutions for facilities that may be vulnerable to severe weather events and also for potential use in shipboard applications.

Strategy	Strategy Narrative	Targets and Metrics
Follow city energy performance benchmarking and reporting requirements.	ICE intends to review and follow city energy performance benchmarking requirements in FY 2017.	ICE will review city performance benchmarking requirements that affect its owned portfolio and follow applicable municipal energy benchmarking requirements.
Install and monitor energy meters and sub-meters.	ICE intends to install and monitor energy sub-meters at select buildings in FY 2017. USCG Metering Plan establishes a Plan of Action and Milestones that reflects the timeline for: policy adherence; inventory of existing metering equipment installed; connection of those existing meters in place; interoperability of meters to Coast Guard Network and Energy Data Management System; installation of advanced energy and water meters for those qualified facilities; and sustainability of the Coast Guard metering program.	Contingent on funding, ICE intends to install sub-meters on applicable metered utilities at ICE’s select buildings. USCG target milestones for FY 2017 are as follows: <ul style="list-style-type: none"> • Planning, configuration management, funding/resources • Inventory and survey of existing advanced meter hardware. • Interim temporary data storage. Determine connection method. Network connectivity IT solution resolved.
Collect and utilize building and facility energy use data to improve building energy management and performance.	ICE intends to continue collecting and utilizing building energy data to improve energy performance in FY 2017.	ICE will continue to collect utility invoice information for analysis and improvement of energy performance.
Ensure that monthly performance data is entered into the EPA ENERGY STAR Portfolio Manager.	ICE intends to continue using the EPA’s Energy Star Portfolio Manager in FY 2017.	ICE will continue to utilize the EPA Energy Star Portfolio Manager for monthly energy information upload, analysis, and reporting.

Building Efficiency, Performance, and Management Goal

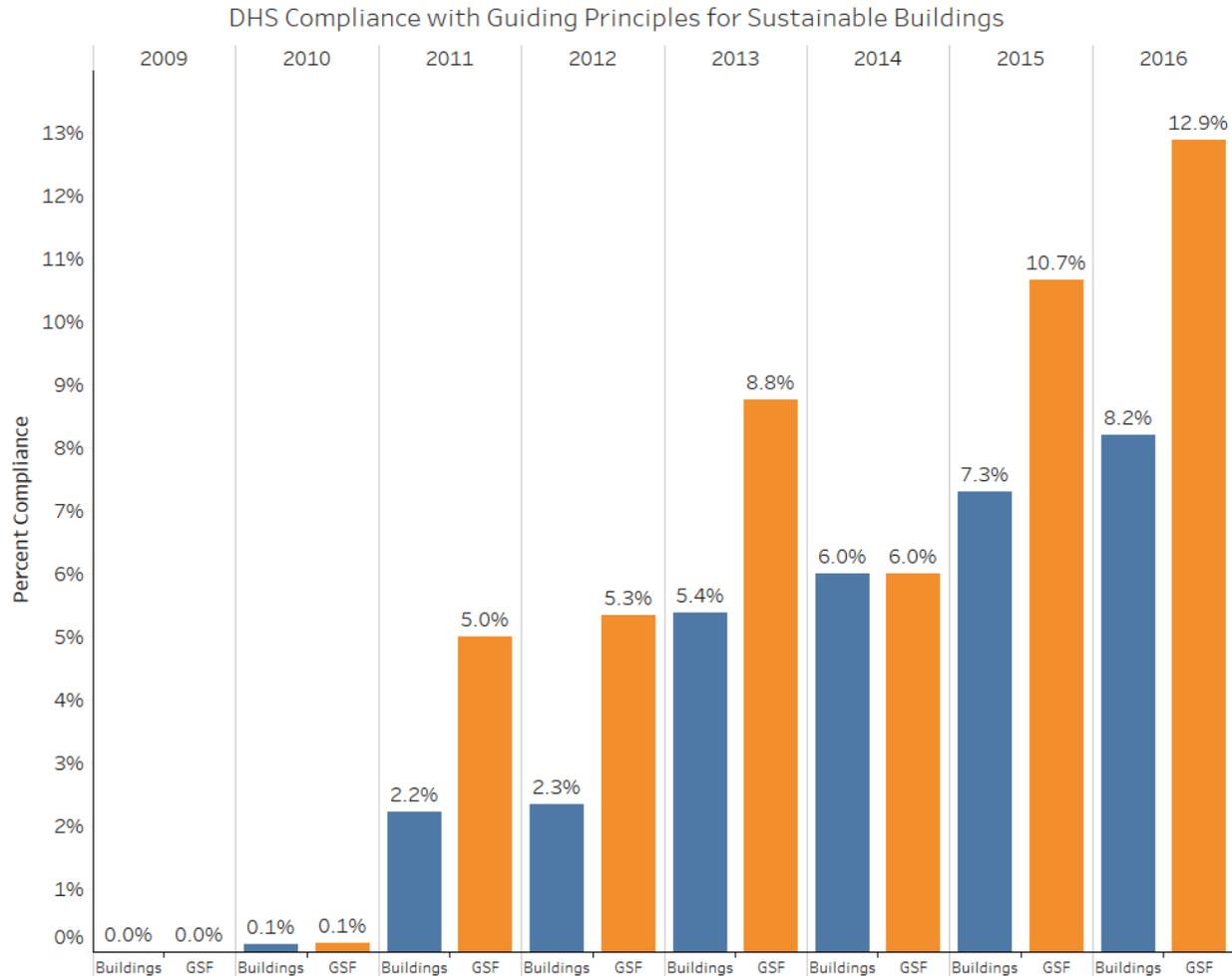
Section 3(h) of E.O. 13693 states that agencies will improve building efficiency, performance, and management and requires that agencies identify a percentage of the agency's existing buildings above 5,000 gross square feet intended to be energy, waste, or water net-zero buildings by FY 2025 and implementing actions that will allow those buildings to meet that target. DHS’s 2025 target is 0.5 percent GSF.

Guiding Principles for Sustainable Federal Buildings

Section 3(h) of E.O. 13693 also states that agencies will identify a percentage, by number or total GSF, of existing buildings above 5,000 GSF that will comply with the *Guiding Principles for Sustainable Federal Buildings (Guiding Principles)* by FY 2025.

The DHS FY 2025 target is 20.7 percent of total GSF.

Chart: Percent of Buildings Meeting the Guiding Principles



* Criteria can be found in [The Guiding Principles for Sustainable Federal Buildings](#), issued February 26, 2016.

DHS has established a new process for improving its sustainable buildings inventory. Each Component was required to develop a Sustainable Buildings Plan by March 31, 2017. The Component plans were completed consistent with a template provided by the DHS Sustainability and Environmental Programs (SEP) office. The template required targets for completing sustainability assessments on all buildings and updating the Federal Real Property Profile (FRPP). All of the Component plans establish goals and targets for each fiscal year through

FY2025. DHS SEP tracks this progress internally with a quarterly metric. The chart below provides the Departmental level sustainable buildings goals by gross square feet (GSF) through FY2025:

Fiscal Year	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25
DHS Sustainable Buildings Goal/GSF	9%	9%	10%	12%	13%	18%	16%	17%	20.7%

Sustainable Buildings Strategies for Fiscal Year 2018

Strategy	Strategy Narrative	Targets and Metrics
Include climate resilient design and management into the operation, repair, and renovation of existing agency buildings and the design of new buildings.	Contingent upon funding, ICE intends to incorporate vulnerability assessments and climate-resilient design into the operation, maintenance, and renovation of existing owned buildings. USCG is reviewing, incorporating and updating requirements of EO 13690 “Establishing a Federal Flood Risk Management Standard and a Process for Further Soliciting and Considering Stakeholder Input (2015)” and 13693 into the Facility Planning Criteria documents and the standard RFP language for new construction and major renovations.	ICE plans to incorporate climate resilient design elements into all planned renovations at ICE facilities in FY 2017 and beyond. USCG plans to complete Facility Planning Factors criteria and procurement language update by Q2 FY 2017.
In planning new facilities or leases, include cost-effective strategies to optimize sustainable space utilization and consideration of existing community transportation planning and infrastructure, including access to public transit.	ICE will continue (as part of its environmental planning and NEPA compliance efforts) to incorporate cost-effective strategies to optimize sustainable spaces at planned new facilities in FY 2017. TSA Headquarters may be moving in FY 2021 and will ensure that the new GSA lease will include all necessary requirements and considerations.	ICE intends to incorporate optimization of sustainable space utilization and community transportation options into planned owned building construction for urban areas and other areas where public transportation options are available in FY 2017. TSA will ensure GSA considers all sustainability criteria when planning for the new lease.

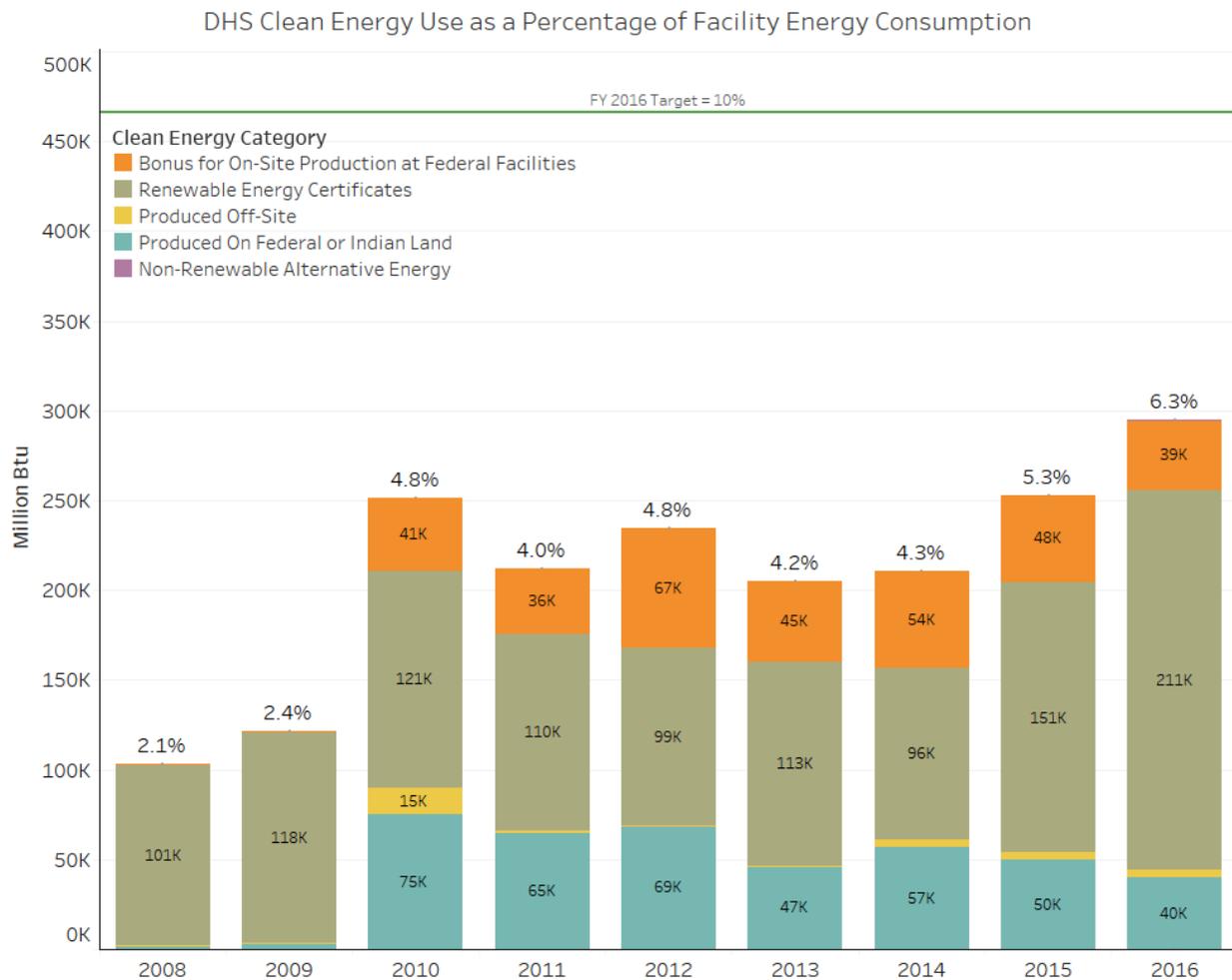
Strategy	Strategy Narrative	Targets and Metrics
<p>Incorporate green building specifications into all new construction, modernization, and major renovation projects.</p>	<p>ICE intends to incorporate green building specifications into appropriate new construction and renovation projects.</p>	<p>ICE will continue to incorporate energy efficiency, integrated pest management plan, and sustainable site criteria requirements into appropriate planned construction and renovation projects in FY 2017.</p>
<p>Implement space utilization and optimization practices and policies.</p>	<p>ICE is working to implement space utilization and optimization practices at select building in the NCR.</p>	<p>ICE has developed a “Flexible Workplace Strategies Pilot” that will focus on promoting and communicating hoteling policies.</p>

Goal 3: Clean & Renewable Energy

Clean Energy Goal

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

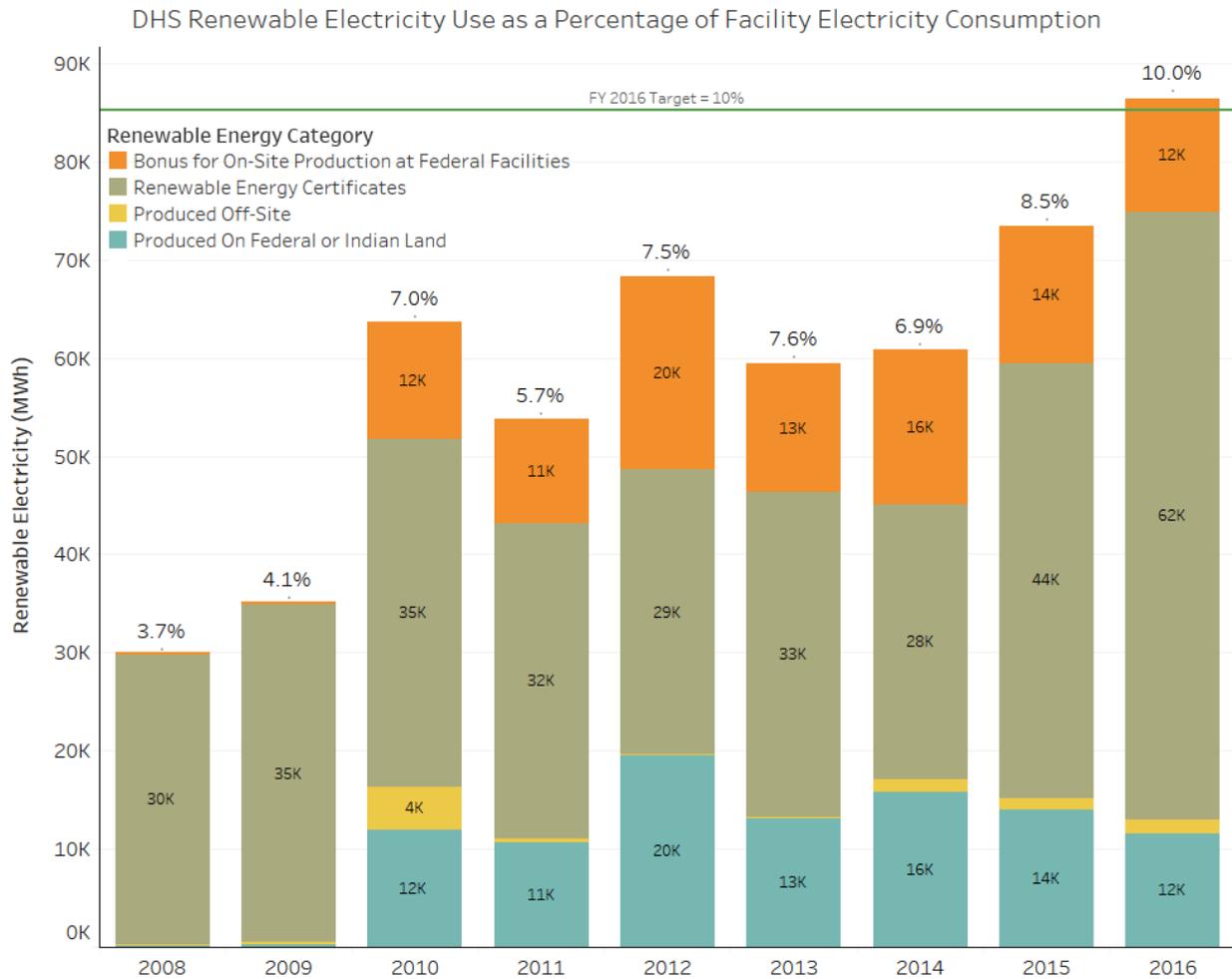
Chart: Use of Clean Energy as a Percentage of Total Electric Energy and Thermal Energy



Renewable Electric Energy Goal

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

Chart: Use of Renewable Energy as a Percentage of Total Electric Energy



The Department has several Energy Savings Performance Contracts that incorporate renewable energy and clean energy. The renewable energy goal of 15% for FY2018 will be met through onsite renewable projects and the purchase of Renewable Energy Credits. A portion of the Clean Energy goal will be met through onsite energy projects as part of alternatively financed contracts. In order to meet the FY2018 goal of 13% clean energy, the Department will purchase Renewable Energy Credits.

