



U.S. Department of Justice Strategic Sustainability Performance Plan

June 3, 2011

U.S. Department of Justice
145 N Street, NE
Washington, DC 20530

TABLE OF CONTENTS

Section 1: Agency Policy and Strategy	Page
I. Agency Policy Statement	3
II. Sustainability and the Agency Mission	4
III. Greenhouse Gas Reduction Goals	6
IV. Plan Implementation	6
a. Internal Coordination and Communication	6
b. Coordination and Dissemination of the Plan to the Field	7
c. Leadership & Accountability	7
d. Agency Policy and Planning Implementation	7
e. Agency Budget and Policy Integration	8
f. Methods for Periodic Monitoring and Evaluation of Progress	8
V. Evaluating Return on Investment	9
a. Economic Lifecycle Cost / Return on Investment	9
b. Social Costs & Benefits	10
c. Environmental Costs & Benefits	10
d. Mission-Specific Costs & Benefits	11
e. Operations & Maintenance and Deferred Investments	11
f. Climate Change Risk and Vulnerability	11
VI. Transparency	11
 Section 2: Performance Review & Annual Update	 13
I. Summary of Accomplishments	13
II. Goal Performance Review	14
1 . GOAL 1: Scope 1 & 2 Greenhouse Gas Reduction	14
2 . GOAL 2: Scope 3 Greenhouse Gas Reduction & Develop and Maintain Agency Comprehensive Greenhouse Gas Inventory.....	25
3 . GOAL 3: High-Performance Sustainable Design / Green Buildings & Regional and Local Planning	35
4 . GOAL 4: Water Use Efficiency and Management	49
5 . GOAL 5: Pollution Prevention and Waste Reduction	59
6 . GOAL 6: Sustainable Acquisition	70
7 . GOAL 7: Electronic Stewardship and Data Centers	76
8 . GOAL 8: Agency Innovation & Government-Wide Support	87
 Section 3: Agency Self Evaluation	 90
 Acronyms and Abbreviations	 92

Section 1: Agency Policy and Strategy

I. Agency Policy Statement

As the Federal agency charged with enforcing the laws of the United States and ensuring public safety, Department of Justice (DOJ) strives to be a model for compliance with Executive Order (EO) 13514, *Federal Leadership in Environmental, Energy, and Economic Performance*, as well as other environmental and energy-related laws, statutes, and executive orders. As part of its commitment to environmental stewardship, DOJ is committed to reducing its Greenhouse Gas (GHG) emissions, and overall environmental footprint, and to planning for Climate Change Adaptation.

To encourage environmental protection, energy conservation, GHG emission reductions, and climate change adaptation planning across the Agency, DOJ will integrate sustainability principles to the extent feasible across its five bureaus and more than 40 departmental components by incorporating the following objectives into its core missions over the coming decade:

- Improve the energy efficiency of buildings, vehicles, travel, employee commuting, and other operational factors in order to reduce GHG emissions.
- Manage water use, wastewater, and stormwater in an environmentally sound manner.
- Plan, build, procure, and operate high-performance, sustainable buildings.
- Prevent pollution and eliminate waste through sustainable acquisition practices, electronic stewardship, and other waste diversion efforts.
- Through adaptation planning, identify aspects of climate change that are likely to impact the Agency's ability to achieve its mission and sustain its operations and respond strategically.

In cooperation with the Department's Chief Financial Officer, Chief Information Officer, Chief Acquisition Officer, and Senior Real Property Official, DOJ will work to meet or exceed the requirements of EO 13514, as outlined in the following Strategic Sustainability Performance Plan. Through its annual strategic and budget planning processes, DOJ will continue to commit the human and financial resources necessary to increase energy efficiency; measure, report, and reduce GHG emissions from direct and indirect activities; conserve and protect water resources; eliminate waste; leverage acquisition to foster markets for sustainable technologies, products, and services; design, construct, maintain, and operate high-performance sustainable buildings; plan for climate change adaptation; and strengthen the vitality and livability of the communities in which DOJ facilities are located.



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II. Sustainability and the Agency Mission

DOJ's mission is: To enforce the law and defend the interests of the United States according to the law; to ensure public safety against threats foreign and domestic; to provide federal leadership in preventing and controlling crime; to seek just punishment for those guilty of unlawful behavior; and to ensure fair and impartial administration of justice for all Americans. As the agency charged with upholding the laws of the United States, it is important to be a model for compliance with environmental laws, regulations, and executive orders.

Responsibility for meeting the goals outlined in this Strategic Sustainability Performance Plan lies with DOJ's Strategic Sustainability Officer (SSO), the Assistant Attorney General for Administration, with support from the Justice Management Division (JMD). The goals and strategies in this plan will be incorporated by all DOJ components and at each of the five main DOJ bureaus: Bureau of Prisons; Federal Bureau of Investigation; U.S. Marshals Service; Bureau of Alcohol, Tobacco, Firearms & Explosives and Drug Enforcement Administration.

DOJ's Environmental Stewardship Council (ESC) includes JMD budget, JMD staff, Office of the Chief Information Officer (OCIO) staff, procurement staff and representatives of the five bureaus and is charged by the SSO/ designated Alternate SSO with implementing this plan. The ESC established work groups to ensure integration of this plan across the Department, as well as coordinate with DOJ's strategic and budget planning process.

Approximately 112,000 employees in 40 different components and more than 3,700 facilities are working to achieve DOJ's mission. The largest of these components, on an employee and facility basis, is the Federal Bureau of Prisons (BOP). BOP's mission is to protect society by confining offenders in the controlled environments of prisons and community-based facilities that are safe, humane, cost-efficient, and appropriately secure, and that provide work and other self-improvement opportunities to assist offenders in becoming law-abiding citizens. BOP alone has approximately 38,000 employees in 116 institutions, or campuses comprised of numerous buildings that house and care for incarcerated individuals. BOP is currently responsible for more than 175,000 inmates across the country, and that number continues to grow.

Sustainability is a key factor in the cost-efficient development and operation of the bureau's prison facilities. With several energy savings performance contracts (ESPCs) underway at BOP facilities, BOP is helping to support DOJ's mission and meet sustainability requirements in the most cost-effective manner possible. As part of these projects, BOP is implementing solar power, wind turbines, biomass boilers, lighting upgrades, water conservation retrofits, heating and cooling equipment replacement, and many other energy-saving measures. Described in more detail in Section 2, ESPCs have helped DOJ meet its mandated energy intensity reduction targets well ahead of schedule, and are helping to address water conservation in prisons as well. Environmental Management Systems (EMSs) are also employed at the institutional level to ensure that environmental impacts are addressed throughout BOP facilities and operations.

With regard to inmate work and self-improvement, BOP focuses on providing jobs and training, since the post-release success of offenders is as important to public safety as inmates' secure incarceration. As described in the Goal 8 Agency Innovation chapter of this Strategic

Department of Justice Strategic Sustainability Performance Plan, June 2011

Sustainability Performance Plan, prison work programs, including UNICOR, are successfully engaged in training inmates on creating renewable energy and recycling, job skills they can use both in prison and upon their release to contribute to the growing “green” economy.

BOP is not the only DOJ bureau working to achieve sustainability through its mission, but it is the largest. Other bureaus and DOJ components integrate the sustainability goals into their missions through EMSs, sustainable strategies, and other initiatives described below.

DOJ will assess its progress in meeting the goals in this Strategic Sustainability Performance Plan using milestones identified for the next 12 months. The plan will be updated annually to ensure compliance. DOJ will be implementing environmental management programs for sustainability goals and monitoring and measuring for continuous improvement through its Department level higher-tier Environmental Management System in achieving both EO 13423 and EO 13514 sustainability targets.