Clean and Renewable Energy Strategies for Fiscal Year 2018

Strategy	Strategy Narrative	Targets and Metrics
Install renewable on-site and retain corresponding renewable energy certificates (RECs).	DHS plans to increase renewable and clean energy projects from Energy Savings Performance Contracts (ESPC's) for FY2018. FLETC plans to complete on-site renewables that will be funded using an UESC. ICE intends to expand the solar PV carport system at the El Paso Colocation.	DHS's target for FY2018 is 13% of renewable and clean energy projects from ESPCs. FLETC's goal is to complete an UESC feasibility study and begin development of a 2 MW solar array. ICE anticipates the successful completion of this solar expansion to increase the facility's onsite generation of solar energy by approximately an additional 20 percent.
Contract for the purchase of energy that includes installation of renewable energy on or off-site and retain RECs or obtain replacement RECs.	USCG will continue to purchase renewable energy through Power Purchase Agreements (PPAs) for renewable energy that is generated on Coast Guard property. The Coast Guard includes PPAs as an alternatively-financed tool to implement renewable energy projects as prioritized as part of the established Alternately- Financed Project Green Book.	Include at least one identified PPA opportunity in the Project Identification and Prioritization Phase each year.
Install on-site thermal renewable energy and retain corresponding renewable attributes or obtain equal value replacement RECs.	The UESC at the FLETC Cheltenham campus is examining the feasibility of using geothermal heat and cooling. Where practical, the Coast Guard pursues thermal renewable energy ECMs as part of any alternatively-financed energy project.	Install geothermal wells on the FLETC Cheltenham campus during FY17-18, if economically feasible under UESC guidelines. At the Coast Guard targets will be determined based on identified future projects.
Explore new opportunities to install on-site fuel cell energy systems.	ICE intends to review and identify opportunities for installation of on-site fuel cell technologies in FY 2017.	ICE intends to review technology options for the installation of fuel cell technologies at remote owned facilities in FY 2017.

Goal 4: Water Use Efficiency & Management

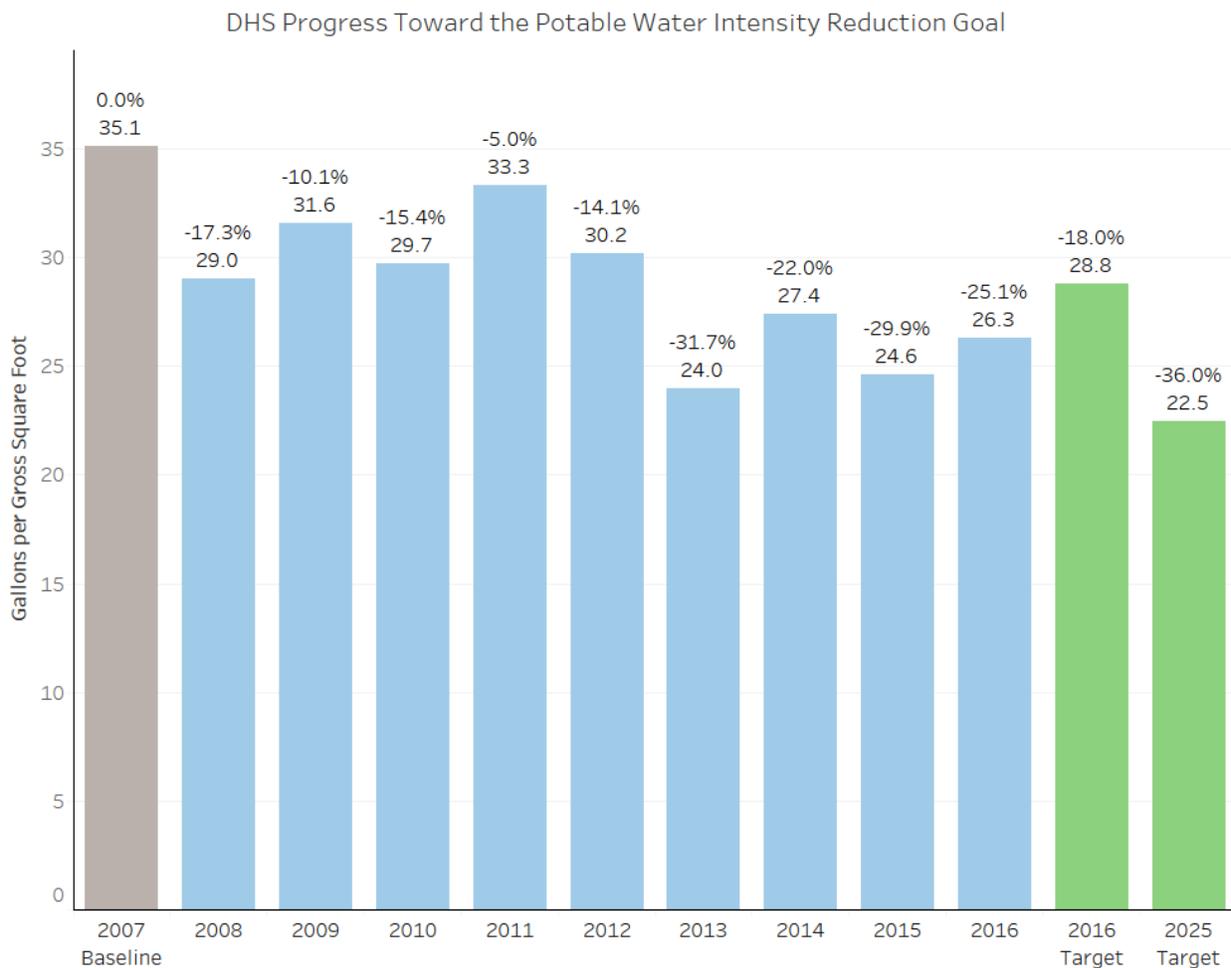
Potable Water Consumption Intensity Goal

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

Industrial, Landscaping and Agricultural (ILA) Water Goal

E.O. 13693 section 3(f) also requires that agencies reduce ILA water consumption, measured in gallons, by 2% annually through FY 2025 relative to a FY 2010 baseline.

Chart: Progress Toward the Potable Water Intensity Reduction Goal



Through the use of Energy Savings Performance Contracts, the Department has reduced water consumption. This reduction is based on installation of more efficient water fixtures, utilization of water meters to improve water conservation and management, better storm water management practices and wastewater management. The Department has also reduced industrial, landscaping, and agricultural (ILA) water consumption through the use of bio-retention basins and drought resistant landscaping.

Water Use Efficiency & Management Strategies for Fiscal Year 2018

Strategy	Strategy Narrative	Targets and Metrics
Install green infrastructure features to assist with storm and wastewater management.	ICE has implemented green infrastructure stormwater features at the El Paso Colocation Facility in FY 2016, and will continue to evaluate feasible stormwater features for other facilities.	ICE intends to investigate feasible green stormwater features at owned facilities for implementation, contingent on available funding, at one facility in FY 2018.
Install high efficiency technologies, e.g. WaterSense fixtures.	The ICE Sustainability Program is pursuing opportunities to install water conserving plumbing fixtures (e.g., low-flow faucets and aerators) in agency owned facilities where feasible and cost effective. In addition, ICE is pursuing WaterSense fixture upgrades through the proposed ESPC ENABLE contract.	The ICE Sustainability Program plans to implement high efficiency water technologies at two ICE owned facilities by FY 2018. ICE continues to pursue an ENABLE contract that includes WaterSense fixture upgrades at five SPCs.
Prepare and implement a water asset management plan to maintain desired level of service at lowest life cycle cost.	CBP is researching life-cycle cost analysis for decision-making purposes for water asset management plans for each PMO.	CBP is developing a water asset management plan to reduce consumption by 36% by FY 2025.
Minimize outdoor water use and use alternative water sources as much as possible.	Water-efficient landscaping is mandatory in the CBP design standards.	CBP is working to reduce ILA water consumption goals, measured in gallons, by 2% annually through FY 2025.

Strategy	Strategy Narrative	Targets and Metrics
<p>Install advanced meters to measure and monitor potable and ILA water use.</p>	<p>(1) At FLETC Cheltenham, install electronic water meters on domestic water well and Prince George County Fire School supply.</p> <p>(2) At FLETC Glynco, install meters on skid pans.</p> <p>(3) ICE has few instances where ILA water is needed, but does not have a dedicated ILA water meter. ICE is working to develop and determine feasible opportunities to track and monitor ILA use.</p> <p>(4) CBP will identify opportunities to install and monitor advanced water meters, pending Office of Information Technology (OIT) resolution.</p>	<p>(1) Quantify water being used by Prince George County Fire School. Install/connect electronic domestic water well meter to Cheltenham's Building Automated System (BAS) for real-time usage data.</p> <p>(2) Quantify FLETC's ILA usage.</p> <p>(3) Install an ILA water meter at one ICE-owned facility in FY 2017, contingent on funding.</p> <p>(4) At CBP, opportunities to install advanced water meters, to reduce ILA water consumption measured in gallons by 2% annually, through FY 2025, will be researched, pending OIT resolution of connectivity issues.</p>

Strategy	Strategy Narrative	Targets and Metrics
Develop and implement programs to educate employees about methods to minimize water use.	<p>DHS utilizes NREL to conduct training and awareness material about the methods to minimize water.</p> <p>The USCG:</p> <p>(1) Conducts enterprise-wide environmental sustainability awareness and outreach through the use of messages, web portals, newsletters, awards programs, briefings and other means; and,</p> <p>(2) Continues to provide training that includes water conservation 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.</p> <p>(3) FLETC plans to develop and implement program to educate employees about minimizing water use.</p> <p>(4) TSA plans to continue bringing awareness to employees through outreach.</p>	<p>NREL will conduct a hands on energy assessment two day class, including water conservation in FY17 Quarter 3. The USCG will:</p> <p>(1) Continue to publish a semi-annual Energy and Fuel Matters Newsletter.</p> <p>(2) In FY 2017, Commandant (CG-46) gained conference attendance approval for the 2016 Federal Utility Partnership Working Group Seminar.</p> <p>Commandant (CG-46) plans to request approval for Coast Guard employees to attend the Defense Logistics Agency's Worldwide Energy conference in April 2017 and the DOE FEMP Energy Exchange in August 2017.</p> <p>(3) FLETC will publish a poster and data describing its water reduction accomplishments.</p> <p>(4) Continue to include water conservation best practices as part of TSA-wide environmental outreach efforts.</p>
Assess the interconnections and dependencies of energy and water on agency operations, particularly climate change's effects on water which may impact energy use.	The ICE Sustainability Program will be performing vulnerability assessments of certain owned facilities to determine the impacts related to climate change.	Perform vulnerability assessment site visits at 6 of the 17 ICE owned facilities by FY 2018.
Ensure that planned energy efficiency improvements consider associated opportunities for water conservation.	<p>DHS Directive 020-01, Energy and Water Management, 1/4/2016 includes both energy and water conservation considerations. At the USCG:</p> <p>(1) Water efficient improvements are common ECMs from EISA audits and implemented in energy projects; and,</p> <p>(2) The Coast Guard includes water efficiency as part of any holistic alternatively-financed energy project.</p>	The Coast Guard plans to include water efficiency as part of the UESC for the Coast Guard Academy. Where possible, the Coast Guard plans to include water ECMs on contract awards throughout FY 2017– FY 2018.

Strategy	Strategy Narrative	Targets and Metrics
Where appropriate, identify and implement regional and local drought management and preparedness strategies that reduce agency water consumption	ICE will be performing vulnerability assessments of certain owned facilities to determine impacts associated with climate change. As part of the assessment, ICE will identify any existing regional or local drought management policies.	Perform vulnerability assessment site visits at 6 of the 17 ICE owned facilities by FY 2018.

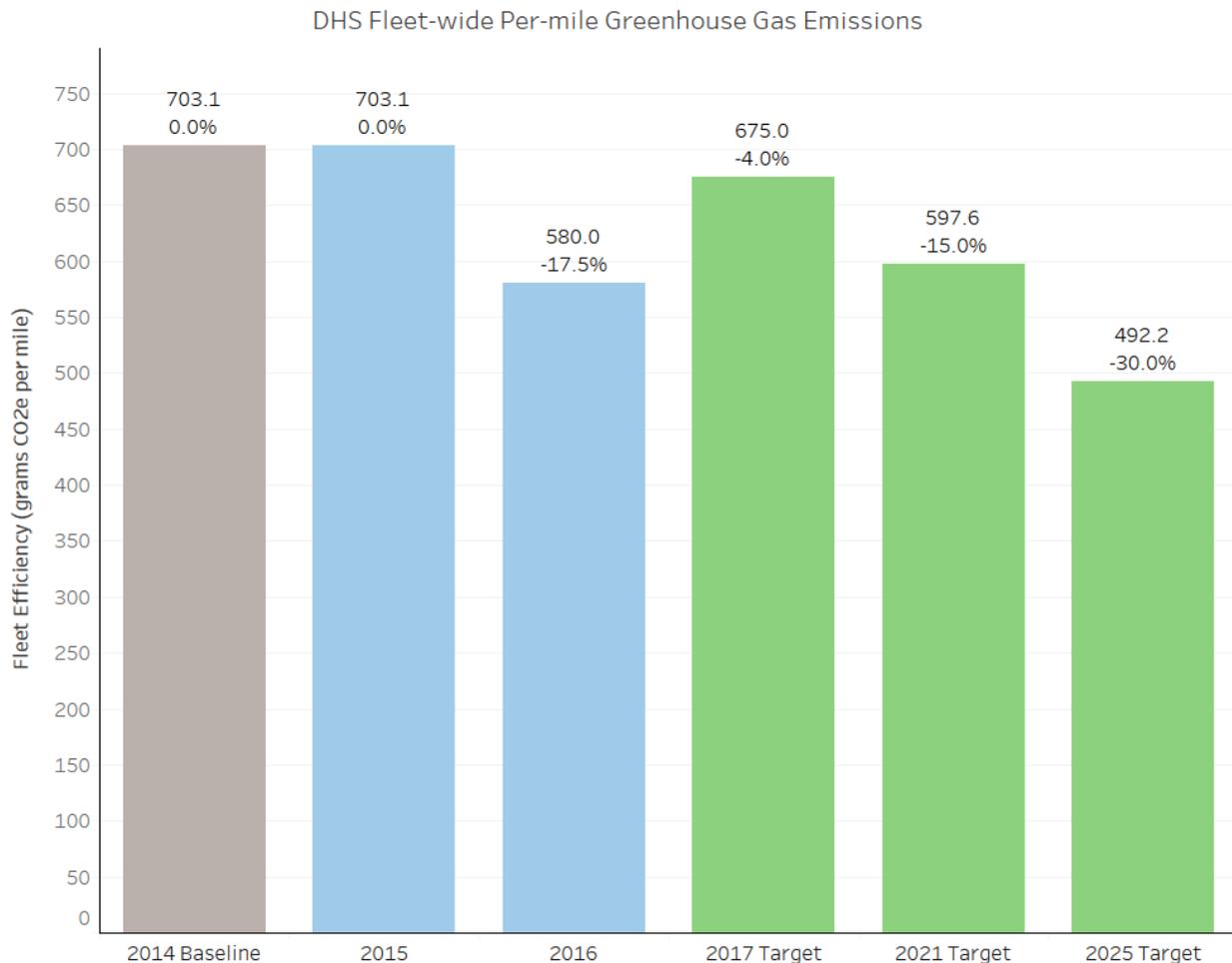
Goal 5: Fleet Management

Fleet Per-Mile Greenhouse Gas (GHG) Emissions Goal

E.O. 13693 Section 3(g) states that agencies with a fleet of at least 20 motor vehicles will improve fleet and vehicle efficiency and management. E.O. 13693 section 3(g)(ii) requires agencies to reduce fleet-wide per-mile GHG emissions from agency fleet vehicles relative to a FY 2014 baseline and sets new goals for percentage reductions: not less than 4% by FY 2017; not less than 15 % by FY 2020; and not less than 30% by FY 2025.

E.O. 13693 Section 3(g)(i) requires that agencies determine the optimum fleet inventory, emphasizing eliminating unnecessary or non-essential vehicles. The Fleet Management Plan and Vehicle Allocation Methodology (VAM) Report are included as appendices to this plan.

Chart: Fleet-wide Per-mile GHG Emissions



Fleet Alternative Fuel Consumption Goal

The Energy Independence and Security Act 2007 (EISA) requires that, not later than October 1, 2015 and each year thereafter, that each Federal agency achieve a 10 percent increase in annual alternative fuel consumption, compared to a FY 2005 baseline. By FY 2016, agencies were to have increased alternative fuel use by 175.3% relative to FY 2005. In addition, OMB has asked all agencies to achieve a minimum of 5% alternative fuel use of their total fuel consumption.

In FY 2016, DHS's use of alternative fuel equaled one percent of total fuel use. DHS has increased its alternative fuel use by 51 percent since FY 2005.

DHS continuously encourages vehicle operators to use alternative fuel (AF) in alternative fuel vehicles (AFV). Due to the lack of sufficient alternative fuel infrastructures within the 5 miles or 15 minute criteria, it is difficult to meet this goal. DHS relocates its AFVs in close proximity to AF stations whenever possible. DHS is constantly seeking opportunities to install AF pumps and stations when feasible as well as partner with other agencies to share their existing pumps.

Fleet Management Strategies for Fiscal Year 2018

Strategy	Strategy Narrative	Targets and Metrics
Collect and utilize agency fleet operational data through deployment of vehicle telematics.	DHS has awarded Basic Purchase Agreements to three commercial vendors to install telematics and provide data. Installations will begin in July 2017. In accordance with E.O. 13693, section 3(g)(iii), vehicle telematics at a vehicle asset level will be deployed on all new passenger, light vehicle, and medium duty acquisitions. DHS will begin collecting and utilizing agency fleet operational data as a fleet efficiency management tool once installed.	Telematics will be installed on all new light and medium duty vehicles. The deployment of telematics on existing vehicles will ensure accountability to each Component's 5-Year Plan and that all vehicles have telematics by the end of FY21. Already, approximately 16,326 vehicles across CBP, ICE and FLETC, located on the Southwest Border are currently receiving Telematics as part of the Southwest Border fuel program.
Ensure that agency annual asset-level fleet data is properly and accurately accounted for in a formal Fleet Management Information System as well as submitted to the Federal Automotive Statistical Tool reporting database, the Federal Motor Vehicle Registration System, and the Fleet Sustainability Dashboard (FLEETDASH) system.	DHS is preparing for the 2017 Federal Automotive Statistical Tool Annual Vehicle Report by creating the required new data elements in all record systems.	Each DHS Component Fleet Management Information System has been adapted to collect this data and will be transmitted to the DHS Consolidated Asset Portfolio & Sustainability Information System (CAPSIS) system for uploading into the Federal Automotive Statistical Tool.

Strategy	Strategy Narrative	Targets and Metrics
Increase acquisitions of zero emission and plug-in hybrid vehicles.	The 2017 DHS Vehicle Allocation Methodology identified 574 vehicles for right-typing to zero emission vehicles. Continue to work with the Components to identify additional vehicles to convert.	There are currently 16,297 Hybrid and Alt fuel vehicles in the DHS fleet. Target is establish a plan to convert approximately 4,000 vehicles to zero emission and plug-in hybrid vehicles by the end of FY 2019.
Optimize and right-size fleet composition, by reducing vehicle size, eliminating underutilized vehicles, and acquiring and locating vehicles to match local fuel infrastructure.	DHS conducted a VAM in 2017 and identified vehicles for elimination and right-sizing over the next five years. We will monitor the progress of the Components to comply with the VAM results.	The 2017 DHS VAM identified 425 vehicles for elimination and 1,811 vehicles for right-sizing for a combined savings of \$3,655,180 over the next five years.
Use a FMIS to track real-time fuel consumption throughout the year for agency-owned, GSA-leased, and commercially-leased vehicles.	The DHS CAPSIS records the monthly fuel consumption for agency-owned, GSA-leased and commercially-leased vehicles. DHS does not have the capability to track real-time fuel consumption at this time.	The implementation of telematics will assist with providing improved fuel consumption data.
Establish policy/plan to reduce miles traveled, e.g. through vehicle sharing, improving routing with telematics, eliminating trips, improving scheduling, and using shuttles, etc.	DHS does not assign vehicles to individuals unless there is a specific mission requirement, such as a canine handler. We do analyze current policies to determine ways of increasing pooling, car sharing, and shuttle bus consolidation initiatives. Majority of the DHS vehicles are acquired to fulfill a specific mission, and utilized by multiple individuals at a particular location.	With the implementation of telematics Components will have the option of adding GPS and routing modules to assist with reducing miles traveled.

Goal 6: Sustainable Acquisition

Sustainable Acquisition Goal

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

Biobased Purchasing Targets

The Agricultural Act of 2014 (Public Law 113-79) amends Section 9002 (a)(2)(A)(i) of the Farm Security and Rural Investment Act of 2002 to establish a targeted biobased-only procurement requirement under which the procuring agency shall issue a certain number of biobased-only contracts when the procuring agency is purchasing products, or purchasing services that include the use of products, that are included in a biobased product category. Therefore agencies are to establish an annual target for increasing the number of contracts to be awarded with BioPreferred and biobased criteria and the dollar value of BioPreferred and biobased products to be delivered and reported under those contracts in the following fiscal year.

For FY 2018, DHS has established a target of 360 contracts (see 1 below) and \$732,002.24 (see 2 below) in biobased products to be delivered.

- 1) This figure includes new contracts and orders and modifications to current contracts and orders.
- 2) Estimate based on previous year's data in FPDS-NG for "biobased actions" listed in the FPDS-NG Sustainability Report (by Fiscal Year) for DHS. For FY 18, the estimate for biobased actions is 360 and the estimate for biobased dollars is \$36,600,112.00. The \$732,002.24 figure is derived by taking 2% of \$36,600,112.00 and is an estimate of the amount spent on biobased products only. The remaining biobased contract dollars is allocated to labor, overhead, etc.

Chart: Percent of Applicable Contracts Containing Sustainable Acquisition Requirements

Percent of Applicable Contracts Containing Sustainable Acquisition Requirements

Table 2

# of Contracts Reviewed	Percentage Compliant
60	100%

Based on agency-reported results of quarterly reviews of at least 5% of applicable contract actions.

To monitor performance, DHS has a quarterly review system to ensure success of the sustainable acquisition program. The contract reviews include biobased purchasing requirements. The Department has established a biobased purchasing target based on E.O. 13693. In 2016, DHS received an Electronic Product Environmental Assessment Tool (EPEAT) purchasing award from the Green Electronics Council. This award recognized excellence in the procurement of sustainable electronics. DHS will continue to promote sustainable acquisition training for acquisition personnel and will also promote strategic sourcing initiatives that include sustainable acquisition. DHS will continue using the contract reviews to identify corrective actions to address any missed opportunities to procure sustainable products and services.

Sustainable Acquisition Strategies for Fiscal Year 2018

Strategy	Strategy Narrative	Targets and Metrics
Establish and implement policies to meet statutory mandates requiring purchasing preference for recycled content products, ENERGY STAR qualified and FEMP-designated products, and BioPreferred and biobased products designated by USDA.	The requirement for purchasing preference for recycled content products, ENERGY STAR qualified and FEMP-designated products, and Biopreferred and biobased products designated by USDA are incorporated into the Homeland Security Acquisition Manual (HSAM) and the DHS Affirmative Procurement Plan at Appendix Q of the HSAM. In addition, this has been implemented and verified with quarterly contract reviews. DHS established a biobased goal for FY 18 (per Section 15 of Executive Order 13693) in the DHS Strategic Sustainability Performance Plan for 2017.	Continue to require biobased purchasing progress in Component Operational Strategic Performance Plans. Continue to include sustainable acquisitions in the OCRSO Component Program Management Reviews.
Establish and implement policies to purchase sustainable products and services identified by EPA programs, including SNAP, WaterSense, Safer Choice, and Smart Way.	Continue to meet statutory requirements mandating purchase preference for products designated by EPA.	Throughout 2017 and 2018, maintain existing policies requiring purchase preference for products designated by EPA.
Establish and implement policies to purchase environmentally preferable products and services that meet or exceed specifications, standards, or labels recommended by EPA.	Current requirements are included in the DHS Affirmative Procurement Plan/Homeland Security Acquisition Manual.	The HSAM will be revised in accordance with any future FAR rules.
Reduce copier and printing paper use and acquiring uncoated printing and writing paper containing at least 30 percent postconsumer recycled content or higher.	Current requirements are included in the DHS Affirmative Procurement Plan/Homeland Security Acquisition Manual.	The HSAM will be revised in accordance with any future FAR rules.

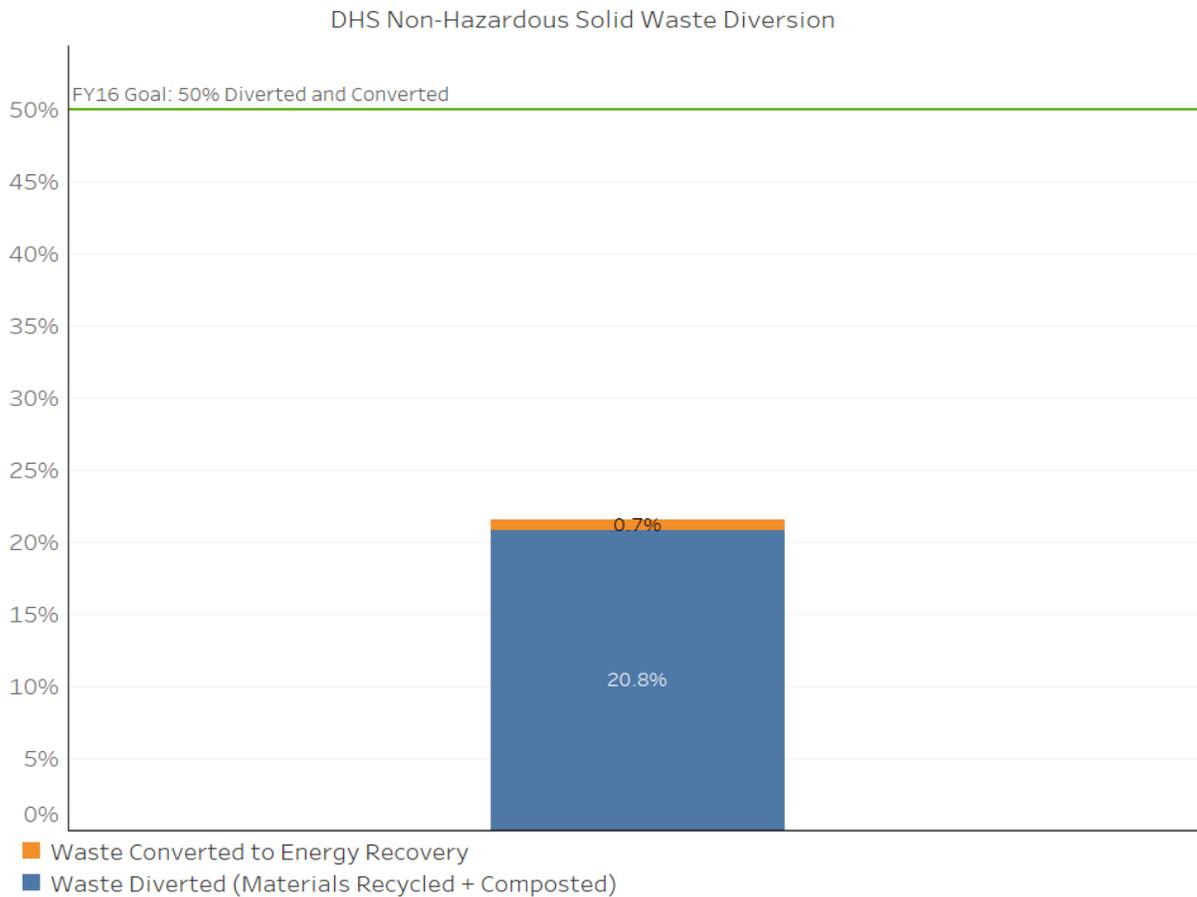
Strategy	Strategy Narrative	Targets and Metrics
<p>Identify and implement corrective actions to address barriers to increasing sustainable acquisitions.</p>	<p>DHS will continue to evaluate findings from quarterly sustainable acquisition contract reviews to increase procurement of sustainable goods and services. The Sustainable Acquisition Work Group will serve as a venue to exchange information on best practices and lessons learned.</p>	<p>The HSAM will be revised in accordance with any future FAR rules.</p> <p>(1) Evaluate findings from quarterly contract reviews to identify common areas of weakness.</p> <p>(2) Draft corrective plan of action targeted at areas of weakness based on contract review analysis by November 2017.</p> <p>(3) Conduct two-hour training session entitled “Promoting Sustainable Acquisition” for contracting and program personnel in FY17 Quarter 2.</p> <p>(4) The Sustainable Acquisition Work Group will hold quarterly meetings in FY17.</p>
<p>Identify opportunities to reduce supply chain emissions and incorporate criteria or contractor requirements into procurements.</p>	<p>DHS will ensure that Components identify opportunities to reduce supply chain emissions and incorporate criteria or contractor requirements into procurements.</p>	<p>DHS has identified at least five procurements to be awarded and/or modified in FY 2018 that will include contractor Greenhouse Gas (GHG) management requirements or include evaluation criteria that encourage contractors to manage and reduce GHG emissions.</p>

Goal 7: Pollution Prevention & Waste Reduction

Pollution Prevention & Waste Reduction Goal

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

Chart: Waste Diversion



The Department does not currently have a tracking system for waste diversion. In FY16 information was compiled from the Component level Program Management Reviews and Operational Sustainability Performance Plans. Both of these templates have been revised to better track performance in the future. FEMA plans to create a composting program at the National Emergency Training Center (NETC) dining facility.

Pollution Prevention & Waste Reduction Strategies for Fiscal Year 2018

Strategy	Strategy Narrative	Targets and Metrics
Report in accordance with the requirements of sections 301 through 313 of the Emergency Planning and Community Right-to-Know Act of 1986 (42 U.S.C 11001-11023).	DHS Directive 023-02, 5/8/2013 requires compliance with all applicable laws and regulations.	Components conduct periodic assessment of environmental compliance in accordance with DHS Directive 023-02.
Reduce or minimize the quantity of toxic and hazardous chemicals acquired, used, or disposed of, particularly where such reduction will assist the agency in pursuing agency greenhouse gas reduction targets.	DHS Directive 023-02, 5/8/2013 policy includes pollution prevention and reducing waste. Many of ICE's emergency generators run on natural gas instead of petroleum. ICE also uses biobased products for cleaning and many facilities do not use or generate high quantities of hazardous chemicals for disposal.	ICE plans to use biobased cleaning products in all facilities and reduce the use of hazardous chemicals whenever possible.
Eliminate, reduce, or recover refrigerants and other fugitive emissions.	ICE facilities are required to phase out HFCs and use refrigerants with lower Global Warming Potential (GWP).	ICE plans to develop an inventory of high GWP HFCs in FY 2017 and formulate a plan to phase out their use.
Reduce waste generation through elimination, source reduction, recycling and composting.	ICE facilities are required to track and report waste and recycling data. The E&E tracking spreadsheet distributed to facilities is the method used to quantify the amount of waste and recycling produced by facilities and is also used to identify any potential areas of improvement. FEMA plans to create a composting program at NETC dining facility. Data on total composted material will be tracked as waste diversion.	ICE plans to continue streamlining the use of the E&E Tracking sheets to help track waste and recycling for all owned facilities in the future. ICE plans to continue to increase waste diversion rates at all facilities. FEMA plans to increased waste diversion at NETC.
Implement integrated pest management and improved landscape management practices to reduce and eliminate the use of toxic and hazardous chemicals and materials.	ICE is revising O&M contracts to include integrated pest management plans for all facilities. The El Paso Colocation facility has currently implemented an IPM plan that includes the judicious use of the least	ICE plans to finish revising O&M contracts by FY 2018 to include integrated pest management plans. ICE plans to use chemicals for pest management as a last resort to limit the use of hazardous chemicals.

Strategy	Strategy Narrative	Targets and Metrics
Inventory current HFC use and purchases.	ICE facilities collect information on the type of refrigerants purchased and used for greenhouse gas reporting and EPA compliance. A phased out approach is underway for HFC use and purchases.	ICE plans to continue to track the purchase and use of HFCs at owned facilities for future years.