Size and Scope of Operations	Number	Comment
Total # Employees	112000	government employees only
Total Acres Land Managed	41715994	
Total # Facilities Owned	3718	total structures
Total # Facilities Leased (GSA lease)	139	
Total # Facilities Leased (Non-GSA)	4	
Total Facility Gross Square Feet (GSF)	70401255000	
Operates in # of Locations throughout U.S.	93	
Operates in # of Locations outside of U.S.	1	
Total # Fleet Vehicles Owned	38546	
Total # Fleet Vehicles Leased	1197	
Total # Exempted-Fleet Vehicles (Tactical, Emergency, etc.)	39808	
Total Operating Budget FY 2010 (\$MIL)	27700	
Total # Contracts Awarded FY 2010	127542	
Total Amount Contracts Awarded FY 2010 (\$MIL)	6470	
Total Amount Spent on Energy Consumption FY 2010 (\$MIL)	59	
Total BTU Consumed per GSF	184530	
Total Gallons of Water Consumed per GSF	134.5	including inmates water usage
Total Scope 1&2 GHG Emissions (Comprehensive) FY 2008 Baseline MMTCO _{2e}	1.61	
Total Scope 1&2 GHG Emissions (Subject to Agency Scope 1&2	1.57	

Size and Scope of Operations	Number	Comment
Reduction Target) FY 2008 Baseline MMTCO _{2e}		
Total Scope 3 GHG Emissions (Comprehensive) FY 2008 Baseline MMTCO _{2e}	0.62	
Total Scope 3 GHG Emissions (Subject to Agency Scope 3 Reduction Target) FY 2008 Baseline MMTCO _{2e}	0.59	

III. Greenhouse Gas Reduction Goals

DOJ has developed a fiscal year (FY) 2008 greenhouse gas emissions baseline in accordance with EO 13514, Section 2(a), and submitted the baseline to the Council on Environmental Quality (CEQ) and the Office of Management and Budget (OMB) and received approval. DOJ's fiscal year 2020 goal is to reduce Scope 1 and 2 GHG emissions by 16.4 percent [estimate of 1,569,465 metric tons CO₂-equivalent (MTCO_{2e})], and Scope 3 emissions by 3.8 percent (estimate of 599,190 MTCO_{2e}) compared to an FY 2008 baseline using the Council on Environmental Quality's (CEQ's) Target Tool. They were calculated based on a "business as usual" analysis, rather than a comparison to the aggregated GHG emissions associated with DOJ's growing inventory of facilities. DOJ will continue to refine its GHG inventory in subsequent years and adjust its reduction strategy as necessary.

DOJ received American Recovery and Reinvestment Act (ARRA) Funds in the form of grants. They were awarded to four bureaus within the Department of Justice: Office of Violence Against Women (OVW); Office of Justice Programs (OJP); Alcohol, Tobacco, Firearms and Explosives (ATF); and Community Oriented Policing Services (COPS). Most of the DOJ's ARRA funds are not being used to accomplish sustainability goals stated in this plan. For instance, they are being used to establish staff (via new hire and relocation), and equipment and operate project for the Gunrunner criminal enforcement Offices along the Southwest Border. The Southwest Border Initiative is to reduce cross border drug and weapons trafficking, and the associated high level of violence occurring on the border between the U.S. and Mexico. However, using ARRA funding, FBI acquired low-speed electric vehicles (LSEVs) for use at its training academy in Quantico, Virginia, and the CJIS Division in West Virginia, and will evaluate the feasibility of expanding their use in FBI field offices.

IV. Plan Implementation

A. Internal and External Coordination and Communication

Since 2007, DOJ has had in place an Environmental Stewardship Council (ESC), a high-level steering committee consisting of environmental representatives from each of the five main bureaus (BOP; Federal Bureau of Investigation [FBI]; U.S. Marshals Service [USMS]; Bureau of Alcohol, Tobacco, Firearms and Explosives [ATF]; and Drug Enforcement Administration [DEA]) to facilitate communication and consistency of policies within the Department. This group is chaired by a representative of DOJ's Facilities and Administrative Services Staff (FASS), under the Justice Management Division (JMD). An Energy Program Management Team made up of JMD and bureau energy managers addresses energy and water issues across

the bureaus and components, and an Environmental Working Group (EWG) representing all bureaus and JMD is responsible for coordinating compliance with all environmental executive orders.

To communicate with work group and team members, bureaus, and employees, DOJ has a well-organized and secure intranet site to protect internal, confidential, and classified items. Progress and best practices that DOJ wishes to share with employees will also be communicated through training programs and newsletters distributed electronically to thousands of DOJ personnel.

B. Coordination and Dissemination of the Plan to the Field

DOJ worked through its EWG to ensure that its main bureaus were involved in the development of this plan and will work with each bureau to incorporate the overall Agency Policy Statement on sustainability and GHG emission reductions into their facility-level and/or higher-tier EMSs and mission support. DOJ's Strategic Sustainability Performance Plan provides a framework under which all bureaus and components can help achieve GHG reduction targets.

C. Leadership and Accountability

DOJ's JMD and EWG help develop policies and procedures for effectively managing energy and sustainability while enhancing the facilities and operations that support DOJ's mission. The Energy Program Management Team, coordinated by an Energy Program Manager in JMD, has responsibility for coordinating energy and water projects, renewable energy, and energy management and security at DOJ. JMD Environmental Program Managers, working with the EWG, address broader sustainability issues, including energy and GHG reductions.

DOJ's facility, energy, and environmental management are somewhat decentralized, with each main bureau retaining program management responsibility for its installations. At the Headquarters level, the FASS Energy Program Management and Environmental Policy staff provide leadership, expertise, assessments, and policy guidance on energy and environmental laws, executive orders, and other regulations. Each bureau has an energy and environmental manager to implement ESPCs, other energy conservation measures, and environmental policies. All BOP institutions and some other facilities also develop their own facility-level EMSs to address specific environmental aspects and create environmental programs to address them.

Accountability starts at the top, with DOJ's Strategic Sustainability Officer (SSO), who directs JMD through FASS to implement the strategies outlined in this plan. Specific milestones, metrics, and reporting requirements are incorporated into Energy and Environmental Program Managers' performance reviews as appropriate. Specific bureau energy and environmental staff are also held accountable for the successful implementation of ESPCs, EMSs, and DOJ energy, sustainability, and environmental policies at their respective bureaus.

D. Agency Policy and Planning Implementation

DOJ's Department-wide Strategic Plan, developed in FY 2007, addresses the efficient operation of DOJ facilities. To ensure that Strategic Plan updates take into account DOJ's GHG emission

reduction goals and facilitate planning integration in the future, DOJ has communicated the targets and other key strategies to its senior managers prior to submission. Through its Energy Management Program, DOJ has had in place since 2006 an Energy Conservation Initiative to improve its energy performance, and its Sustainable Building Implementation Plan (SBIP) which will support 15 percent of existing buildings meeting the *Guiding Principles for Federal Leadership in High Performance and Sustainable Buildings*. DOJ also has in place electronic stewardship, recycling, and green purchasing policies to help address several goal areas of this Strategic Sustainability Performance Plan. DOJ is implementing its headquarters level higher-tier Environmental Management System (EMS) which will monitor the sustainability goals for continuous improvement in meeting the targets.

E. Agency Budget and Policy Integration

DOJ's Chief Financial Officer supports integration of the Strategic Sustainability Performance Plan into the Department's budget planning process. In its Spring 2010 budget call for FY 2012, DOJ specifically called out budget planning for EO 13514, but noted that additional costs to implement items in the Strategic Sustainability Performance Plan would need to be absorbed. As DOJ's Energy and Environmental Program Managers and bureau representatives identify the resources necessary to complete the strategies described in this plan, they will work with the DOJ budget planning staff to integrate those priorities into the Buildings and Facilities (B&F) funding process. For example, BOP has funded and implemented energy and water conservation projects with its B&F budget through the Modernization and Repair (M&R) decision unit.