Goal 8: Energy Performance Contracts

Performance Contracting Goal

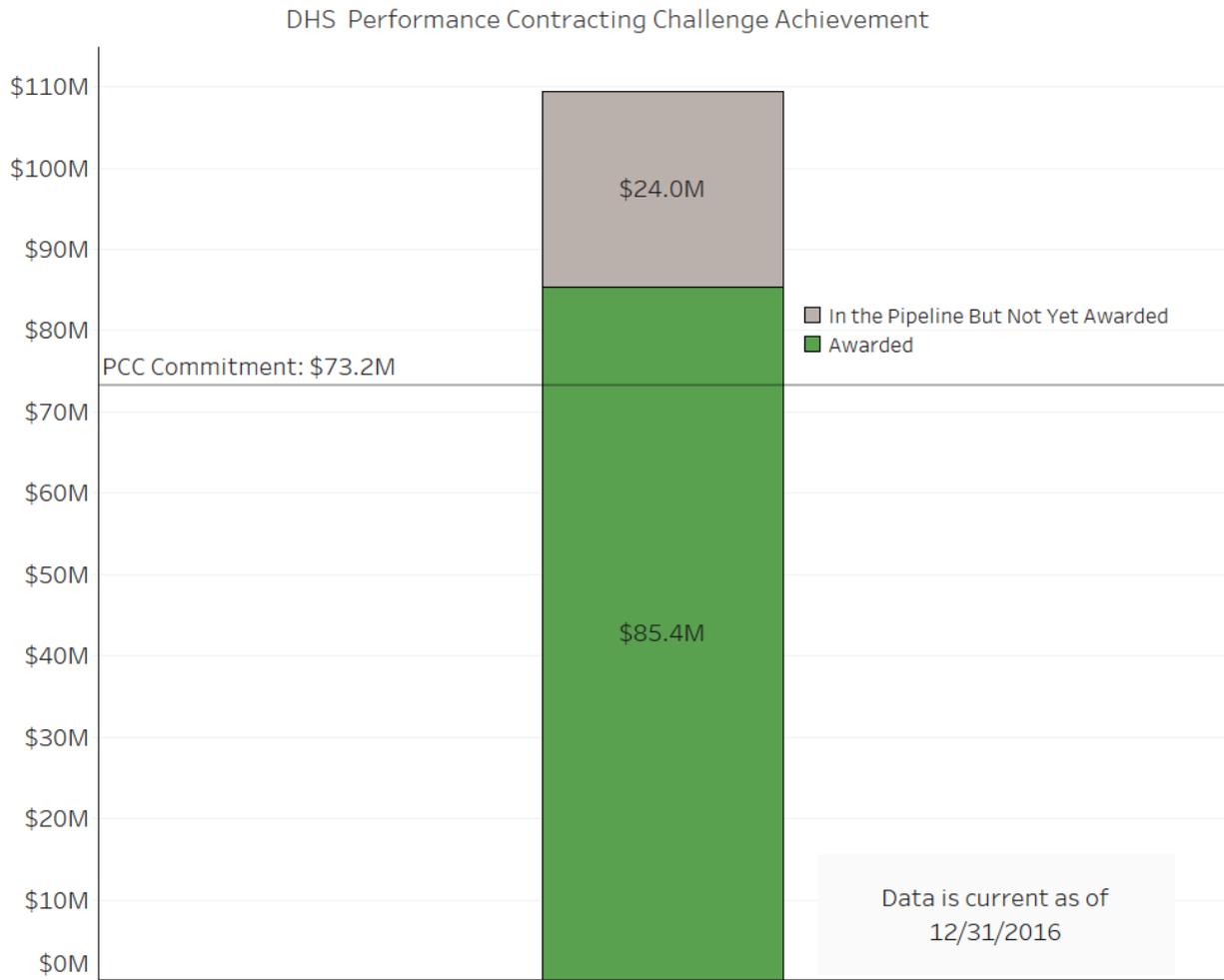
E.O. 13693 section 3(k) requires that agencies implement performance contracts for Federal buildings. E.O. 13693 section 3(k)(iii) also requires that agencies provide annual agency targets for performance contracting. DHS's targets for the next two fiscal years are:

FY 2018: \$ 9 million

FY 2019: \$ 9 million

Currently, the Department has invested in over \$83 million in alternatively financed performance contracts. For FY2018 and FY2019, DHS is committing to \$9 M each year for new contract awards. The Department has seen great success in reducing energy and water consumption through these awards.

Chart: Progress Toward Target under the 2016 Performance Contracting Challenge¹



¹ This is the only chart that will include progress through 12/31/2016 versus FY16 performance.

At the Department, several Components have contributed to the Performance Contracting Challenge, including USICE, USCG, USCBP, and FLETC. These contracts are important to the Department, because they support resiliency and the mission. Performance contracting provides a means for incorporating renewable projects into the contract, and thereby, supporting resiliency. Due to the period of performance for these contracts, renewable projects provide quicker paybacks on the investment. USCG leads the Department in awards of performance contracts, and supports the commitment for more in the future.

Performance Contracting Strategies for Fiscal Year 2018

Strategy	Strategy Narrative	Targets and Metrics
Utilize performance contracting and incorporate use of ESPCs and UESCs into planning activities to meet identified energy & water efficiency and Administration objectives while deploying life-cycle cost effective infrastructure projects, with clean energy technology, energy and water & other savings measures.	DHS Directive 020-01, 1/4/2016, Energy and Water Management, encourages the use of alternative financing. The ICE Sustainability Program is working to have the ESPC ENABLE awarded to implement cost-effective energy and water savings measures.	DHS plans to utilize performance contracting and invest an additional \$9 million in FY17 and FY18. Contingent on the operational tempo and mission criticality of current ICE actions, ICE will have a target to award and implement ESPC ENABLE beginning in FY 2017.
Prioritize top ten portfolio-wide projects which will provide greatest savings potential.	The ICE Sustainability Program currently maintains a list of energy conservation measures (ECMs) identified during the energy evaluations and prioritizes implementation of these based on greatest energy and cost savings potential. CBP has held ongoing discussions with internal stakeholders to develop mission-critical energy investment priorities.	In FY 2017, the ICE Sustainability Program will prioritize a list of energy and water improvement projects. The list will include and focus on a summary of top ten, portfolio-wide projects. CBP will finalize new project selection criteria and identify top portfolio-wide projects. If circumstances permit, CBP will issue notices of opportunity (NOOs) for three new EPC projects during FY 2017.

Strategy	Strategy Narrative	Targets and Metrics
<p>Submit proposals for technical or financial assistance to FEMP and/or use FEMP resources to improve performance contracting program.</p>	<p>The Coast Guard applied for an Assisting Federal Facilities with Energy Conservation Technology (AFFECT) grant under the FY 2017 Funding Opportunity Announcement (FOA) to assist in the execution of an UESC at the Coast Guard Academy. Moving forward, the Coast Guard plans on reviewing all funding and technical announcements and pursuing those available to it. ICE will submit a proposal for technical or financial assistance to FEMP as appropriate. CBP requested and received technical support from FEMP technical facilitators.</p>	<p>Coast Guard submitted an application on 30 January 2017, with selections expected by 21 June 2017. ICE will request technical assistance from FEMP in FY2017 to improve ICE performance contracting procurement. CBP is working with FEMP facilitators to improve its EPC program handbook. For new projects initiated in FY 2017, CBP will engage FEMP facilitators for each project if resources are available.</p>
<p>Work with FEMP/USACE to cut cycle time of performance contracting process, targeting a minimum 25% reduction.</p>	<p>After learning lessons from its first three awards, CBP is working proactively to refine and deploy those lessons for the next cycle, with assistance from FEMP.</p>	<p>CBP intends to reduce project cycle time from NOO to contract award by at least 50% from the average cycle time of the first three projects, with assistance from FEMP.</p>

Strategy	Strategy Narrative	Targets and Metrics
<p>Ensure agency legal and procurement staff are trained to use performance contracts effectively.</p>	<p>DHS engages with Office of General Counsel and the Office of Procurement Operations and encourages different lines of business to take training, such as those offered by FEMP. Coast Guard legal and procurement staffs who are or have worked on alternatively- financed projects have all attended FEMP training. When possible, the Coast Guard will continue to provide FEMP training opportunities to its legal and procurement staff. Coast Guard continues to promote participation in on demand and on site FEMP ESPC/UESC courses. At CBP numerous staff members participated in the FEMP EPC trainings.</p>	<p>The DHS Sustainable Acquisitions Work Group will include a briefing on performance contracting in FY17 Quarter 2. At the USCG: All procurement and legal staff involved in performance contracts have taken FEMP ESPC/UESC training. Limited 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. At CBP staff members targeted for the next round of projects have completed FEMP training and possess experience with the initial projects. New personnel, to be brought on as resources allow to expand the EPC experience base, will receive FEMP training (online or in classroom) appropriate to their roles.</p>

Goal 9: Electronics Stewardship & Data Centers

Electronics Stewardship Goals

E.O. 13693 Section 3(l) requires that agencies promote electronics stewardship, including procurement preference for environmentally sustainable electronic products; establishing and implementing policies to enable power management, duplex printing, and other energy efficient or environmentally sustainable features on all eligible agency electronic products; and employing environmentally sound practices with respect to the agency's disposition of all agency excess or surplus electronic products.

Agency Progress in Meeting Electronics Stewardship Goals

Chart: Insert chart(s) on progress towards procurement goal, power management goal, and end of life goal

Electronics Stewardship

Table 3

EPEAT	POWER MANAGEMENT	DISPOSITION
<div style="background-color: #90EE90; padding: 5px; display: inline-block;">99.7%</div> Percentage of monitors, PCs and laptops acquired by the agency that meet EPEAT-registry standards	<div style="background-color: #90EE90; padding: 5px; display: inline-block;">100.0%</div> Percentage of monitors, PCs and laptops with power management-enabled	<div style="background-color: #90EE90; padding: 5px; display: inline-block;">100.0%*</div> Percentage of agency electronics disposed of using environmentally sound methods ^{1,2}

*Agency Targets: 100% for all three categories. Green shading indicates achievement of 95% target for EPEAT and 100% target for Power Management and Disposition. Yellow indicates greater than 90% achievement, and red indicates less than 90%. See more information about data sources in the Implementing Instructions, page 64.

¹Disposition: Percentage based on agency Annual Executive Agency Reports on Excess and Exchange/Sale Personal Property (FMR B-27).

² Environmentally sound methods include: reuse through transfer, donation, and sales; and recycling through certified recyclers and manufacturer take-back programs using certified recyclers.

DHS continues to demonstrate success in the electronics stewardship program by meeting or exceeding its goals in procurement, power management and end-of-life. This is achieved with different lines of business working together. The DHS Office of the Chief Procurement Officer, Office of the Chief Information Officer and Office of the Chief Readiness Support Officer were recognized by the Green Electronics Council on May 23, 2016 for accomplishments in purchasing EPEAT (Electronic Product Environmental Assessment Tool) registered products. DHS earned the maximum of three gold stars for having a sustainable purchasing policy, setting EPEAT specifications in contracts, and establishing a tracking system for accurate reporting. DHS's EAGLE II and FirstSource II strategic sourcing contracts provided the mechanism for the purchase of green products, including televisions, computers, printers and copiers. In FY 2015 DHS purchased 76,282 EPEAT registered units. This is equivalent to taking 2,063 average U.S. passenger cars off the road for a year and avoiding about \$1,194,000 in energy costs. In FY 2016 DHS continued its successful program and purchased 80,658 EPEAT registered products.

Data Center Optimization Goal

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

Electronics Stewardship Strategies for Fiscal Year 2018

Strategy	Strategy Narrative	Targets and Metrics
Use government-wide category management vehicles to ensure procurement of equipment that meets sustainable electronics criteria.	DHS will continue to use its Federal Strategic Sourcing Initiative Contracts, FirstSource II and Eagle II through the end of the base year. During this time options to utilize government-wide strategic sourcing vehicles will be evaluated.	Purchase and track EPEAT registered electronics.
Enable and maintain power management on all eligible electronics; measure and report compliance.	Consistent with DHS Directive Instruction Number 025-01-002, "Systems Power Management", power management will be measured and reported through the DHS, Information Technology Services Office with support through the Electronics Stewardship Working Group.	Compliance reports completed semi-annually and updated as needed.

Strategy	Strategy Narrative	Targets and Metrics
Implement automatic duplexing and other print management features on all eligible agency computers and imaging equipment; measure and report compliance.	Consistent with DHS Directive Instruction Number 025-01-001, "Duplex Printing", automatic duplexing and other print management features will be implemented on all eligible computers and imaging equipment, measured, and reported to the DHS, Information Technology Services Office with support through the Electronics Stewardship Working Group.	Compliance reports completed semi-annually and updated as needed.
Ensure environmentally sound disposition of all agency excess and surplus electronics, consistent with Federal policies on recycling & disposal of electronic assets, and measure and report compliance.	DHS policy requires that all Federal Electronic Assets to be disposed of with a certified recycler, as prescribed by GSA.	The property system of record continues to be improved and monitored.

Data Center Optimization Strategies for Fiscal Year 2018

Strategy	Strategy Narrative	Targets and Metrics
<p>Develop, issue and implement policies, procedures and guidance for data center energy optimization, efficiency, and performance.</p>	<p>OMB's Data Center Optimization Initiative (DCOI) requires that agencies optimize their agency-owned data centers (primarily Tiered ones) using a set of optimization metrics to monitor progress. DHS DCOI inventory currently consists of only 7 agency-owned Tiered data center sites as the driver for these metrics.</p> <p>DHS Headquarters' (HQ's) primary data center is its Enterprise Data Center 1 (DC1). DC1 is the DHS occupied portion of the Stennis/NCCIPS data center, a NASA owned facility. NASA is responsible for the energy optimization, efficiency, and performance such as power, lighting, and cooling, etc.</p>	<p>Targets and Metrics</p> <p>DHS HQ has produced a DCOI strategic plan to inform and assist the Department, (in particular Component leadership with agency-owned data centers) in making progress toward optimization metrics.</p> <p>DHS HQ monitors and reports progress quarterly using OMB tools. In this way, DHS HQ assists offices and Components by providing essential information and data for making informed decisions regarding optimization.</p> <p>For DC1, DHS HQ supports and works with NASA on facility compliance and efficiencies ensuring alignment to federal initiatives, such as OMB's DCOI.</p>

Strategy	Strategy Narrative	Targets and Metrics
<p>Install and monitor advanced energy meters in all data centers (by FY18) and actively manage energy and power usage effectiveness.</p>	<p>The DCOI goal is for all agency-owned data centers to implement energy-metering and report Power usage effectiveness (PUE). DHS HQ collects DHS data center information on all sites and provides data/information.</p> <p>For DC1, DHS HQ continues to support the facility owner, NASA, in implementing and meeting the E.O. 13693 advanced energy metering requirement. DHS coordinates with NASA and the Facility Operations Team in this area. All electrical infrastructure is in place and 90% of the advanced metering devices have been installed with the remainder slated for installation during FY 2017.</p> <p>As a result of detailed environmental analysis of each computing zone, DHS has worked with NASA to reconfigure equipment racks, optimize rack placement, and replace inefficient cooling infrastructure to reduce PUE of the overall facility.</p>	<p>Of the agency-owned data center sites in the DHS DCOI inventory (7), none currently report having full energy metering capability. DHS CIO will communicate with Component owners to promote optimization on these metrics and assist with needs.</p> <p>For DC1, as a result of energy efficiency measures instituted by the facility owner and supported by DHS, the PUE of the facility and of the DC1 portion has improved dramatically – from 2.32 to 1.60 over the past 1-2 years.</p> <p>DHS will continue to support NASA in completing installation of advanced energy metering and reducing of PUE in support of E.O 13693 FY 2018 goals.</p>

Strategy	Strategy Narrative	Targets and Metrics
<p>Minimize total cost of ownership in data center and cloud computing operations.</p>	<p>The DCOI requires agencies optimize their data centers (with a focus on agency-owned/tiered data centers). Total cost of ownership (TCO) metrics will continue to include facility utilization metrics (the extent the space is utilized by IT hosting) and virtualization metrics (the virtual to non-virtual server ratio).</p> <p>Under DHS’s DCOI strategic plan, all Components and offices are encouraged to prioritize cloud options for their systems/applications, and to reduce and optimize the utilization of their IT footprint in order to affect TCO for the department.</p>	<p>Currently for agency-owned/Tiered data centers the facility utilization is at 47% and the virtualization score is 2.3.</p> <p>DHS HQ (OCIO) will continue to communicate with Components and offices to share status and strategy for making progress on these metrics.</p> <p>For DC1, facility utilization is 50%, while the virtualization score is 1.4. DHS HQ will continue to work with NASA to optimize use of space and to shed unneeded space for other tenants.</p>
<p>Identify, consolidate and migrate obsolete, underutilized and inefficient data centers to more efficient data centers or cloud providers; close unneeded data centers.</p>	<p>Under the DCOI the goal to consolidate legacy data center sites and reduce agencies’ data center footprint continues, with metrics for Tiered and Non-tiered data center closures.</p> <p>With the implementation of the DCOI, the closure metrics have been re-baselined with previous closures being “archived”. Essentially all agencies start over at 0.</p>	<p>DHS met the previous 40% consolidation goal under the Federal Data Center Consolidation Initiative (FDCCI).</p> <p>Currently DHS is at 10.3% of the DCOI goal to close 25% of all tiered data center sites.</p> <p>DHS HQ will continue to monitor and report closure metrics to inform HQ offices and Component leadership of their status as part of the overall DHS effort.</p>

Goal 10: Climate Change Adaptation and Resilience

E.O. 13653, *Preparing the United States for the Impacts of Climate Change*, outlines Federal agency responsibilities to modernize Federal programs to support climate resilient investment; manage lands and waters for climate preparedness and resilience; provide information, data and tools for climate change preparedness and resilience; and strategically plan for climate change related risk. E.O. 13653 requires agencies to develop, implement, and regularly update Adaptation Plans, and report on progress on those plans through their annual Strategic Sustainability Performance Plans.

E.O. 13693 Section 3(h)(viii) states that as part of building efficiency, performance, and management, agencies should incorporate climate-resilient design and management elements into the operation, repair, and renovation of existing agency buildings and the design of new agency buildings. Section 13(a) requires agencies to identify and address projected impacts of climate change on mission critical water, energy, communication, and transportation demands and consider those climate impacts in operational preparedness planning for major agency facilities and operations. Section 13(b) requires agencies to calculate the potential cost and risk to mission associated with agency operations that do not take into account such information and consider that cost in agency decision-making.

DHS FY16 Summary

DHS formally chartered the governance and oversight of climate change adaptation and resilience within the Department. The Deputy Under Secretary for Management and Chief Readiness Support Officer lead an Executive Steering Committee (ESC) comprised of representatives from all DHS Components and headquarter program offices with climate related equities. The ESC drives the development of Departmental guidance and establishment of priorities for climate change adaptation and resiliency planning.