F. Methods for Periodic Monitoring and Evaluation of Progress

DOJ will evaluate progress on this Strategic Sustainability Performance Plan every six months. Performance metrics will be collected through existing data collection processes, including the energy, water, renewable energy, GHG emissions, and other relevant data recorded in DOJ's annual GHG inventory report to the CEQ; biannual Office of Management and Budget (OMB) scorecard requests; DOJ fleet petroleum use and alternative fuel use reporting; updates to the SBIP in new and planned facilities and DOJ progress meeting the Guiding Principles in 15 percent of existing buildings; and sustainable purchasing data, electronics stewardship results, and waste diversion and pollution prevention numbers.

Critical Planning Coordination

The following Critical Planning Coordination Table describes which documents reinforce various goals from the Strategic Sustainability Performance Plan:

Originating Report/Plan	Scope 1 & 2 GHG Reduction	Scope 3 GHG Reduction	Develop and Maintain Agency Comprehensive GHG Inventory	High-Performance Sustainable Design/Green Buildings	Regional and Local Planning	Water Use Efficiency and Management	Pollution Prevention and Waste Elimination	Sustainable Acquisition	Electronic Stewardship and Data Centers	Agency Specific Innovation
GPRA Strategic Plan	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES
Agency Capital Plan	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO
A-11 300s	NO	NO	NO	NO	NO	NO	NO	YES	NO	YES
Annual GHG Inventory and Energy Data Report	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES
EISA Section 432 Facility Evaluations/Project Reporting/Benchmarking	YES	YES	YES	YES	NO	YES	N/A	YES	N/A	NO
Budget	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES
Asset Management Plan/Three-Year Timeline	NO	N/A	N/A	NO	NO	NO	N/A	N/A	NO	N/A
Circular A-11 Exhibit 53s	NO	NO	NO	NO	NO	NO	NO	NO	YES	NO
OMB Scorecards	YES	YES	YES	YES	N/A	YES	YES	YES	YES	N/A
DOE's Annual Federal Fleet Report to Congress and the President	YES	N/A	YES	N/A	N/A	N/A	N/A	YES	N/A	N/A
Data Center Consolidation Plan	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	YES	N/A
Environmental Management System	YES	YES	YES	YES	N/A	YES	YES	YES	YES	N/A
Instructions for Implementing Climate Change Adaptation Planning	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO
Other (reports, policies, plans, etc.)	YES	YES	YES	YES	NO	YES	YES	YES	YES	YES

V. Evaluating Return on Investment

Financial ROI is only one factor DOJ takes into account when establishing new facilities, considering projects, or signing ESPCs. As part of this Strategic Sustainability Performance Plan, DOJ will continue to weigh a variety of life-cycle factors—including environmental and GHG impact—at the outset of any major capital project or ESPC.

A. Economic Life-Cycle Cost/Return On Investment

DOJ currently requires life-cycle cost analyses (LCCAs) as part of design submissions for major capital projects. LCCAs typically account for the present value of all relevant project costs and projected savings, in order to provide a comprehensive assessment of the project's cost-

effectiveness. By looking at key costs and benefits, DOJ can decide whether to undertake a particular new construction or renovation project, ESPC, or other resource conservation measure. Life-cycle cost is estimated by adding up all costs incurred over the life of the project or equipment, including operations and maintenance (O&M), then subtracting any positive cash flows, including resale, or, in the case of a renewable energy system, replacement of utility costs.

Through its ESPCs, for example, BOP typically calculates the installation, implementation, O&M, and measurement and verification costs, then subtracts energy or water savings, as well as any potential O&M savings realized from replacing equipment, to determine if a specific project will be life-cycle cost-effective over a simple payback period. BOP uses Integrated Process Teams from several different branches and disciplines to ensure that all aspects of a project employ the most energy-efficient designs, systems, equipment, and controls that are life-cycle cost-effective. Specifically, BOP uses the Federal Energy Management Program's Building Life-Cycle Cost Program, at http://www1.eere.energy.gov/femp/information/download_blcc.html

B. Social Costs and Benefits

Defining the social costs and benefits of DOJ projects is more complicated, due to the nature of DOJ's building inventory and the need for security in the vast majority of its facilities. A new draft federal document, *Recommendations on Sustainable Siting for Federal Facilities*, urges selection criteria such as siting new facilities near public transit, affordable housing, or central business districts; however, prisons are typically located much further from urban centers, for obvious security and societal reasons. However, prisons can provide social benefit by rehabilitating former criminals and, in many cases, training them in jobs that not only can benefit the community in general, but the green economy in particular, as described in the Goal 8 Agency Innovation chapter.

C. Environmental Costs and Benefits

ESPCs have been a convenient way for DOJ to enumerate the environmental benefits of many of its projects, from replacing fossil fuel use with renewable energy to reducing GHG emissions by decreasing energy and water consumption. All the measures considered through this financing mechanism have some benefit to the environment; but energy service companies (ESCOs) are also required to assess the potential environmental costs associated with any given project and conduct an environmental impact study or make adjustments, as appropriate. For example, a wind turbine project being considered at a federal correctional institution near an airport had to adjust the turbine size to address the safety requirements of low-flying aircraft. For the most part, however, the environmental benefits and energy savings offered by ESPCs have outweighed any costs identified.

When a new facility or expansion of a current facility is necessary, DOJ follows all requirements of the National Environmental Policy Act (NEPA), including the completion of an environmental assessment, at a minimum. BOP initiates the majority of facility or expansion projects; the bureau considers all potential sites with respect to NEPA, as well as other environmental regulations.

D. Mission-Specific Costs and Benefits

From time to time, DOJ considers factors beyond financial, social, and environmental costs and benefits. When BOP considers a list of potential energy projects, for example, some projects that have a longer payback period might still receive higher priority if they are in older facilities in need of mechanical system improvements or other infrastructure replacement. These mission-critical items provide much-needed support for older building stock and ensure the security and health of employees and inmates alike.

In FY 2007, DOJ included in its Strategic Plan an idea to develop a methodology for identification of mission-critical and mission-dependent assets, in order to prioritize investments and establish disposal targets for real property assets that are either inactive or excess. DOJ will continue to update its real property portfolio based on facility condition, operating costs, and disposition of unneeded assets.

E. Operations and Maintenance and Deferred Investments

As part of the ESPC process, or when funding is available for energy conservation projects, DOJ takes into account the ROI from prioritizing O&M projects, including lighting upgrades, power plant improvements, heating and cooling system improvement, or new technologies such as laundry ozone systems, that will help address any existing backlog of deferred maintenance at DOJ facilities.

F. Climate Change Risk and Vulnerability

As part of the need to constantly assess and reevaluate security measures at its facilities, DOJ is well positioned to handle the effects of any disaster that might occur as a result of climate change-related phenomena, including extreme weather events that damage property, power outages resulting from such events, and severe droughts caused by changes in precipitation patterns across the country. In the event of a major weather-related or other disaster, DOJ has in place a continuity of operations plan, or COOP, that designates roles and responsibilities, alternative locations/procedures, and other factors to ensure employee safety, inmate security, and the ability to maintain business as usual. DOJ also plans to evaluate the effects of climate change on its key priorities, programs, and initiatives as it continues to refine its GHG inventory and reduction targets.

VI. Transparency

DOJ's national security, investigation, and law enforcement functions often require the Department to maintain confidentiality over critical information. Because DOJ strives to serve as a model for other agencies on how to comply with environmental regulations, it will make portions of this Strategic Sustainability Performance Plan public, but there are critical components that must be treated confidentially. Based on the Open Government principles of transparency, participation, and collaboration, DOJ will share relevant portions of its Strategic Sustainability Performance Plan, redacted for security measures where necessary, with other federal agencies and the public by posting an abridged version on its public website,

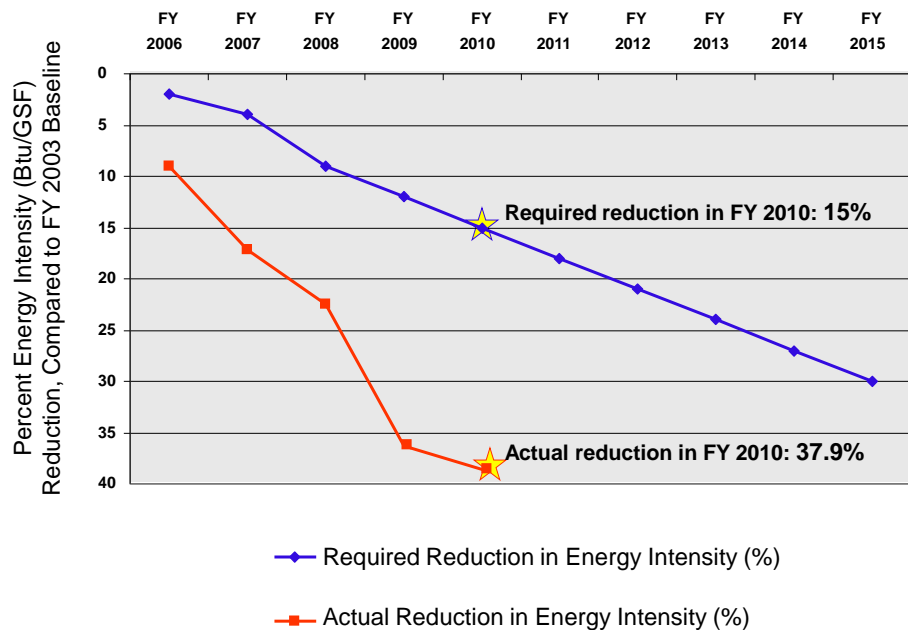
<http://www.justice.gov/>. As more GHG emissions reduction initiatives are completed in its facilities and operations, DOJ will also share relevant, secure results of its efforts with interested parties who can learn from DOJ's experience.

Section 2: Performance Review & Annual Update

I. Summary of Accomplishments

In response to a variety of Federal mandates, DOJ has achieved a number of accomplishments in the areas of building energy efficiency, renewable energy installations and purchases, and fleet management—all of which have contributed to Scope 1 and 2 GHG emission reductions. DOJ successfully submitted the FY 2008 and FY 2010 GHG inventories and Inventory Management Plan (IMP) to Office of Management and Budget (OMB) and Council of Environmental Quality (CEQ) in Jan 2011. DOJ is on track in meeting the GHG targets. In FY 2010, DOJ achieved 37.9 percent reduction in energy intensity as compared to FY 2003 baseline as a result of successful energy management initiatives, commitment to the use of innovative ESPCs, the construction of new energy-efficient buildings, and the installation and purchase of renewable energy. The DOJ’s performance, illustrated in Figure 2-1, is well above the 15 percent goal required by the Energy Independence and Security Act of 2007.

Figure 2-1: Reduction in DOJ’s FY 2006-10 Energy Intensity, Compared to FY 2003 Baseline



DOJ has awarded eight ESPCs projects: six at BOP and two at FBI buildings. Projects includes an array of energy conservation measures, including HVAC equipment and lighting upgrades, control system, high-efficiency equipments, advance metering; variable frequency drives, renewable energy such as solar thermal water heater, wind turbines and biomass boilers. DOJ Completed construction of a solar panel system at UNICOR Headquarters in Washington, D.C. and construction of a 45-kilowatt solar panel system at FPI headquarter building including a small green space to reduce storm water runoff. DOJ purchased 100 percent renewable energy at ATF’s National Laboratory Center. DOJ has made significant strides in greening its automotive

fleet. DOJ achieved 138 percent of the Department's total alternative fuel vehicle acquisition on goal-covered vehicles, far exceeding the 75 percent requirement and reduced total petroleum consumption by 57 percent, exceeding the 20 percent reduction required by 2015. DOJ installed three fueling centers that provide alternative fuel at BOP. Inmates at six of the BOP's facilities participate in a program to produce biodiesel from recovered cooking oil. This program provides additional skills to inmates in preparation for their reentry into society, but it also helps BOP reduce waste disposal expenses. DOJ procurement staff completed the required green procurement training. Green codes were also included in the Unified Financial Management and Reporting System (UFMS) that will provide more comprehensive tracking of sustainable acquisitions. UNICOR factory in Lewisburg, Pennsylvania received certification under the Responsible Recycling Practices for Electronics Recyclers (R2) in May, 2011. A second recycling factory is scheduled to receive its certification in June, 2011. All seven UNICOR recycling factories are scheduled to obtain R2 certification by the end of 2011. DOJ began executing Data Center Consolidation plan utilizing aggressive virtualization and standardization initiatives to reduce the number of data centers by two in FY12. DOJ has also identified three priority cloud projects. These cloud projects will increase DOJ Data Center rack utilization through virtualization. In FY 2010 and 2011, DOJ began planning for a significant reduction in its printer footprint through an implementation of sharing network printers. In FY 2009, DOJ initiated a major IT Infrastructure modernization and upgrade program. There were several driving factors, including power limitations, leading to the NextGen target architecture, which includes significant use of virtualization and consolidation technologies. In FY 2010, DOJ increased video conferencing capabilities both within conference rooms and by upgrading workstations with a camera and headset. By increasing video conference capabilities, the DOJ has reduced travel and increased the ease of distance collaboration.

II. Goal Performance Review

GOAL 1: Scope 1 & 2 Greenhouse Gas Reduction

a. Goal description:

DOJ has achieved significant energy reductions well ahead of Federal requirements. While DOJ has far surpassed the energy reductions required by EISA, this significant early success presents a challenge in realizing absolute GHG emission reductions associated with reduced facility energy consumption. Due to projected growth rates of 7,000 additional inmates annually, as well as other mission-critical requirements such as a shift in FBI priorities to support counterterrorism, DOJ anticipates that the square footage of its owned and operated buildings will increase by 4 percent in FY 2015 compared to FY 2008, and by 15 percent in FY 2020. With this significant growth expected, DOJ will strive to reduce its Scope 1 and 2 GHG emissions on an absolute basis—the performance metric outlined in EO 13514. Faced with these challenges, DOJ devised an alternative approach for identifying an appropriate Scope 1 and 2 GHG emissions reduction target for FY 2020, which OMB approved in January 2010. To account for anticipated growth, DOJ developed an alternative FY 2008 baseline, represented by a “business as usual” scenario for FY 2020. This scenario applied DOJ's actual FY 2008 GHG emissions intensity (using CEQ's Development of Agency Reduction Target [DART] tool) to DOJ's anticipated gross square footage in FY 2020:

Department of Justice Strategic Sustainability Performance Plan, June 2011

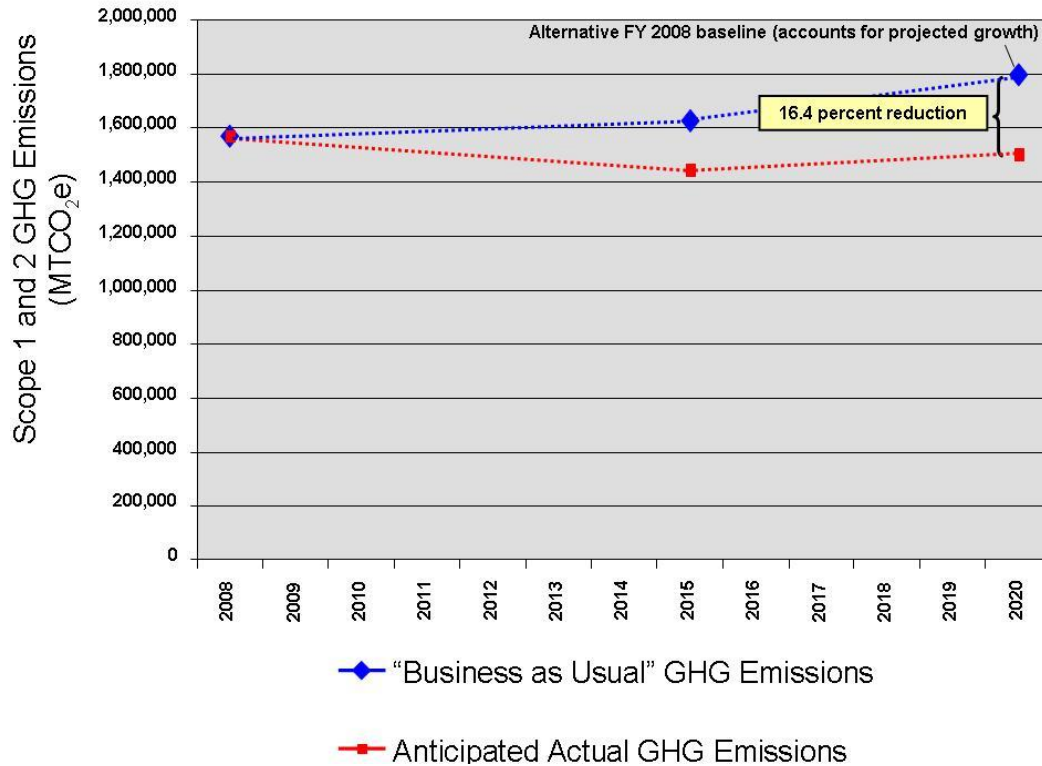
Fiscal Year	Facility Area (Thousand GSF)	GHG Emissions (MTCO₂e)	Assumed GHG Emissions Intensity (MTCO₂e/Thousand GSF)
2008	71,335	1,569,465	22.0
2015	74,061 (approximately 4 percent increase compared to FY 2008)	1,629,342	22.0
2020	81,710 (approximately 15 percent increase compared to FY 2008)	1,797,620*	22.0

*Represents DOJ’s alternative FY 2008 baseline using a “business as usual” scenario to account for projected growth through FY 2020. Next, DOJ populated the DART tool and assumed compliance with all federal energy requirements:

Fiscal Year	Facility Area (Thousand GSF)	GHG Emissions (MTCO₂e)	Resulting GHG Emissions Intensity (MTCO₂e/Thousand GSF)
2008	71,335	1,569,465	22.0
2015	74,061 (approximately 4 percent increase compared to FY 2008)	1,444,465	19.5
2020	81,710 (approximately 15 percent increase compared to FY 2008)	1,502,495	18.4

To identify its FY 2020 Scope 1 and 2 GHG emissions reduction goal, DOJ identified the difference between DOJ’s projected FY 2020 GHG emissions from the CEQ DART tool and the business as usual scenario for FY 2020, assuming constant GHG emissions intensity during growth. The resulting calculation enabled DOJ to commit to an FY 2020 goal of reducing the Department’s compiled Scope 1 and 2 GHG emissions by 16.4 percent (see Figure 2-2), compared to its alternative FY 2008 baseline, a goal that DOJ submitted for OMB approval in January 2010.

Figure 2-2: DOJ's FY 2020 Scope 1 and 2 GHG Emissions Reduction Goal



b. Agency Lead for goal:

DOJ's Senior Sustainability Officer (SSO), the Assistant Attorney General for Administration, will hold primary responsibility for DOJ's compliance with its identified FY 2020 Scope 1 and 2 GHG emissions reduction goal. To assist with this effort, DOJ's SSO has assigned shared responsibility for achieving Goal 1 to other key staff members throughout DOJ.

The DOJ Energy Program Manager at JMD is responsible for overseeing DOJ's Energy Program Management Team and ensuring that representatives from DOJ bureaus and departmental components are aware of federal energy reduction and renewable energy requirements. The bureau and departmental component representatives on the Energy Program Management Team are responsible for coordinating the identification, implementation, and tracking of energy conservation measures, including the installation of onsite renewable energy applications, where technically and financially feasible.

DOJ's Transportation Manager is responsible for overseeing the Fleet Management Committee and ensuring that DOJ is aware of and complies with all federal fleet requirements, which will contribute to DOJ's ability to achieve its FY 2020 Scope 1 and 2 GHG emissions reduction goal.

DOJ's Space Management Manager is responsible for overseeing space management policies to further reduce per capita energy consumption.

Department of Justice Strategic Sustainability Performance Plan, June 2011

c. Implementation methods:

DOJ has three main areas of focus to achieve its GHG emission reduction goals, as required under EO 13514:

Reduce facility energy intensity in buildings; Increase renewable electricity installation and use; Reduce per capita energy consumption through space management policies; Reduce GHG emissions associated with the Department’s fleet, including: Reducing petroleum use in vehicles, Increasing use of alternative fuels in fleet AFVs, Optimizing use of vehicles and right-sizing its fleet, Increasing use of low-emission and high-fuel economy vehicles, Replace conventional senior executive fleet with low-GHG emitting, high-efficient vehicles, and Efforts to streamline operating shuttle buses by consolidating or sharing ridership with other agencies.

d. Positions:

DOJ has one full-time employee (FTE), the Energy Program Manager, to oversee Department-wide facility energy efficiency efforts and two full-time Transportation Manager. BOP also has one FTE, the BOP Energy Manager, working on energy management issues. Existing FBI FTEs devote some of their time to energy management issues. To more effectively support facility energy efficiency efforts, DOJ will examine whether it may require additional staff or contracted resources to provide support for energy projects, onsite facility assessments, awareness training, and internal program reviews, but is currently not budgeting for additional FTEs.

e. Planning Table:

	SCOPE 1&2 GHG TARGET	Unit	FY 10	FY 11	FY 12	FY 13	FY 14	FY 15	...	FY 20
Buildings	Energy Intensity Reduction Goals (BTU/SF reduced from FY03 base year)	%	15%	18%	21%	24%	27%	30%	...	hold
	Planned Energy Intensity Reduction (BTU/SF reduced from FY03 base year)	%	37%	Hold	Hold	Hold	Hold	Hold	...	hold
	Renewable Electricity Goals (Percent of electricity from renewable sources)	%	5%	5%	5%	7.5%	hold	hold	...	hold
	Planned Renewable Electricity Use (Percent of electricity from renewable sources)	%	1.4	5%	5%	7.5%	Hold	Hold	...	hold
Fleet	Petroleum Use Reduction Targets (Percent reduction from FY05 base year)	%	10%	12%	14%	16%	18%	20%	...	30%
	Planned Petroleum Use Reduction (Percent reduction from FY05 base year)	%	57%	Hold	Hold	Hold	Hold	Hold	...	hold
	Alternative Fuel Use in Fleet AFV Target (Percent increase from FY05 base year)	%	61%	77%	95%	114%	136%	159%	...	hold
	Planned Alternative Fuel Use in Fleet AFV (Percent increase from FY05 base year)	%	138%	Hold	Hold	Hold	Hold	Hold	...	hold
	Senior Executive Fleet Replaced with Low-GHG, High Efficiency Vehicles (Percent replaced from FY08 base year)	%	NA	5%	5%	10%	50%	100%	...	
Other as defined by agency			NA	NA	NA	NA	NA	NA	...	NA
Total Scope 1&2 GHG Emissions (Comprehensive)		MMT CO2e	1.5	Hold	Hold	Hold	Hold	1.44	...	1.5
Total Scope 1&2 GHG Emissions (Subject		MMT	1.5	Hold	Hold	Hold	Hold	1.44	...	1.5

Department of Justice Strategic Sustainability Performance Plan, June 2011

to Agency Scope 1&2 GHG Reduction Target)	CO2e									
Overall Agency Scope 1 & 2 Reduction (reduced from FY08 base year)	%	14.4	Hold	Hold	Hold	Hold	Hold	Hold	...	16.4

f. Agency Status:

In FY 2010, DOJ has awarded additional six ESPCs with a combined projected savings of 269 BBtu and an accompanying reduction of more than 21,100 MTCO_{2e}.