DHS published the first ever DHS Directive addressing climate resilience within the Homeland Security mission. *Directive 023-03: Climate Resilience, July 22, 23016*, acknowledges the direct link between actions related to climate resilience and national security and articulates the Department's policy to integrate climate resilience into strategic planning, risk management frameworks, and continuity programs.

DHS representatives participated and provided key remarks at the first White House Roundtable on Equitable Disaster Planning. The Roundtable featured a discussion with White House and Administration officials, and community stakeholders on achieving more equitable processes and outcomes before and after disasters. Additionally, the roundtable focused on how inclusive, community-driven planning can improve resilience and recovery for the whole community, especially given the increase in frequency and intensity of extreme weather events due to the impacts of climate change. In response, FEMA launched a case study project titled, *Creating More Equitable Post-Disaster Outcomes by Addressing the Needs of At-Risk Populations: A Conversation among FEMA Programs*.

DHS launched the Climate Change and Health Disaster Resilience Workgroup. The Workgroup, comprised of representatives of local communities representatives, NGO's, hospital associations,

regional coalitions and emergency management services, is focused on climate change specific health concerns and collaborative planning opportunities for addressing the public, physical and psychosocial/psychosocial impacts on community health resilience.

DHS via FEMA issued a Notice of Proposed Rulemaking (NPRM) to implement EO 13690, *Establishing a Federal Flood Risk Management Standard and a Process for Further Soliciting and Considering Stakeholder Input* (January 2015), and the Federal Flood Risk Management Standard. Public comments received focused on the impact of the elevation requirement and equity considerations in rule implementation to avoid the impacts of devastating events on minority and low income communities.

FEMA, as part of an interagency project team, was a winner of the 2016 GreenGov Presidential Award. FEMA partnered with the EPA, NY State Department of State, Suffolk County, and Nassau County to form the **Long Island Smart Growth Resiliency Partnership**. The Partnership was developed to provide long-term assistance to impacted communities and implement recovery efforts to create sustainable and resilient communities.

Additionally, the following OMB/CEQ Memorandum M-16-09 “Strengthening Climate Adaptation Planning in Fiscal Year 2016 and Beyond” goals were achieved in FY2016:

- Increased the adoption of disaster-resistant building codes in communities with high risk of earthquake, flood, and high winds.
- Increased the percentage of U.S. population covered by planned climate mitigation.
- Increased the percentage of states with the FEMA Threat and Hazard Identification and Risk Assessment (THIRA). Conducted three national workshops for States to help improve THIRA quality.
- Developed a benefit cost toolkit that included ecosystem services under Hazard Mitigation Assistance (HMA) Programs.
- Published a Community-Level Climate and Hazard Resilience Indicators guide.

Climate Change Adaptation and Resilience Strategies for Fiscal Year 2018

Strategy	Strategy Narrative	Targets and Metrics
Enhance DHS HQ program governance and oversight	Develop a “One DHS” system for governance and oversight of infrastructure management.	<ul style="list-style-type: none"> • Incorporation of Department’s largest utility consumer data. • Reduction in systems costs. • Expanded analytical capabilities.
Improve (Arctic) Maritime Domain Awareness	Collaborate with DoD, USCG, interagency, and international partners to develop improved shipping and environmental data from space-based and unmanned aircraft systems.	Publish a study on the Arctic Information Sharing Environment in 2018.

Strategy	Strategy Narrative	Targets and Metrics
US Coast Guard Climate Resilience Framework	Develop the USCG short and medium term climate adaptation and resilience priorities, goals, and objectives.	Publish the USCG Climate Resilience Framework
Advance the Mitigation Framework Leadership Group Investment Strategy Development.	Develop DHS vision, goals, and objectives necessary to provide seamless, innovative mission delivery as the Arctic operational environment changes and human activity increases.	<ul style="list-style-type: none"> • Finalize strategy development in FY2018. • Commence strategy implementation FY 2018.
Fairbanks Declaration 2017 affirmations signed by the Administration on May 11, 2017	Develop DHS vision, goals, and objectives necessary to provide seamless, innovative mission delivery as the Arctic operational environment changes and human activity increases.	<ul style="list-style-type: none"> • Establish an arctic strategy intra-agency workgroup. • Create draft arctic strategy framework.

Appendices

Appendix A: Fleet Management Plan

Appendix B: Multi-Modal Access Plan

Appendix A: Fleet Management Plan

February 21, 2017

FY 2016 FLEET MANAGEMENT PLAN AND BUDGET NARRATIVE

Developing a Fleet Management Plan is critical to an agency in defining and describing how the motor vehicle fleet serves its mission needs. A Fleet Management Plan (FMP) is multi-year map of a systematic approach to vehicle acquisition, use, maintenance, refueling, and replacement. The plan should anticipate and account for changes in mission, organization, and resulting vehicle demand. The plan must establish an agency's strategy for achieving full compliance with current management and sustainability mandates. The plan must also define how vehicle selection will achieve maximum fuel efficiency, and limit motor vehicle body size, engine size and optional equipment to what is essential to meet the agency's mission. The plan should guide the programming of funds necessary to continue fleet operations.

This document provides the template for Executive Branch agencies to prepare and update Fleet Management Plans to obtain an optimal fleet inventory and document the steps being taken to operate those fleets most effectively and efficiently. Updated FMPs support the narrative report requirements in OMB Circular A-11, as well as addressing GAO recommendations, explanations of FAST reporting, and Executive Order requirements to prepare a Fleet Management Plan and incorporate it into the agency Annual Strategic Sustainability Performance Plan.

Instructions: Address each of the 11 sections listed below clearly and completely. Take as much space as needed. Please view this as your opportunity to tell your agency fleet's story, to profile your fleet's operations, to explain its unique challenges, and to share successes. Read the introductory paragraph(s) for each section carefully and fully address all of the questions. If something does not apply to your agency, say so; if the question misses something important that sheds light on your agency's fleet, add it. Be aware that not everyone reading your document may be a fleet expert so communicate in a clear, simple manner as if writing for the layman. Please leave the questions in place along with your response.

**FY 2016 FLEET MANAGEMENT PLAN AND BUDGET NARRATIVE
FOR
The Department of Homeland Security**

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

(1) Briefly describe your agency's primary/core mission and how your fleet is configured to support it.

The Department of Homeland Security (DHS) was formed in early 2002 through the reassignment of components from various Federal agencies, such as the U.S. Coast Guard, U.S. Secret Service, U.S. Citizenship and Immigration Services, Federal Emergency Management Agency, Federal Law Enforcement Training Center, Immigrations and Customs Enforcement, and Customs and Border Protection. The DHS Motor Vehicle Fleet Program is comprised of 52,397 foreign and domestic vehicles which include 43,094 Agency owned, 8,600 GSA leased and 16 commercially leased vehicles. DHS is committed to becoming a leader in sustainability to ensure its operations and actions are carried out in an environmentally, economically, and fiscally-sound manner. The mission of the DHS Motor Vehicle Fleet Program is to provide safe, effective, efficient and economical, state-of-the-art and environmentally friendly vehicles to employees allowing them to perform their official duties in a manner that promotes excellent stewardship over taxpayer's funds. DHS's diverse number of mission-related operations, projects, stakeholders, and issues require an extensive motor vehicle fleet with a variety of vehicle types. The DHS Motor Vehicle Fleet Program provides policy, guidance and support for the department's 250,000+ employees in their utilization of a wide variety of vehicles, encompassing everything from small plug-in electric and light duty flex fuel sedans to enormous mobile cargo shipment screening units. Due to the varied and diverse missions, the DHS organizational fleet management structure is decentralized. Each Component operates, maintains, acquires, and funds its own motor vehicle program.

(2) Please describe the organizational structure and geographic dispersion of your fleet.

Over 60% of DHS vehicles are used for law enforcement (LE) missions including protecting and patrolling over 6,900 miles of the Canadian and Mexican borders.

(3) Describe how vehicles are primarily used, and how do mission requirements translate into the need for particular vehicle quantities and types.

Majority of the vehicles are spread throughout two Components, Immigration and Customs Enforcement and, Customs and Border Protection with various missions. For

example, ICE interdict weapons and narcotics from the sea, air, and land; assist with the examination of passengers and cargo at 328 Ports of Entry; and serve to transport over 1,500 canine teams. These vastly different missions require the use of different types and quantities of vehicles. A large percentage of the LE vehicles are used for investigative and under cover immigration missions.

CBP conducts operations throughout the United States and around the world; its vehicle fleet is assigned and dispersed across the component's geographic footprint at:

- 328 Ports of Entry;
- 51 countries with more than 911 CBP employees working internationally;
- 135 Border Patrol Stations and six substations within 20 sectors, with 35 permanent checkpoints;
- 14 Air and Marine branches, five National Security Operations, and one Air and Marine Operations Center; and,
- Additional administrative and special-purpose locations

(B) Describe the agency's vehicle acquisition/replacement strategies.

(1) Describe your agency's vehicle sourcing strategy and decision(s) for purchasing/owning vehicles compared with leasing vehicles through GSA Fleet or commercially. When comparing the cost of owned vehicles to leased vehicles, you should compare all direct and indirect costs projected for the lifecycle of owned vehicles to the total lease costs over an identical lifecycle. Include a rationale for acquiring vehicles from other than the most cost effective source. Note: Information on calculating indirect cost is contained in FMR Bulletin B-38, Indirect Costs of Motor Vehicle Fleet Operations.

DHS's current vehicle sourcing strategy is to both purchase and lease vehicles. This strategy was determined by conducting a Lease versus Buy Cost Benefit Analysis.

The cost/benefit analysis used data from leased and owned vehicles to make a determination on the most advantageous use of leasing. The scenario only considered a side-by-side comparison of a first-time purchase versus lease initiation. Additional costs associated with premature retirement of owned assets currently in the fleet inventory are not included in the tables. DHS calculated a total cost of ownership and a total cost of leasing for each vehicle type. After comparing the total costs, the lowest cost option for the life cycle of the vehicle was determined. DHS assumed the vehicle life cycle to be 10 years, which aligns to current blacktop vehicle life cycles.

The analysis determined that leasing was cost effective for some vehicle types including Cargo vans, Sedan/Station Wagon, Subcompact (and this may vary by Component. However, vehicle mission set and upfitting configurations need to be considered when determining which acquisition method is most cost effective. Upfitting costs can be as high as \$12,000 per vehicle and can take up to 120 days, this is a major investment for DHS and being able to keep the vehicles longer than the typical 3 to 5 year leasing cycles provides a better return on those investments. DHS will evaluate future acquisition decisions to determine whether it is more beneficial to lease than to buy, when all

factors, including mission set, are considered.

(2) Describe your agency's plans and schedules for locating AFVs in proximity to AFV fueling stations.

DHS currently places AFVs as close in proximity to AFV fueling stations whenever possible and/or practicable.

(3) Describe your agency's approach to areas where alternative fuels are not available and whether qualifying low greenhouse gas (LGHG) vehicles or ZEVs are being placed in such areas.

Where alternative fuels are not available, DHS strives to acquire vehicles that qualify as LGHG or electric vehicles whenever possible and/or practicable.

(4) Describe your agency's plans to reduce greenhouse gas (GHG) emissions as compared to a 2014 baseline.

The acquisition of ZEV's is considered however, due to the lack of available charging infrastructure for these vehicle, AFV's or LGHG's are selected given the priority when replacing assets.

(5) Is the acquisition of zero emission vehicles (ZEVs) part of your fleet's strategy to achieve current sustainability requirements? If funding is required to comply with this mandate, has it been requested?

No.

(C) Describe your agency's Telematics related acquisition strategies.

1) Where appropriate, are telematics now being added to all new passenger, light duty vehicle and medium duty vehicle acquisitions? (Yes or No)?

Yes. DHS management has mandated that beginning with fiscal year 2018 Global Positioning System (GPS) tracking telematics devices will be installed on all new DHS owned and GSA leased light and medium duty vehicle acquisitions.

(2) If not, please explain if there are security or service availability concerns, lack of return on investment, or other issues that make the installation inappropriate for certain vehicles.

DHS is evaluating the potential vulnerabilities as it relates to the interfaces with the vehicle-connected devices and the networks that support them prior to implementation. The risks and potential consequences of collecting and broadcasting location data are being weighed against both economic and operational constraints during the system selection process.

(3) If telematics is not yet installed but will be installed in the future, please describe your plans.

Once DHS has awarded a contract for a telematics provider, we will be able to use the pricing from the contract to evaluate the lifecycle cost effectiveness of the telematics devices and identify areas of the fleet that are appropriate for telematics deployment, along with requesting funding to purchase and install the devices.

(4) Approximately how many vehicles currently have telematics installed?

DHS has telematics installed on approximately 1/3 of its 52,397 vehicles.

(5) Has the agency acquired telematics through GSA, directly from a vendor, or both? For telematics not acquired through GSA contracts, please list the name of the product and company.

DHS has established a Blanket Purchased Agreement (BPA) with the following GSA scheduled companies Strategic Sourcing (SS) contract has been established with the award of Blanket Purchase Agreement (BPA) contracts in April 2017 including 3 vendors:

**AT&T Mobility
GeoTab, USA
WEX Telematics**

DHS has also acquired telematics directly from two vendors: 1) ICE ERO acquired a telematics solution for satellite-uplinked, real-time GPS tracking from Fleet Management Solutions, which is also referred to as Teletrac; 2) ICE acquired a basic telematics solution (non-GPS) directly from FuelMaster approximately 3 years ago. The FuelMaster products in use are the Automotive Information Module (AIM), AIM2, and Prokee devices, which are copyrighted equipment used in the Syntech FuelMaster system to capture vehicle fuel use data.

(6) Are the data produced through telematics captured by your agency's fleet management information system (FMIS)?

We are working to have the data captured in our systems.

(7) Please share the types of telematics technology and features installed, successes, benefits, and lessons learned that you have realized through the use of telematics.

DHS has also acquired telematics directly from two vendors: 1) ICE ERO acquired a telematics solution for satellite-uplinked, real-time GPS tracking from Fleet Management Solutions, which is also referred to as Teletrac; 2) ICE acquired a basic telematics solution (non-GPS) directly from FuelMaster approximately 3 years ago. The FuelMaster products in use are the Automotive Information Module (AIM), AIM2, and Prokee devices, which are copyrighted equipment used in the Syntech FuelMaster system to capture vehicle fuel use data.

EO 13693 was signed by President Barack Obama on March 19, 2015, to maintain federal leadership in sustainability while improving agency fleet and vehicle efficiency and management. In order to collect and utilize fleet operational data as a fleet efficiency management tool, vehicle telematics deploy at a vehicle asset level for all new passenger and light duty vehicle acquisitions and for medium duty vehicles where appropriate by March 31, 2017.

Currently, ICE ERO is utilizing telematics for GPS tracking through satellite uplink to provide continuous visibility of vehicles while they are in use. The Fuel Sharing Southwest Border Expansion Initiative has allowed ICE HSI and ICE ERO to utilize the AIMs and AIM2 devices. This provides the ability to track fuel transactions at unmanned U.S. Customs and Border Protection (CBP) and Federal Law Enforcement Training Center fuel sites. These devices store and record basic vehicle information (e.g., unit identification, odometer reading, and fuel type), which is uploaded via radio frequency identification to the fuel management system site controller. The site controller records how much fuel was dispensed and transmits this information back to a central database.

Alternatively, in areas where ICE HSI is operating in close proximity to agency-utilized fuel sites, Prokees are used to electronically authorize fuel transactions at unmanned fuel sites.

Benefits and lessons learned through the use of telematics.

Based on an analysis that ICE ERO conducted after the initial roll-out of GPS tracking telematics, there was an increase in fleet fuel efficiency and a reduction in maintenance costs that coincided with the deployment of telematics. Based on this initial analysis of vehicles, there are savings associated with the deployment of telematics; however, fluctuating fuel costs and the contract prices paid for telematics hardware and other sustainment costs affect the life-cycle cost of the telematics solutions, so analysis must be conducted on an on-going basis to ensure that telematics remain beneficial.

D) Describe your agency's efforts to control fleet size and cost.

(1) Explain any measurable change, since last year, in your agency's fleet size, composition, and/or cost or if you are not meeting optimal fleet goals (based on agency VAM study results).

In March 2017, DHS conducted a Vehicle Allocation Methodology (VAM) study on its entire fleet program with the goals of determining the optimum fleet size with emphasis placed on eliminating unnecessary or non-essential vehicles from the inventory. As a result of the VAM, DHS may reduce its current vehicle fleet by approximately 150 vehicles over the next year, unless ICE and CBP are congressionally mandated to increase border security which, will in turn, require more motor vehicles. Additionally, the VAM shows that over 700 vehicles could be right-typed. DHS will work with components to ensure that these vehicles are replaced with smaller, more fuel efficient vehicles, wherever practicable. Below is an example of vehicle reduction trends for CBP:

As of March 31, 2017, the standard CBP inventory is 22,237 vehicles, which represents a 17.258% reduction in the number of standard vehicles from the DHS 2011 baseline tracking number. CBP achieved established DHS 2019 reduction targets three years ahead of schedule. These fleet size reductions were achieved as a result of implementing a targeted Fleet Right-Sizing initiative. In addition to Fleet Right-Sizing, CBP is implementing a number of additional strategic initiatives to control the cost of the fleet and fleet operations. CBP has been steadily reducing fleet operating costs since 2012. The specific reduction amounts from 2015 to 2016 are indicated in the following table. CBP has reduced fuel costs by renegotiating bulk fuel contracts and due to the commercial decrease in cost per gallon.