In FY 2011, DOJ will continue to pursue Scope 1 and 2 GHG emission reductions through ESPCs, and will incorporate renewable energy applications into these alternatively financed projects wherever technically feasible and life-cycle cost effective. BOP will also continue to utilize its Energy Initiative to work with regional energy managers and facility staff to identify and implement additional innovative low- and no-cost energy conservation measures that can further reduce DOJ’s Scope 1 and 2 GHG emissions.

To reduce energy consumption, BOP has formed dedicated committees at each prison that include inmates who offer feedback and ideas for additional energy-saving measures. To reduce water consumption, seven BOP facilities operate their own wastewater treatment plants, enabling the complexes to reclaim and reuse millions of gallons of water that would otherwise go straight to sewage. Other institutions have implemented rain barrels and ponds to reduce the use of potable water in garden irrigation.

To ensure compliance with federal fleet requirements, DOJ has established the Fleet Management Committee and chaired by DOJ’s Transportation Manager. This committee brings together fleet managers from the bureaus and from the Office of the Inspector General on a bi-monthly basis to review DOJ’s federal fleet requirements and discuss anticipated future mission needs to develop appropriate projections for future vehicle acquisitions.

In response to EISA Section 142(b), DOJ developed a Fleet Management Plan outlining its strategies for complying with the mandatory petroleum reductions outline in EISA, Section 142(a). To further enhance its fleet management practices, DOJ will evaluate DOE’s April 2011 Federal Fleet Management Guidance and refine its existing plan to ensure compliance with federal fleet requirements.

DOJ will provide education and training to field fleet managers to ensure that they understand federal fleet requirements and best practices for optimizing fleet size and vehicle efficiency. DOJ’s Fleet Management Committee will continue to review federal fleet requirements, discuss implementation challenges, and share best practices. Bureau fleet managers will share this information with field staff through site visits.

g. Return on Investment:

No projects from last year’s SSPP have been deliberately cancelled/suspended due to lower than expected ROI. Additionally, DOJ has not expanded any projects due to higher than expected ROI. As part of the ESPC process, or when funding is available for energy conservation

projects, DOJ takes into account the ROI from prioritizing O&M projects, including lighting upgrades, power plant improvements, heating and cooling system improvement, or new technologies such as laundry ozone systems, that will help address any existing backlog of deferred maintenance at DOJ facilities.

h. Highlights:

DOJ has made significant progress toward achieving this goal. In FY 2010, DOJ achieved 37.9 percent reduction in energy intensity as compared to FY 2003 baseline as a result of successful energy management initiatives, commitment to the use of innovative ESPCs, the construction of new energy-efficient buildings, and the installation and purchase of renewable energy. DOJ has awarded eight ESPCs projects: six at BOP and two at FBI buildings. Projects includes an array of energy conservation measures, including HVAC equipment and lighting upgrades, control system, high-efficiency equipments, advance metering; variable frequency drives, renewable energy such as solar thermal water heater, wind turbines and biomass boilers. DOJ Completed construction of a solar panel system at UNICOR Headquarters in Washington, D.C. and construction of a 45-kilowatt solar panel system at FPI headquarter building including a small green space to reduce storm water runoff. DOJ purchased 100 percent renewable energy at ATF's National Laboratory Center. DOJ has made significant strides in greening its automotive fleet. DOJ achieved 138 percent of the Department's total alternative fuel vehicle acquisition on goal-covered vehicles, far exceeding the 75 percent requirement and reduced total petroleum consumption by 57 percent, exceeding the 20 percent reduction required by 2015. DOJ installed three fueling centers that provide alternative fuel at BOP.

For meeting renewable energy goal, BOP has implemented renewable energy projects where economically feasible and will continue its efforts. BOP continues to investigate new ways to implement renewable energy projects. For example, BOP has signed an agreement with the Lycoming County Resource Management Services to provide renewable electricity, created from landfill gas, to greatly reduce the energy intensity at FCC Allenwood. Additionally, BOP has initiated discussions with a waste to energy firm to provide the BOP with renewable energy. These two projects will significantly contribute to the BOP's energy intensity reduction and renewable energy goals.

Goal-Specific Items

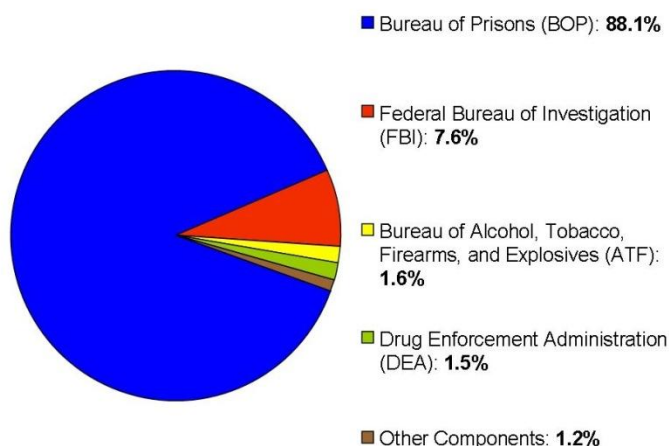
Reduce facility energy intensity

In 2007, JMD's FASS established DOJ's Energy Program Management Team to promote sustainability and ensure that DOJ complies with all federal requirements related to the reduction of energy and water and associated GHG emissions. Members of the team include staff representatives from FASS, Procurement Services, Budget, and DOJ bureaus (BOP, FBI, ATF, DEA, and USMS).

At the close of FY 2010, DOJ maintained operational control of nearly 70 million square feet in more than 3,700 DOJ-owned buildings around the country. More than 95 percent of DOJ's

annual energy consumption can be attributed to facilities under the control of BOP (approximately 88 percent) and FBI (more than 7 percent), as illustrated by Figure 2-3.

Figure 2-3: DOJ's Annual Energy Consumption by Bureau/Component



With this distribution of energy consumption within the Department's facilities, a majority of DOJ's resources to reduce facility energy consumption are targeted at BOP and FBI facilities.

In FY 2010, DOJ achieved 37.9 percent reduction in energy intensity as compared to FY 2003 baseline. A variety of efforts enabled DOJ to achieve significant energy savings and far exceed federal energy reductions mandated by EISA. While this success favorably positions DOJ for complying with energy reduction requirements, this early progress presents a challenge for realizing long-term GHG emission reductions through additional energy savings. Another fundamental challenge for DOJ is that most of the Department's facilities are prisons, where the primary concern is security, and strategic options for reducing energy use are limited. Nevertheless, DOJ is committed to identifying and employing innovative strategies to further reduce the energy intensity of its facility inventory.

With a limited budget and the need to identify innovative strategies for further energy reductions, DOJ's primary strategy for implementing energy projects is the utilization of alternative financing mechanisms such as ESPCs. In addition to the 12 ESPCs that DOJ had awarded through FY 2009, BOP has awarded six ESPCs thus far in FY 2010 that include an array of energy conservation strategies, including HVAC and lighting efficiency upgrades; chiller upgrades; control system optimization (e.g., direct digital controls); advanced metering; power plant efficiency improvements; high-efficiency motors; ozone laundry systems; upgraded steam distribution; and VFDs.

BOP anticipates that its ESPCs awarded from FY 2008 on will result in a combined reduction of nearly 602 billion British thermal units (BBtu) and more than 54,000 MTCO₂e. DOJ will continue to use ESCOs to perform energy assessments of DOJ's facilities to identify potential energy conservation measures and meet EISA Section 432 requirements. Based on these

assessments and the resulting detailed energy studies, DOJ will continue to implement alternatively financed energy projects, where cost-effective.

DOJ will continue to identify, fund, and implement energy and water conservation projects that improve portfolio performance and contribute to meeting the Guiding Principles at DOJ's existing buildings. BOP and FBI currently have 18 ESPCs in different phases of development. In addition to ESPCs, each DOJ bureau will develop guidance for facility managers and staff, as appropriate, to implement sustainable O&M practices to meet the Guiding Principles. UNICOR is also a source to identify, procure, and integrate renewable energy projects.

In addition to continued use of ESPCs at BOP and FBI facilities, DOJ will use EMS as a vehicle for implementing this plan. To supplement the EMS framework, JMD's FASS will also work through its Energy Program Management Team to provide the necessary guidance and support to energy managers at the Department's bureaus and components.

DOJ also implements additional energy projects when appropriated funding is available. To supplement anticipated energy savings from ESPCs, DOJ will continue to selectively fund additional life-cycle cost-effective energy projects, including those that incorporate lighting upgrades; roofing insulation; window replacement; advanced metering and sub-metering; VFDs; upgraded air handling units; and energy management control systems.

In addition to having nearly 38,000 employees, BOP's facilities house inmates requiring 24-hour operations. At the close of FY 2010, BOP's owned and operated facilities housed nearly 175,000 inmates at 116 institutions. BOP experienced a net growth of more than 7,000 inmates in FY 2009 and expects continued annual growth at this rate through FY 2011. To accommodate this growth, BOP anticipates the need to acquire and construct additional prisons and will use the opportunity to further green its facilities to the maximum extent possible. DOJ will ensure that all new construction and major renovations of Department buildings comply with the *Guiding Principles for Federal Leadership in High Performance and Sustainable Buildings*. To meet this requirement, BOP and FBI are designing and building new facilities to achieve LEED Silver.

BOP is employing an Integrated Process Team approach to develop designs for new construction and major renovations to ensure that projects employ energy-efficient designs, systems, equipment and controls, and are life-cycle cost-effective. A multidisciplinary team of structural, mechanical, electrical, and fire protection engineers, architects, and energy and environmental program managers meet on a quarterly basis to review and provide comments on design documentation for all active construction and renovation projects. During these quarterly meetings, the team gives specific attention to any recommendation that involves sustainability or energy and water reductions. Formal approval for construction on a project is not granted until the team reviews and incorporates comments on all phases of the design.

To meet federal advanced metering requirements outlined in EPCAct 2005 and EISA, DOJ has developed a Department-wide strategy for the implementation of advanced metering for electricity, natural gas, and steam, where it is found to be cost-effective. To increase the financial viability of advanced metering implementation, DOJ will incorporate metering into

ESPC projects to the maximum extent possible. In addition, for all new construction, DOJ will incorporate advanced metering into the design and construction of facilities to enable enhanced energy management by DOJ facility managers.

DOJ provides both internal and external training and continued education to its employees to enable the continued use of carefully contracted and effectively managed ESPCs, and to further increase energy awareness at the facility level. On an annual basis, BOP's energy manager holds a mandatory in-person training session for BOP facility managers, where the group shares information about innovative and successful energy conservation measures. BOP and FBI employees regularly attend GovEnergy and other external trainings, and BOP's contracting officers regularly attend FEMP training sessions. Training will be increased as resources are available.

In FY 2011, DOJ will continue to pursue Scope 1 and 2 GHG emission reductions through ESPCs, and will incorporate renewable energy applications into these alternatively financed projects wherever technically feasible and life-cycle cost effective. BOP will also continue to utilize its Energy Initiative to work with regional energy managers and facility staff to identify and implement additional innovative low- and no-cost energy conservation measures that can further reduce DOJ's Scope 1 and 2 GHG emissions.

Renewable Electricity Installation and Use

Similar to energy conservation, DOJ often uses ESPCs to identify and implement onsite renewable energy applications. For each potential ESPC, DOJ requires that ESCOs evaluate both the technical feasibility and life-cycle cost-effectiveness of potential renewable energy applications, including solar water heaters, PV, and ground source heat pumps. DOJ has 12 ESPCs that will incorporate numerous innovative onsite renewable energy applications accomplished at 10 different BOP facilities, as shown in the list of planned renewable energy projects below:

BOP partnered with WVU to conduct a feasibility study for wind power at USP Hazelton in Bruceton Mills, West Virginia. BOP and WVU students have gathered more than one year of wind speed and directional data to identify the optimum location and orientation of potential wind turbines to generate renewable energy for USP Hazelton. However the particular project did not show investment grade wind at the current tower location. DOJ will continue to initiate partnerships with local communities to identify opportunities for renewable energy and to educate the public about DOJ's sustainability initiatives.

In 2008, UNICOR added solar panels to its array of products. UNICOR currently operates two PV manufacturing facilities located in BOP's FCI in Otisville, New York and FCI in Sheridan, Oregon. With a manufacturing capacity of 74 megawatts (MW), UNICOR's Otisville plant prepares inmates for eventual release and employment in the growing solar manufacturing industry, while providing high-quality PV panels for installation in federal facilities.

To meet its renewable energy requirements and further reduce Scope 1 and 2 GHG emissions, DOJ will supplement its onsite renewable energy projects with delivered green power and

renewable energy certificate (REC) purchases. When funding is available, DOJ will partner with GSA to increase procurement of green power and RECs. DOJ will work with GSA to enter into renewable energy contracts in geographic locations with high GHG emissions profiles for conventional electricity generation, in order to further reduce its Scope 2 GHG emissions.

Reduce per capita energy consumption through space management policies

There is no policy currently in place to address energy consumption in lease buildings other than what is stated in the new Solicitation for Offer (SFO) regarding LEED and Energy Star compliance. DOJ would require upfront costs to submeter leased space in order to accurately measure energy consumption. Most space leased through GSA do not have submeters, although some specialized space does such as computer rooms, conference rooms, control center and other areas. For BOP institutions, the energy consumption reduction through space management is not possible due to increasing inmate population.

Fleet Management: Petroleum Use Reduction

To reduce petroleum use in DOJ's fleet vehicles, DOJ will utilize the following key strategies:

Replace conventional gasoline fleet vehicles with AFVs: Many of DOJ's vehicles are exempt due to their use in law enforcement. When possible, DOJ still attempts to acquire AFVs for law enforcement vehicles. This can, however, be challenging due to DOJ's need for unique customizations for particular mission-critical activities. For all covered fleet vehicles, DOJ will acquire AFVs to the maximum extent practicable. In addition to vehicles fueled by CNG and E-85 (a fuel blend of 85 percent ethanol and 15 percent gasoline), DOJ has also acquired a number of electric vehicles for its BOP and FBI fleets. Using American Recovery and Reinvestment Act (ARRA) funding, FBI acquired low-speed electric vehicles (LSEVs) for use at its training academy in Quantico, Virginia, and the CJIS Division in West Virginia, and will evaluate the feasibility of expanding their use in FBI field offices. BOP acquired electric vehicles for its FCC in Petersburg, Virginia, as part of an ESPC project.

Increase fleet efficiency: DOJ will strive to achieve optimum efficiency in its fleet vehicles through continued utilization of its rigorous vehicle maintenance program, whereby vehicles are required to receive service as often as every 3,000 miles. Among other benefits, these service checks ensure proper tire inflation and optimum engine performance, both of which contribute to greater efficiency and reduced petroleum consumption. With increased acquisition of AFVs, including hybrid electric vehicles (HEVs), DOJ is implementing training on the servicing and maintenance of HEVs.

Reduce vehicle miles traveled: Where feasible, DOJ will use a variety of strategies to reduce the use of fleet vehicles. When local face-to-face meetings are not essential, DOJ's fleet managers will encourage employees to use videoconferencing when the necessary hardware is available. If local travel is required, DOJ's fleet managers will encourage employees to use public transportation to the extent possible. When DOJ employees use fleet vehicles, they will be encouraged to avoid unnecessary trips and combine multiple trips into one.

Increase Use of Alternative Fuels in Fleet AFVs:

DOJ has consistently complied with its requirements for acquiring AFVs, but often faces significant challenges in locating alternative fueling stations to fill these AFVs with alternative fuel. DOJ will use the following strategies for increasing its use of alternative fuel:

- Install additional alternative fuel pumps at DOJ fueling centers: DOJ currently has three alternative fuel pumps in operation. In FY 2011, DOJ will add alternative fuel pumps at two additional DOJ fueling centers, listed below:
- Strategically place AFVs: DOJ will prioritize the placement of newly acquired AFVs in locations that are in geographic proximity to alternative fueling stations.
- Evaluate interagency agreements: To leverage existing alternative fueling infrastructure, DOJ will pursue interagency agreements with other federal agencies that already have alternative fuel pumps in place.
- Increase employee awareness through enhanced outreach and communication: DOJ will work to increase awareness among all Department staff about the requirement to fuel AFVs with alternative fuel where feasible.