(2) Describe the factors that hinder attainment of your optimal fleet (e.g., budgetary, other resource issues, mission changes, etc.).

The key impediment to optimal fleet management continues to be the lack of centralized vehicle management information system. Another impediment to achieving optimal fleet management processes is forecasted budget shortfalls. Without adequate funding, DHS Components must limit the acquisition of new vehicles and the disposition of an aging fleet. An additional impediment to optimizing the fleet is the lack of resources necessary to fund vehicle replacements. Without adequate funding, DHS must limit the acquisition of new vehicles and the disposition of used vehicles. Optimally, Fleet Right-Sizing reductions will slow the aging of DHS's fleet.

(3) Discuss any trends, such as movement from larger to smaller vehicles, and the rationale or causes behind such trends.

Since the VAM conducted in 2012, DHS has continually moved to a smaller, more fuel efficient fleet whenever possible. The 2017 VAM has strengthened those efforts.

(4) Discuss the basis used for your future cost projections (published inflation estimates, historical trends, flat across-the-board percentage increases, mission changes, etc.)

DHS has worked with components to create and maintain several Scenario Models that allow component leadership to make data-driven fleet management decisions based on changes to the policy, budgetary, and security environments. These models draw data from various sources, including: industry benchmarks for maintenance and repair; the consumer price index for inflation estimates; surveys to the field to baseline current fleet requirements; and actual fleet acquisition, disposal, and performance data (acquisition, up-fit, maintenance, fuel, and disposition costs)

(5) Does your agency document/monitor the additional cost of home-to-work (HTW) use of Federal vehicles? If so, please briefly describe how these additional costs are determined.

Yes, DHS conducts periodic analyses of HTW costs and also requires a monthly usage report from components. The costs are determined by pro-rating the operating costs of vehicles based on the ratio of HTW mileage to on-duty mileage. The HTW and on-duty mileage are recorded monthly, which provides the total miles driven.

To obtain the total HTW miles driven the data required is listed below:

- **number of HTW occurrences monthly;**
- **distance between their duty station and home address; and**
- **total monthly miles driven.**

The distance is calculated using the agent's or officer's one-way HTW miles and number of trips to and from work each month. This provides the total of HTW mileage usage monthly. Then the HTW mileage is subtracted from the total monthly miles driven.

This data is used to conduct an analysis on HTW and on-duty mileage. Periodically, an analysis is conducted to apply this data to fuel operating costs.

(E) Describe how your agency assigns and shares vehicles.

- (1) Describe how vehicles are assigned at your agency (i.e., individuals, offices, job series, motor pools).
- (2) Describe your agency's efforts to reduce vehicles assigned to a single person wherever possible.
- (3) Describe agency efforts to encourage pooling, car sharing, shuttle bus, and other consolidation initiatives designed to reduce the size of your motor vehicle requirements.
- (4) Describe how HTW vehicles are justified, assigned, and reported, as well as what steps are taken by your agency to limit HTW use.

Due to the various missions throughout DHS, unless there is a specific 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. Most DHS vehicles are assigned to a mission and location and are therefore always shared by individuals working to accomplish a particular mission.

(F) Describe the agency's Vehicle Allocation Methodology (VAM) planning and efforts.

Provide information on the methods used to determine your agency's VAM targets/optimal inventory.

- (1) What is the date of your agency's most recent VAM study and have all bureaus and vehicles been studied? Please briefly describe the results (Add/Reduce/Change vehicle types, sizes, etc.).

In March 2017, DHS conducted a Vehicle Allocation Methodology (VAM) study on its entire fleet program with the goals of determining the optimum fleet size with emphasis placed on eliminating unnecessary or non-essential vehicles from the inventory. As a result of the VAM, DHS may reduce its current vehicle fleet by approximately 150 vehicles over the next year, unless ICE and CBP are congressionally mandated to increase border security which, will in turn, require more motor vehicles. Additionally, the VAM shows that over 700 vehicles could be right-typed. DHS will work with

components to ensure that these vehicles are replaced with smaller, more fuel efficient vehicles, wherever practicable.

(2) From your most recent VAM study, please describe/provide the specific utilization criteria (miles, hours, trips, or other measures) used to justify retention of a vehicle? If different criteria are used within the fleet, provide the criteria for each.

For the 2017 VAM Study, DHS used the following utilization criteria, including but, not limited to: miles, engine hours, and trips to justify the retention of vehicles or determine if it should be eliminated.

Vehicle Allocation Methodology Study

The objective of this study is to analyze fleet utilization and criticality in order to determine if opportunities exist to right-size and right-type the fleet, thereby identifying the optimal fleet inventory. Since vehicles are essential tools used by employees to perform their jobs, we were mindful that any of these changes within the fleet must not degrade ICE's ability to perform its various missions.

Study Approach and Methodology

In order to accomplish the VAM study, Deloitte and Mercury Associates performed a seven-step process where we:

- 1. identified the vehicle inventory for inclusion in the survey;**
- 2. developed and gained approval of the VAM survey ;**
- 3. distributed and reported on progress of the VAM survey;**
- 4. conducted the VAM analysis;**
- 5. developed and gained approval of the consensus survey;**
- 6. distributed and reported on progress of the consensus survey;**
- 7. reviewed and analyzed the consensus survey results; and**
- 8. delivered eVAM tool results and an Optimum Fleet Attainment Plan template for upload into the GSA VAM Reporting Tool.**

(3) From your most recent VAM study, please attach the questions used to conduct the VAM survey (see FMR Bulletin B-30(6)(C)). If you have multiple surveys, attach the one most often used in your fleet.

(G) Describe your fleet's agency-wide Fleet Management Information System

Federal agencies were asked to begin collecting asset level data (ALD) beginning October 1, 2016 in order to be able to report ALD in the October-December 2017 FAST data call. To comply, your agency needs a fleet management information system (FMIS) that collects and reports inventory, cost, usage, and other information on a "per vehicle" basis.

(1) Does your agency have a fleet management information system (FMIS) at the Department or Agency level that identifies and collects accurate inventory, cost, and use data that cover the complete lifecycle of each motor vehicle (acquisition, operation, maintenance, and disposal), as well as provides the

information necessary to satisfy both internal and external reporting requirements? (See FMR 102-34.340)

DHS does not currently have an Agency-wide FMIS.

(2) Will your agency be able to report ALD beginning in October of this year (2017)?

Yes, DHS has been preparing over the past to years to conform to ALD beginning with the 2017 FAST submission.

(H) Describe how your agency justifies acquiring restricted vehicles.

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

CBP maintains a number of heavy-duty and/or special purpose vehicles (i.e. Tractors, Bucket Trucks) required to perform mission requirements. The justification for all these vehicles is documented and these vehicles are reported annually in CBP's FAST submission.

(2) Does your agency use the law enforcement (LE) vehicle classification system described in GSA Bulletin FMR B-33? If not, why not?

(2) Specific classification for law enforcement (LE) vehicles is described in the DHS Instruction Manual 118-01-002-01, Motor Vehicle Fleet Program and utilize Law Enforcement vehicle classification as defined per 1.6 Definitions.

LE1:

A vehicle configured for apprehensions, arrests, law enforcement, police activities, or dignitary protection and is used in that capacity at least 75% annually, and assigned to protection, pursuit, or off-road duties. These vehicles are to be equipped with heavy-duty components to handle the stress of extreme maneuvers and have the horsepower required to achieve the speeds necessary to perform these functions. (See DHS Instructional Manuel 118-01-002-01)

LE 2:

A vehicle configured to perform intelligence, investigations, security, and surveillance activities. They may be unmarked or marked units as needed to identify their authority and required as a safety factor at certain law enforcement scenes. These vehicles are not expected to perform pursuit operations either on or off road, and do not require the heavy-duty components found on an LE1 Vehicle. (See DHS Instructional Manuel 118-01-002-01)

LE3:

A vehicle of any make or model that may be used for Administrative law enforcement operations. These vehicles are not expected to perform pursuit operations either on or off road. (See DHS Instructional Manuel 118-01-002-01)

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

Yes

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

Yes

(5) Are armored vehicles authorized by appropriation?

The office submits the needed specifications on the ballistic resistance classification of the National Institute of Justice (NIJ) that meets their needs for the mission of the vehicle. DHS complies with GSA Bulletin FMR B-29 and restricts armor to the defined types. Most of DHS's armored vehicles are used outside of the United States and, as such, abide by State Department regulations.

(I) Describe the impediments to your fleet achieving optimal fleet management.

(1) Please describe the obstacles your agency faces in optimizing its fleet.

The key impediment to optimal fleet management continues to be the lack of centralized vehicle management information system. Another impediment to achieving optimal fleet management processes is forecasted budget shortfalls. Without adequate funding, DHS Components must limit the acquisition of new vehicles and the disposition of an aging fleet. An additional impediment to optimizing the fleet is the lack of resources necessary to fund vehicle replacements. Without adequate funding, DHS must limit the acquisition of new vehicles and the disposition of used vehicles. Optimally, Fleet Right-Sizing reductions will slow the aging of DHS's fleet.

(2) Please describe the ways in which your agency finds it hard to make the fleet what it should be, operating at maximum efficiency.

Decentralized funding makes is hard to maximize efficiencies throughout the DHS Fleet.

(3) If additional resources are needed, (such as to fund management information system implementation or upgrades, or to acquire ZEVs, or LGHG vehicles, or install alternative fuel infrastructure) have they been documented and requested?

DHS has documented its need for additional resources to fund an Agency-wide FMIS in business cases submitted to DHS management.

(4) Describe what specific laws, Executive Orders, GSA's government-wide regulations or internal agency regulations, budget issues, or organizational obstacles you feel constrain your ability to manage your fleet. Be specific and include examples. If you have a solution, describe it and indicate whether we can share the solution with other agencies as a potential best practice.

Additionally, alternative fuel policies, expectations, and associated costs, present ongoing concerns respective to fleet management and the ability to meet Federal goals and mandates.

There is also a level of uncertainty associated with the new administration's funding priorities. As funding for the agency is altered and re-appropriated, unforeseen funding gaps may emerge.

(J) Describe any anomalies and possible errors in reported data.

- (1) Explain any real or apparent problems with agency data reported in FAST.
- (2) Discuss any data fields highlighted by FAST as possible errors that you chose to override rather than correct. Examples would be extremely high annual operating costs or an abnormal change in inventory that FAST considers outside the normal range, or erroneous data in prior years causing an apparent discrepancy in the current year.
- (3) Explain any unresolved flagged, highlighted, or unusual-appearing data within FAST.

Fuel use data in FAST is subject to inaccuracies due to inconsistencies in reporting of fuel type and unit of measure by vendor through the fleet card system. Commercial maintenance is subject to the same consideration (detail).

Highlighted Issues:

- a. **Mission change mileage increase due to reduction in vehicles. Unique mission requiring relocation and transfer of vehicles resulted in increase of fuel consumption.**
- b. **Unanticipated and evolving mission changes resulted in: (1) Receipt of additional funding needed to procure critical replacement vehicles; (2) Changes to the number and categories of vehicles procured; and (3) Delay in the anticipated vehicle rightsizing initiative, which resulted in a slower than anticipated reduction in vehicle inventory levels.**
- c. **Check to ensure less than 50% difference between current year planned acquisitions and prior year planned acquisitions (by aggregate vehicle type). (1) acquisition projections have been changed to correspond to updated expected vehicle funding levels.**
- d. **Check Owned vehicles: current inventory should be approx. prior year inventory - 14% turnover + prior year planned acquisitions. (1) Due to the ongoing Fleet Right-Sizing initiative, CBP is reducing its fleet.**

(3) Explain any unresolved flagged, highlighted, or unusual-appearing data within FAST.

(3) CBP has updated its planned acquisition and disposal information in FAST to account for planned fleet right-sizing activity to remove eligible and appropriate vehicles from the fleet.

(K) Summary and contact information.

- (1) Who should be contacted with questions about this agency fleet plan? (Provide the name and contact information for the agency headquarters fleet manager and the person preparing this report if different)
- (2) Indicate whether the budget officer participated in the VAM and A-11 processes. (Provide the name and contact information for the budget office reviewing official).
- (3) Indicate whether the Chief Sustainability Officer participated in the VAM, vehicle planning, and vehicle approval processes. (Provide the name and contact information for the CSO reviewing official).

Dionne Chisolm

DHS Fleet Manager - Dionne.chisolm@hq.dhs.gov 202-731-1700

The budget office reviewing official did not participate in this process.

The Chief Sustainability Officer, has seen the VAM results.

Thank you for your effort in providing this information.

Appendix B
Multi-Modal Access Plan
FOR THE
DEPARTMENT OF HOMELAND SECURITY
Pursuant to E.O. 13693, Planning for Federal Sustainability in the Next Decade

4.17.17

OVERVIEW

Executive Order (E.O.) 13693, *Planning for Federal Sustainability in the Next Decade*, Section 7(f), requires the Department of Homeland Security (DHS) to consider the development of policies to promote sustainable commuting and work-related travel practices for Federal employees through strategies like workplace electric vehicle charging, bicycling and other forms of active commuting, increased telecommuting and teleconferencing, and incentivizing van/carpooling and the use of public transportation where consistent with agency authority, Federal appropriations and other law. DHS effectively develops and implements such strategies through this Multimodal Access Plan (MAP) and other departmental and regional plans such as Master Plans in the National Capital Region (NCR), the DHS Telework Enhancement Plan and the DHS Commute Trip Reduction Integration Team Charter. DHS is also in a position to utilize local area plans such as that of the Washington Metropolitan Area Transit Authority (WMATA) and to partner with other agencies such as the General Services Administration (GSA) to fulfill transportation and access plans.

To the extent possible, DHS has utilized the template OMB provided and includes summaries of forms of sustainable commuting and workplace travel strategies including:

- I. Workplace Charging
- II. Bicycling and other forms of Active Commuting
- III. Telecommuting and Teleconferencing Expansion
- IV. Carpooling and the use of Public Transportation

BACKGROUND

The Department of Homeland Security secures the nation from the many threats we face. This requires the dedication of more than 200,000 employees. These employees are generally part of our major operating components, as well as smaller support and headquarters level components. This includes:

- Federal Emergency Management Agency (FEMA);
- Federal Law Enforcement Training Center (FLETC);
- Transportation Security Administration (TSA);

- U.S. Citizenship and Immigration Services (USCIS);
- U.S. Coast Guard (USCG);
- U.S. Customs and Border Protection (CBP);
- U.S. Immigration and Customs Enforcement(ICE); and
- U.S. Secret Service (USSS).

As stated in the DHS Strategic Sustainability Performance Plan (SSPP), DHS is committed to enhancing sustainable commuting options for its employees. DHS continues to promote sustainable commuting at all of its facilities and throughout our mission space. A reduction in DHS’ Scope 3 emission depends on this commitment.

STRATEGY

In accordance with Executive Order 13693, DHS will review current policies to promote sustainable commuting and work-related travel practices for Federal employees that foster workplace vehicle charging, encourage telecommuting, teleconferencing, and rideshare and the use of public transportation, where consistent with agency authority and Federal appropriations law. DHS intends to encourage all sustainable commuting options as there is no “one size fits all” solution for all employees.

DHS employees are serve domestically and internationally, at headquarters and field units, shoreside and afloat. For the purpose of this Multimodal Access Plan, DHS will account for and plan for the largest agglomeration presence in its major metropolitan area of Washington DC. Washington DC makes up approximately 12% of DHS federal work force. DHS most populous locations are in Boston, Miami, New York, Philadelphia, Los Angeles, San Francisco, Chicago, New Orleans and Dallas. These locations **combined** however only account for less than 8% of the total DHS federal employees.

In the DC metro area, public transportation, walking and biking are already common, and will become more common as DC improves walking and biking routes. Additionally, DHS, in partnership with GSA, is in the process of unifying our core headquarters facilities with those of our operating Components. This consolidation will be located at the St. Elizabeths Campus in Southeast DC. Therefore, DHS will focus this Multimodal Access Plan (MAP) for its commuters in the Washington, D.C. metropolitan area. Due to the substantial nature of the DHSs consolidation efforts, this MAP will focus primarily on the Nebraska Avenue Complex (NAC) and the St Elizabeths Campus.

DHS notes that the National Capital Planning Commission (NCPC) requires a specific process be followed by Federal agencies undertaking any project that will increase the employment level on a worksite to 100 or more employees (including existing and proposed employees) within the NCR:

- Consult at an early date with the NCPC, local governments and regional agencies about applicable policies and guidelines;

- Consult with affected local planning and transportation officials to identify current plans and develop eventual improvements and transportation management mitigation programs that may be needed;
- Prepare a Transportation Management Plan (TMP) as part of the agency's planning submission to NCPC; and
- Be prepared to make the necessary commitments to implement the TMP, including participation in the funding of construction of off-site improvements.

This means that DHS relies heavily on information from the Master Plan and TMP for the St Elizabeths Campus and the NAC to complete this MAP. The TMP and all associated transportation plans and transportation demand strategies for St Elizabeths Campus are summarized in Table 1 and are also available under the Master Plan heading at [St. Elizabeths Development](#).

The draft TMP for the NAC is available at [the General Services Administration's website](#).

From its inception, DHS was dispersed all around the National Capital Region. Based on DHS' housing needs, in 2008, GSA determined that the redevelopment of St. Elizabeths West Campus was the only reasonable alternative for DHS's housing needs. GSA determined that St Elizabeths provides secure office space to house the amount of space that DHS needed. The build-out and occupancy of St. Elizabeths continues to this day and will ultimately provide space for a daily average of over 12,800 employees. Most substantially, the United States Coast Guard Headquarters relocated to St Elizabeths in 2013. Additional components of DHS are expected to continue relocating to St Elizabeths for the next 8 years. The Master Plan for St Elizabeths includes a TMP that details DHS and GSAs considerations for multimodal access to and within the St Elizabeths Campus. DHS actively assesses the USCG personnel commuting patterns and inputs.

As part of the TMP's Transportation Demand Management strategies, DHS initiated a Commute Trip Reduction Plan that intends to provide options to DHS employees in the NCR and thus help the Department meet its greenhouse gas (GHG) emission reduction goals. DHS HQ and Component employees currently commute to work using whatever means they prefer (e.g., driving alone in a personal vehicle, mass transit, bicycling). DHS currently funds the transit subsidy to the maximum amount permitted for the Federal Government overall, which promotes a more sustainable method of commuting. DHS supports and encourages telework where appropriate, which eliminates the need to commute entirely on a given day. Typically, DHS does not impose controls on specific office locations about the number of parking spaces that the government leases for employee use (at no cost to the employee) or whether such spaces be designated for carpool parking on a priority basis. DHS, likewise, does not actively promote carpooling or provide centralized coordination of commuter-related services. Leases on more than half of the DHS-occupied space in the NCR will expire within the next few years. In advance of lease expirations, it is also an opportunity to proactively manage the transportation impacts of DHS employees in the region, as reflected most significantly in the TMP for the St. Elizabeths Campus.

Through space consolidation, targeted location selection, appropriate amenities (e.g., parking and on-site showers for bicycle commuters), and access to robust commuter options, DHS has the opportunity to significantly reduce employee-related GHG emissions in the NCR.

I. Agency Workplace Charging Plan

The Multimodal Access Plan implementing instructions for E.O. 13693 call for agencies to consider planning for appropriate workplace charging. Forthcoming Council on Environmental Quality (CEQ) guidance on workplace charging provisions of the Fixing America's Surface Transportation (FAST) Act will provide agencies a framework for providing and being reimbursed for workplace charging used by Federal employees and authorized users for their privately owned electric vehicles. However, *the infrastructure for such charging must first be established*. Thus, for this MAP, DHS must assume a synchronous relationship amongst the agency fleet, the agency infrastructure and personnel vehicles.

DHS utilizes a variety of vehicles to accomplish its mission. Sedans represent a large portion of the Department's mobile assets, and also present an opportunity to begin incorporating Battery Electric Vehicles (BEVs) and Plug in Hybrid Electric Vehicles (PHEVs). Currently, DHS has only 7 EVs in its total fleet. Six of the EVs are PHEVs and one is BEVs. Only 3 of the PHEVs are located in the NCR. As such, DHS has no infrastructure established that support those vehicles but is planning to increase this number. This will simultaneously reduce operating costs, GHG emissions, and energy consumption.

DHS has very different requirements for sedans supporting administrative tasks and those supporting law enforcement tasks. DHS acknowledges the importance of maintaining its ability to meet mission requirements while incorporating sustainable and cost-effective technologies into its standard operating procedures. DHS has a strategy that focused on the implementation of BEVs.

DHS has set a goal to include thousands of electric sedans into its fleet by the end of 2019. By working with the GSA, DHS will begin by selecting electric vehicles for administrative purposes as part of the regular asset replacement process. This will allow the Department to develop the necessary charging infrastructure at a reasonable rate.

DHS will simultaneously work to incorporate electric vehicles in the administrative fleet vehicles while working with law enforcement organizations to identify opportunities to electrify portions of the law enforcement fleet. A significant portion of this effort will be working directly with law enforcement organizations and vehicle operators to test a variety of applications. Successful implementation of any electric vehicle fleet must be tied to a corresponding infrastructure for charging the vehicles. Currently DHS has no on-site charging stations. However, it can be assumed that most private vehicles that are

also PHEVs would be compatible with Level 1 charging, and, would therefore not necessarily need an actual charging station but rather a designated plug-in spot.

With the increasing market adoption of BEVs there is a need for electric vehicle supply equipment, commonly referred to as charging stations. There are three types of charging stations that are widely used in the United States; DHS would likely utilize a combination of these types of charging methods:

Level 1

- 120 Volts Alternating Current (VAC), 15 or 20 Amp (A) circuit based on the standard U.S. home outlet;
- Will take the longest time – 8 to 10 hour typical re-charge;
- Provides approximately 4.5 miles range per hour of charging;
- Least expensive to install. Uses amount of power similar to a hair dryer or microwave;
- Suited for low-speed NEVs and some PHEVs with short electric-only range; may also be well suited for locations where a PHEV will be parked for extended periods (overnight/days/weeks) and locations to which PHEVs commute from a short distance; and
- A good fit for some workplace charging scenarios (where vehicles are often parked overnight) depending on employee driving behaviors.

Level 2

- 208/240 VAC, 80 A maximum current (100 A circuit);
- Uses amount of power similar to large appliances, such as air conditioners or clothes dryers;
- Requires 2 to 3 hour typical re-charge;
- Provides approximately 26 miles range per hour of charging; and
- A good fit for workplace charging scenarios where most employees have longer commutes and/or use their vehicles periodically throughout the work day.

DC Fast Charge

- 480 Volts Direct Current (VDC), 100 A (and up) fast charge;
- 80% charge in approximately 30 minutes;
- Provides up to 40 miles range per 10 minutes of charging; and
- Access to DC Fast Charging stations would be important for some law enforcement operations.

There are multiple options for locating electric vehicle charging stations at DHS locations to support the mission. It is important to note that, according to the Department of Energy's Alternative Fuels Data Center website, there are more than 13,000 electric

charging stations and more than 32,000 charging outlets in the United States¹ (see *Figure 1, US Charging Stations* below).

Currently, there is no employee outreach; however, DHS expects that as the St. Elizabeths campus continues to be developed and occupancy increases, outreach would be appropriate and effective. As part of its cooperative efforts with GSA in the consolidation of DHS headquarters, a method for on-going outreach and survey work that would continually assess employee interest in EVs and the need for charging infrastructure may be appropriate.

Providing workplace charging of personal EVs is a new consideration for DHS and would require substantial coordination with GSA. EV charging considerations were removed from GSAs plans at the St Elizabeth Campus. Currently, there is a small employee demand within the Department. This demand information is based on random employee inquiries rather than quantifiable data. Until a survey includes specific questions regarding employee demand and views on EVs and until such an assessment can be coordinated with GSAs build plans for the campus, DHS can only attempt to initiate and direct an incentive plan on a preliminary and general basis. DHS can commit to review the legal authority and departmental policies and guidance, as appropriate.

Roles and Responsibilities of Key Agency Personnel

Because infrastructure and real and personal property is so closely linked to DHS efforts towards EVs there are numerous roles and responsibilities that must be coordinated. This includes the

- *DHS Senior Sustainability Officer*
- *DHS Sustainability and Environmental Programs Energy Program Manager*
- *DHS Facilities and Operations Support*
 - *DHS Fleet Manager*
 - *DHS Transportation Coordinator*
 - *DHS Personal Property Manager*
 - *Multiple DHS and GSA Parking Facility Managers (collateral)*

DHS Transportation Coordinator will:

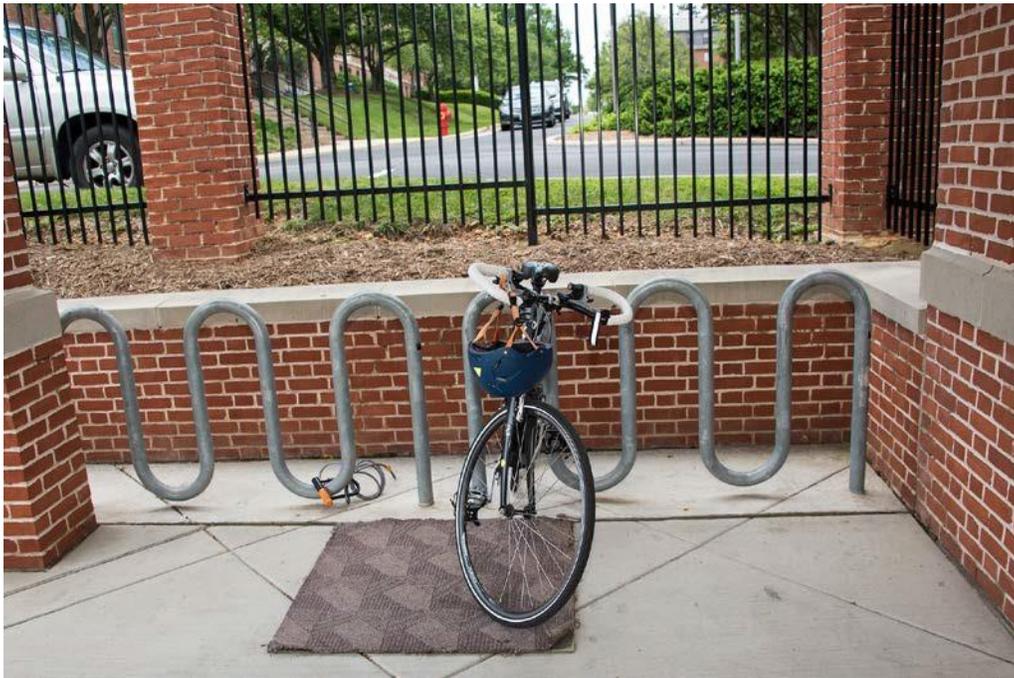
- Evaluate the existing availability and demand for workplace charging of personal EVs at its sites; and
- Reach out to CEQ and the Department of Energy's Office of Energy Efficiency and Renewable Energy for technical assistance in developing and implementing a policy to support workplace charging as appropriate.

¹[Department of Energy's Alternative Fuels Data Center](#), Accessed April 14, 2016.

II. Agency Bicycling and Active Commuter Program

The MAP implementing instructions for E.O. 13693 call for agencies to consider recommendations from the revised Interagency Task Force on Bicycling and Active Transportation report and to offer employees reimbursement for bicycling under the Qualified Transportation Fringe Benefits tax provision. Establishing an agency Bicycling and Active Commuter Program (BACP) is a good way for DHS to address task force recommendations and implement tax and other incentives for Federal employees and agency visitors. A successful BACP can also be an effective means of reducing an agency's Scope 3 emissions, and for improving the quality of work and life experiences for Federal employees and a Federal agency's visitors.

DHS is an active supporter of bicycle commuting. Within the NCR, DHS looks to the District of Columbia Bicycle Master Plan, from which there are currently several bikeways within the St Elizabeths Consolidated Campus. There is a signed bicycle route that runs along Howard Road from east of MLK, Avenue to Poplar Point. There are also two multi-use trails, one along Suitland Parkway and the other along South Capitol Street north of Firth Sterling Avenue. At the NAC, there are numerous bike racks and facilities for employees to shower.



Bike racks at the DHS Nebraska Avenue Complex (NAC)

DHS takes the safety of its personnel as the utmost importance. DHS notes that, as part of an employee travel survey, DHS personnel were asked “If you currently do not plan to walk or ride a bicycle to work in the future, what would encourage you to walk or ride a bicycle”, 14% of DHS employees expressed a concern about personal safety along

bicycle trails in the Anacostia Neighborhood. Nonetheless, and also of particular note, the USCG has an active bicycling community. While it is difficult to know with certainty the exact reason for this, it is possible that biking enables military members to meet requirements for the physical fitness program testing; this would make the biking in and of itself, its own incentive.

The DHS Transportation Coordinator is responsible for actively pursuing strategies and on-going management of a bicycling program.

The Capital Bike Share Program has expanded substantially in recent years. DHS will educate its employees of such programs and will also educate employees that they may qualify for fringe benefits. In 2008, Congress authorized the *TRANSPORTATION FRINGE BENEFIT TO BICYCLE COMMUTERS* section of HR 1424 (Section 211). This law, introduced under the Emergency Economic Stabilization Act of 2008 (P.L. 110-343), authorizes agencies to offer a bicycle commuting subsidy, up to \$20 per month, to eligible Federal employees - as long as they do not receive any other form of commuting subsidy. In August 2009, the Government Accountability Office issued a concurrence decision that Federal agencies could provide the bicycle commuter benefit. In order for a Federal employee (as defined by 5 U.S.C. Section 2105) to participate in this program they (a) may not receive any other form of commuter subsidy such as metro transit, van pool/carpool, and parking subsidies and (b) must commute by bicycle for a substantial portion of the travel between the employee's residence and workplace. DHS's employee transportation manager is responsible for reviewing the applicability of this subsidy and how to track it.

III. Agency Telecommuting and Teleconferencing Expansion Plan

DHS promotes telework as an effective strategy for accomplishing the DHS mission and maximizing government operations during emergencies; recruiting and retaining talent; enabling employees to better manage their work and family/life obligations; and achieving cost savings for both the Department and employees. Telework can also benefit the environment by decreasing energy consumption, traffic congestion, and pollution. As a specific example, FEMA significantly reduced office leases by consolidating most of its headquarters employees from previously leased space to its headquarters building. This resulted in savings of millions of dollars in leasing costs by expanding participation in telework and implementing desk-sharing.

It is DHS policy to make telework available to eligible employees to the maximum extent possible without diminished employee performance or agency operations. Currently, just under 30% of all DHS personnel are eligible to telework and, in 2016, 19% of DHS personnel actually teleworked. This represents a substantial increase in telework than in previous years.

For DHS, Continuity of Operations is also of utmost importance. Telework is an integral part of DHS plans for continuing operations during all emergencies and events, including pandemic health crises, localized acts of nature, accidents, technology-related emergencies, and natural or man-made disasters. During any period that DHS is operating under a continuity of operations plan, the COOP plan supersedes the telework plan, however, the telework plan is viewed as complimentary to DHS COOP plan.

Telework participation is not an employee entitlement or right. Telework is an additional method that management may utilize to accomplish work; therefore, telework participation is within the discretion of management, consistent with DHS and Component telework policies. Telework is actively managed by the DHS Office of the Chief Human Capital Officer and is reported in the DHS official Time and Attendance system.

IV. Agency Carpooling and Transit Plan

The Multimodal Access Plan implementing instructions for E.O. 13693 call for agencies to consider new strategies to incentivize carpooling and the use of public transportation to and from Federal facilities including for vehicle and bicycle sharing programs. A Carpooling and Transit Expansion Plan (CTEP) can help an agencies succeed in doing this. A CTEP can also be an effective means of reducing an agency's Scope 3 emissions, and for improving the quality of work and life experiences for Federal employees and visitors of Federal agencies. The instructions state that agencies can also consider other elements and examples that best fit their needs. The GSA/DHS TMP does just that. The TMP addresses existing and proposed site access and roadways networks, vehicular circulation, transit and pedestrian facilities, planned developments and improvements (i.e. Roadway, Transit, and Pedestrian) as well as intersection capacity analysis. The following is a synopsis of relevant highlights of the TMP for this MAP.

Table 1 contains the specific objectives of the strategies that DHS will review and implement as appropriate. The DHS Transportation Coordinator is responsible for such a review and implementation.

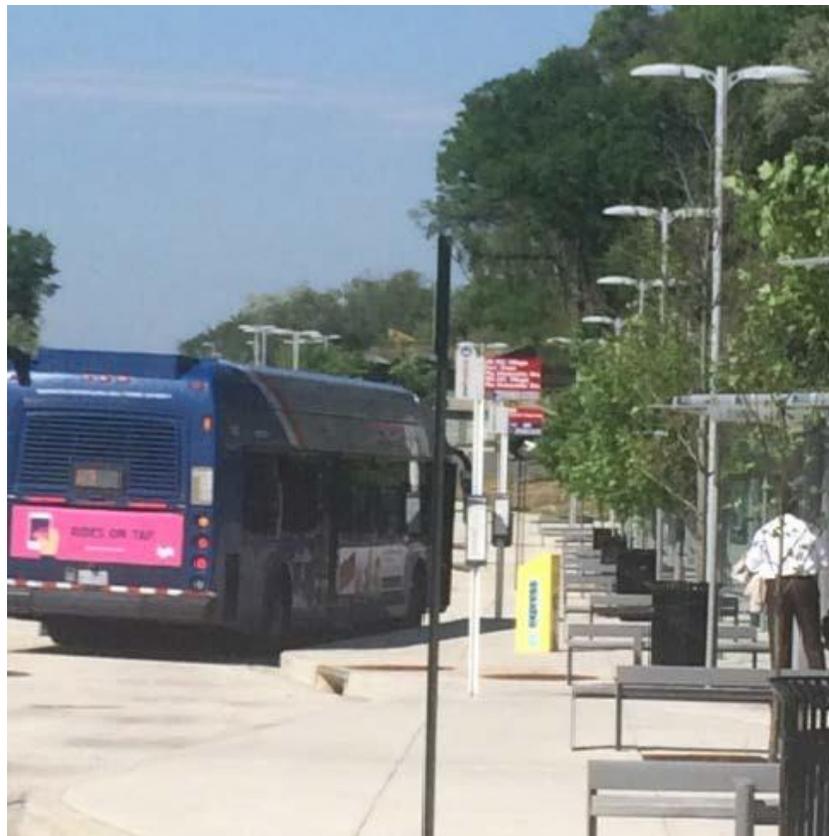
Transit Strategy

In and around the NCR, The Washington Metropolitan Area Transit Authority (WMATA) provides transit service via Metrorail and Metrobus. Additionally, the OmniRide Commuter Bus, Loudon County Connector, Fairfax Connector and other local initiatives provide access to major business areas in Washington DC. There are numerous stops in the St Elizabeths area along Malcolm X Avenue near Joint Base Anacostia Bolling (JBAB) that DHS employees can access. DHS currently funds the transit subsidy to the maximum amount permitted for the Federal Government overall, which promotes a more sustainable method of commuting rather than driving alone to work but at a cost of more than \$5 million annually for DHS HQ alone. Between 2008

and 2016, DHS doubled the number of participants that enrolled to receive transit benefits from 1600 participants to approximately 3200 participants.

Metrobus

Metrobus routes provide local service throughout the immediate St Elizabeths community and also provide connections to downtown at Pennsylvania Avenue and 10th Street. Figure 3.3 shows the bus routes within the study area. Table 3.2 provides Metrobus route origin-destination information. The A2, A4, A5, A6, A7, A8, A42, A46, A48, W2 and W3 bus routes all make stops on Martin Luther King Jr. Avenue in front of the campus main gate (see Metrobus stop locations on Figure 3.4). The P18, W4, and W14 bus routes run along Firth Sterling Avenue providing access to the Anacostia Metro Station.



Metrobus and pedestrian access from St Elizabeths Campus

Metrorail

There are two Metrorail stations near the St. Elizabeths Campus --the Anacostia and Congress Heights stations-- both on the Green line. The Anacostia Metrorail station is located at the intersection of Howard Road and Firth Sterling Avenue approximately 0.5 miles away from the closest West Campus gate - Gate 1. The walk-time from the Anacostia Metrorail Station to the campus ranges from 10 to 18 minutes (depending on gate location). It should also be noted that the walk from Anacostia Station to the

campus is a 4% uphill grade. The Congress Heights Metrorail station is located on Alabama Avenue and is approximately 0.7 miles away from the St. Elizabeths West Campus (Gate 3). Pedestrian access is provided through a walkway directly from Congress Heights Metrorail Station to the St. Elizabeths East Campus. Distance and walking times (from Congress Heights Metrorail station) are based on the route through the East Campus. Figure 3.5 shows the Metrorail station locations and the respective walking time to each St Elizabeths West Campus gate. The walk from the Congress Heights station ranges from 14 to 22 minutes (depending on gate location). NOTE: Additional walking time of three to five minutes would be required to get from the gate to the office buildings on campus.

Planned Transit Projects

The Anacostia Streetcar Project would be constructed by the District of Columbia Department of Transportation (DDOT). Ultimately, this project will provide light rail transportation from South Capitol Street to Pennsylvania Avenue in Southeast, Washington, D.C. The Streetcar project would operate with 15 minute frequency during peak periods. It will then transition onto the existing curb lanes along Firth Sterling Avenue between JBAB and Anacostia Metrorail station Metro Extra, a rapid bus service, is planned to begin on MLK Avenue in the near future. Metro Extra would provide faster service along the corridor with fewer stops. The MLK Avenue corridor has been identified by DDOT as a Great Street.

The *Great Streets* project in DC proposes infrastructure and streetscape improvements in the historic Anacostia neighborhood are intended to help revitalize MLK Avenue by improving the public space and enhancing all modes of transportation, including pedestrian, vehicular and public transit, as part of an overall effort to promote and enhance economic development along the avenue. There are currently no specific plans for MLK Avenue sidewalks or other improvements adjacent to the St. Elizabeths East or West Campus.

Carpools and Vanpools

Carpools and vanpools are one of the main ways DHS can reduce single occupancy vehicles. DHS uses GSA's definition for carpool and vanpools:

Carpool" means a group of two or more people regularly using a motor vehicle for transportation to and from work on a continuing basis.

"Vanpool" means a group of at least 8 persons using a passenger van or a commuter bus designed to carry 10 or more passengers. Such a vehicle must be used for transportation to and from work in a single daily round trip.

DHS intends to incentivize ridesharing through the use of carpools and vanpools by leveraging the 1:4 parking ratio (one space per every four employees as approved in the

Master Plan) at St Elizabeths. Table 1 details the plans for the DHS employee transportation manager.

One of the benefits to having such a large population of employees relocate to a common location is the opportunity to maximize on carpool and vanpool options provided by the new centralized work location. Whereas before, it may not have been convenient for employees in differing divisions of the agency to carpool or vanpool given different work destinations, the new arrangement will likely offer a wider range of potential ridesharing opportunities between employees.

Table 1
National Capital Region
Transportation Demand Management (TDM) Strategies

Category	Strategy	Description/Responsibilities	Expected Benefit (% employees)	Action Items
General	Employee Transportation Coordinator	<ul style="list-style-type: none"> – ETC would have a known office on campus and will be responsible for implementing, marketing and monitoring the TMP. – Responsibilities include (but are not limited to): – Regional Planning and Transportation Agency Coordination- The ETC will work with regional planning and transportation agencies that have the overall responsibility to develop an integrated approach to make the use of public transportation more cost effective, more convenient, more reliable and safer. – Policy Development - For the TDM strategies outlined herein to be successful, the regional planning and transportation agencies must focus on policy development that addresses the barriers to public transportation use and work to make the product better. Initiate dialog and solicit support, and drive policy change to maintain TMP goals and objectives. – Branding - Develop agency specific brand/logo for use in promoting commuter program to employees, visitors and general public 	100%	<ul style="list-style-type: none"> • Hire ETC • Initiate contact with regional planning and transportation agencies • Develop branding and marketing plan • Develop incentive/reward/health and safety programs for healthy commuting • Develop Contractor Parking Policy • Develop Visitor Parking Policy • Develop Employee Parking Policy • Initiate contact with WMATA regarding route coordination • Develop walking/biking information and walking/biking route maps • Develop Employee Phased Occupation Transition Plan • Administer Parking Policy • Administer AWS (alternative work schedule) policy • Administer Tele-working policy • Administer Compressed Work-

Category	Strategy	Description/Responsibilities	Expected Benefit (% employees)	Action Items
		<ul style="list-style-type: none"> <li data-bbox="646 337 1213 391">– Advertise and market program to employees and visitors <li data-bbox="646 428 1136 482">– Develop new conditions and incentives to encourage change in travel behavior. <li data-bbox="646 519 1213 792">– Coordinate DHS policy initiatives to encourage contractor compliance with TMP goals and objectives. Consider qualifications based selection changes to include some measure of compliance with TMP mode split goals. At a minimum, develop a plan to contain all contractor parking on site, rather than within the surrounding neighborhoods. Contractor parking on-site is expected to be extremely limited. <li data-bbox="646 829 1213 1005">– Commuter Bus Coordination –ETC will work with commuter bus companies to provide new commuter bus stops/connections with DHS and to expand existing or establish new park and ride facilities serviced in cooperation with one of the regional commuter bus services. <li data-bbox="646 1042 1213 1128">– Coordinate work with WMATA to determine if changes in routes or stops could improve direct service to the campus. <li data-bbox="646 1166 1213 1252">– Coordinate visitor parking initiatives to encourage use of transit/non-automobile based travel to DHS <li data-bbox="646 1289 1213 1343">– Distribute bicycle Information – ETC would provide maps identifying bike routes. <li data-bbox="646 1347 1213 1377">– Develop Employee Transition Phasing Plan to 		<p data-bbox="1528 337 1766 358">week/Flex-time Policy</p> <ul style="list-style-type: none"> <li data-bbox="1482 363 1871 417">• Draft and conduct Evaluation Survey(s) for TMP effectiveness <li data-bbox="1482 422 1885 508">• Develop new employee transportation services orientation program <li data-bbox="1482 513 1885 599">• Initiate internal shuttle equipment procurement and operator selection process <li data-bbox="1482 604 1885 690">• Coordinate external shuttle equipment procurement and operator selection process

Category	Strategy	Description/Responsibilities	Expected Benefit (% employees)	Action Items
		<p>coordinate transportation services parking transition between phases as more employees occupy the campus, and available parking is reduced</p> <ul style="list-style-type: none"> - Periodic survey of employee satisfaction with TMP provisions and to solicit feedback and suggestions on means to improve commute options for employees; implement new/revised strategies as required. - Monitor implementation of TMP and periodic review of key measures of success for TMP. - TMP Updates – minimum of every two years to reflect the most current employee information - Develop and administer a New Employee Transportation Orientation Program – the ETC will develop a presentation or training to be provided in conjunction with new employee orientation to provide information on the employee transportation requirements, and options available to new employees - Manage Transit Subsidy program - Manage Parking Program - Start-up and manage internal shuttle service, including pre-service equipment procurement and operator selection - Coordinate transportation elements of AWS 		

Category	Strategy	Description/Responsibilities	Expected Benefit (% employees)	Action Items
		<p>Program</p> <ul style="list-style-type: none"> - Develop new conditions and incentives to encourage change in travel behavior to meet and exceed TMP goals. 		
General	DHS Commuter Coordination Center	<p>DHS program/office with supporting staff will be developed to provide the following functions/services:</p> <ul style="list-style-type: none"> - DHS Specific Commuter Connections Application (As a resource for commuting options, Commuter Connections is a regional network of transportation organizations coordinated by the MWCOG). - Guaranteed Ride Home - A program to encourage employees to enroll with Metropolitan Washington Council of Government's (MWCOG) free Commuter Connections Guaranteed Ride Home program. - Computerized ride matching for carpools and vanpools - Prepare customized trip plan, for each commuter, upon request, based on location of residence and commute mode options. - Maintain data base of employees who utilize AWS. - For compressed work week, create/modify application and approval process to balance number of employees across all days of week. - Commuter Store - Web based, agency only access electronic payment systems, commuter information <p>Link to Commuter Connections website or information</p>		

Category	Strategy	Description/Responsibilities	Expected Benefit (% employees)	Action Items
		kiosks throughout the Metropolitan Washington region. Commuters can register for services like carpool or vanpool match-lists and Guaranteed Ride Home through using easy to use touch screen interface or website application.		
General	Site Services and Amenities	DHS will provide the following amenities on-site: barber/beauty shop, cafeteria, child care center, cleaner, credit union, fitness center and health center. Having these amenities at employees work location will allow for greater participation in carpooling and transit programs. Amenities will also help to reduce mid-day trips.		
General	Amenities	Internal shuttle service –provide internal shuttle service to connect parking facilities and entrances to internal buildings.	100%	
General	Program Management	Transportation demand Management/TMP Program Management Consultant to Manage TMP Program phased relocation of DHS offices and a short term maintenance period upon full occupancy. Intent to provide support services and cooperative training of ETC to facilitate transition of ETC responsibilities upon completion of maintenance period.	100%	<ul style="list-style-type: none"> • Develop procurement strategy and specifications for equipment • Develop operating plan, service parameters, and operator agreement • Solicit LOIs from prospective equipment and service providers • Select equipment and service provider

Category	Strategy	Description/Responsibilities	Expected Benefit (% employees)	Action Items
General	Incentive Program	DHS will establish an incentive/reward/health and safety programs for healthy commuting participation and/or alternative mode choice (non-auto).	100%	<ul style="list-style-type: none"> • Develop SOW and Solicit LOI from prospective consultants • Interview and select consultant
General	Incidental Use Parking	Reserved special conditions parking –metered or by paid permit - reserved spaces for last minute needs – issued via application process for extreme circumstances.	100%	<ul style="list-style-type: none"> • Develop program and policies to facilitate program
Mode Choice	Parking Management & Carpooling/Vanpooling	Preferred carpool/vanpool parking spaces – carpool/vanpool spaces will be located in the most convenient locations on campus and/or Preferred time of day parking spaces – preferred parking spaces allocated for those arriving during off-peak time periods	100%	
Mode Choice	External Shuttle Service	Provide DHS Agency Shuttles to/from St. Elizabeths to Anacostia and Congress Heights Metro Stations. External shuttle service from the Anacostia and Congress Metrorail station to St. Elizabeth’s is planned and will be operated on a frequency to meet employee demand subject to the availability of funds. A shuttle service from L’Enfant is currently provided to service VRE.	12%	<ul style="list-style-type: none"> • Research and draft Parking Program and associated policy
Mode Choice	Park and Ride	Provide new remote parking facilities (one in Maryland and one in Virginia). DHS will consider contracting with a transportation vendor subject to funds availability to provide coach buses from the park and ride facilities to the campus. Subject to funds availability and program requirements.	30%	<ul style="list-style-type: none"> • Develop procurement strategy and specifications for equipment • Develop operating plan, service parameters, and operator agreement • Solicit LOIs from prospective

Category	Strategy	Description/Responsibilities	Expected Benefit (% employees)	Action Items
				equipment and service providers <ul style="list-style-type: none"> • Select equipment and service provider
Mode Choice	Shower/locker room facilities	Provide shower/locker room facilities for use by employees choosing active forms of transportation. A shower/locker room facility will be provided on campus at the fitness center.	8%	<ul style="list-style-type: none"> • Identify Park and Ride location • Lot Design and Construction • Contract Services
Mode Choice	Bicycle	Provide secure bicycle storage/racks.	100%	
Mode Choice	Non-Auto	Bicycle Rider's Guide Walker's Guide	1%	<ul style="list-style-type: none"> • Identify location(s) • Research and identify rack design • Procurement
Mode Choice	Parking	Carpool/Vanpool only parking – allow carpool/vanpool only entry during peak periods.	10%	<ul style="list-style-type: none"> • Research and draft guides

Category	Strategy	Description/Responsibilities	Expected Benefit (% employees)	Action Items
Mode Choice	Zip Car/Flex Car	Locate Zip Car staging area internal to DHS campus for occasional, short term, and emergency use of transit riders.	12%	<ul style="list-style-type: none"> Research and draft Parking Program and associated policy
Mode Choice	Transit Pass Programs	SmartTrip	100%	<ul style="list-style-type: none"> Coordinate with Zip Car/Flex Car providers to incorporate staging area into design
Mode Choice	Vanpool	DHS maintained/funded vanpool.	44%	
Trip Reduction	Transportation Management Association	Coordination with adjacent/nearby development to consolidate shuttle service.	12%	
Trip Reduction	Agency Telework Policy	Telework policy	30%	
Trip Reduction	Agency Telework Center	Telework centers at locations to best serve the employee population.	4%	Develop tele-work policy

Category	Strategy	Description/Responsibilities	Expected Benefit (% employees)	Action Items
Trip Reduction	Technology	Provide technology to facilitate working from home.		
Peak Period Trip/Demand Management	Alternate Work Schedule	Provide Alternative work arrangements. DHS currently provides AWS and will continue to provide employees with options to use AWS. Current work arrangements include compressed work week, but addition options such as Flextime and Tele-work will be incorporated via new Policy	4%	Develop technology
Peak Period Trip/Demand Management	Shift Parking	Specified parking area for 24/7 employee to maintain 1:3 parking ratio and facilitate shift change. Permits/work shifts assigned first on priority then on lottery basis.	100%	Develop Alternative Work Policy
Peak Period Trip/Demand Management	Freight Management	Limit freight deliveries to encourage off-peak travel and alternate routes.	10%	
Peak Period Trip/Demand Management	Parking Permit Management for peak periods	Allocate parking permits by arrival time to spread arrival/departure of autos across peak periods. Permits issued for non-peak arrival periods would be lesser or no restriction on arrival time. Possible variation would be to allow carpool/vanpool only entry during peak periods. Restrict auto entry to outside peak periods.	100%	Develop Freight Management Policy

Category	Strategy	Description/Responsibilities	Expected Benefit (% employees)	Action Items
Peak Period Trip/Demand Management	Parking Permit Management for AWS	Issue permits for four days of week to promote AWS. Coordinate permitting with AWS.	33%	
Design	Walking	Refurbish sidewalks and lighting on existing infrastructure expected to be utilized as pedestrian routes in the community around the campus.	33%	
Design	Traffic Calming	Implement appropriate traffic calming at appropriate locations to facilitate pedestrian/bike modes.	100%	<ul style="list-style-type: none"> • Identify pedestrian routes • Inventory infrastructure • Design and construction
Design	Closed circuit cameras	Install and monitor closed circuit camera systems to monitor roadway and pedestrian routes to identify incidents and quickly dispatch assistance to minimize continued traffic disruption.	100%	
Design	Coordinated Parking Information System	Utilize coordinated parking information system in parking garages to maximize peak parking operations and identify vacancy during other times of day.	100%	

Category	Strategy	Description/Responsibilities	Expected Benefit (% employees)	Action Items
Design	Wayfinding Signage	Provide improved and new way-finding devices to identify connections between expected pedestrian/bike routes and transit facilities	33%	