Optimize Use of Vehicles and Right-Size Fleet:

DOJ will use the following strategies to optimize the use of vehicles and right-size its fleets:

Routinely evaluate future acquisition needs due to changing missions: A number of DOJ's bureaus maintain mission-critical operations that can cause the demand for fleet vehicles to fluctuate. To plan for these swings in vehicle demand to the extent possible, bureau fleet managers will routinely brief DOJ's fleet manager during Fleet Management Committee meetings.

Downsize vehicles: DOJ will procure and use fleet vehicles with smaller engines for administrative tasks when speed and responsiveness are not required.

Phase out unnecessary vehicles: BOP recently phased out some older model Buses for new Buses that meet the GHG low-emission requirement. DOJ will continue to identify opportunities to streamline and replace DOJ's vehicle fleets to remove unnecessary vehicles, where appropriate and feasible.

Increase Use of Low-Emission and High-Fuel Economy Vehicles:

DOJ will use the following strategies to increase its low-emission/high-fuel-economy vehicles:

Utilize the Federal Vehicle Acquisition Search Tool: As part of its ongoing education for its bureau and field fleet managers, DOJ will train fleet managers to utilize EPA's *Green Vehicle Guide* when identifying new vehicles for acquisition. In particular, DOJ will ensure that all fleet

managers are aware of the requirement outlined in Section 141 of EISA to acquire low GHG-emitting vehicles, as defined in EPA's guide.

Replace retired vehicles with vehicles that have higher fuel economy: In FY 2010, the average fuel economy of DOJ's vehicles increased by 6 miles per gallon as compared to FY 2005. DOJ will continue to encourage all fleet managers to ensure that new vehicles entering the fleet have higher fuel economies than the vehicles they are replacing.

DOJ will lease a Ford Fusion Hybrid low-GHG emitting vehicle and highly-efficient vehicles to replace conventional senior executive fleet.

DOJ discussed efforts of streamlining three shuttle line service routes. These discussions have lead to the consolidation of ridership within the Agency and the reduction of one shuttle. Also the consolidation of two other lines and sharing of transportation with GSA are still being discussed. The challenge that related to transportation services with other agencies are time schedules and location.

GOAL 2: Scope 3 Greenhouse Gas Reduction & Develop and Maintain Agency Comprehensive Greenhouse Gas Inventory

a. *Goal description:*

DOJ submitted an initial estimate of its baseline FY 2008 Scope 3 GHG emissions using CEQ's Scope 3 Target Tool, which includes the following components:

- Federal employee business travel (air)
- Federal employee business travel (ground transportation)
- Federal employee commuting
- Contracted solid waste disposal
- Contracted wastewater treatment
- T&D losses from purchased electricity

Based on its initial FY 2008 baseline estimate of Scope 3 GHG emissions (599,190 MTCO_{2e}), DOJ plans to collectively reduce those emissions by 3.8 percent. DOJ will continue to refine its Scope 3 GHG emissions inventory in subsequent years and adjust its reduction strategy as necessary.

b. *Agency lead for goal:*

DOJ's SSO, the Assistant Attorney General for Administration, has primary responsibility for ensuring DOJ strives to meet its Scope 3 GHG emissions reduction goal. Because meeting the

goal will require cooperation and coordination across all DOJ components, the following key divisions, bureaus, and groups will also be involved:

Scope 3 inventory development (JMD, EWG). Business travel (JMD, budget staff, bureaus, possible green travel work group). Transit subsidy programs (JMD, budget staff, bureaus). Solid waste reduction (EWG, bureaus and EMS coordinators). Energy conservation and renewable energy implementation/purchases to reduce T&D losses (JMD, bureaus). Incorporating goals into EMS (EMS coordinators).

DOJ's SSO, the Assistant Attorney General for Administration, is responsible for developing and maintaining DOJ's comprehensive GHG emissions inventory. JMD will continue to develop, refine, and manage DOJ's GHG emissions inventory, coordinating and getting support from other key stakeholders, including facility staff, EMS coordinators, and the EWG.

c. ***Implementation methods:***

Contributing approximately 74 percent to DOJ's total estimated Scope 3 GHG emissions, employee travel represents a significant opportunity for DOJ to reduce its environmental impact.

To reduce this category of emissions, DOJ plans to pursue the following strategies:

Incorporate employee air and ground travel data into GSA's Travel MIS: DOJ will work with the travel management officials in its bureaus and components to aggregate all of DOJ's FY 2008 air and ground travel data into GSA's Travel MIS. This will enable DOJ to more accurately and consistently report Scope 3 emissions related to its business travel in the future and provide tools to develop reduction scenarios associated with reduced travel between top city pairs.

Increase use of webinars and videoconferencing: DOJ already has a comprehensive inventory of videoconferencing hardware throughout the Department and will encourage all bureaus to use videoconferencing and/or webinars as an alternative to travel, when appropriate. Once DOJ's travel data are incorporated into GSA's Travel MIS, DOJ will use these data to identify the top 10 to 20 city pairs, ensure that they have the necessary webinar capabilities and videoconferencing hardware, and increase education and outreach to employees on DOJ's webinar and videoconferencing opportunities.

Consider creating a "green travel" advisory group: DOJ will also consider instituting a new green travel working group, with representation from each of the bureaus, as well as DOJ's budget office. Similar to the EWG, the green travel group would assist in the process of incorporating DOJ's travel data into GSA's Travel MIS, formulate strategies for reducing DOJ's Scope 3 GHG emissions associated with business travel, and help implement them at the bureau and component level.

Conduct an employee commuting survey: DOJ's current estimate for its Scope 3 GHG emissions related to employee commuting is based on transit subsidy and carpool participation data and average U.S. commuting statistics. To improve DOJ's baseline data on employee commuting practices, DOJ will encourage bureaus and components to conduct annual employee commuting surveys, using a consistent survey approach, and report results to JMD on an annual basis. This process will enable DOJ to collect and analyze the necessary data for required year-end GHG emissions reporting and adjust its strategies for reducing emissions associated with employee commuting as necessary.

Encourage increased participation in transit subsidy programs: Approximately 12 percent of all DOJ employees currently participate in transit subsidy programs or carpool to and from work. To reduce Scope 3 GHG emissions associated with employee commuting, DOJ will increase this participation rate to the extent possible and economically feasible. The nature of DOJ's mission dictates the geographic location of a majority of its facilities; for security purposes, most of BOP's institutions, which house more than 31 percent of DOJ's employees, are located outside of metropolitan areas served by public transportation. Many of FBI's field offices are only accessible by car for security reasons. Consequently, there are inherent limitations to the use of mass transit for nearly one-third of all DOJ employees. DOJ plans to conduct an evaluation of the remaining potential that exists for increasing the transit subsidy and carpool participation rates throughout the Department and will encourage participation where it is feasible.

Consider new commuting policies: To further reduce emissions associated with employee commuting, DOJ will consider several alternative work schedule policies that could reduce the total commuting miles by DOJ employees. In addition to increased utilization of compressed work schedules, DOJ will also evaluate the potential benefits and costs associated with increased teleworking and four-day work weeks.

To reduce DOJ's Scope 3 GHG emissions associated with contracted waste disposal, DOJ will pursue the following strategies:

Achieve a 50 percent waste diversion rate by FY 2015: EO 13514 requires that all federal agencies achieve a 50 percent solid waste diversion rate by FY 2015. To meet this goal, DOJ plans to expand existing waste diversion efforts and develop new ones as necessary. Where appropriate, facility level EMSs will promote waste reduction goals, educate employees, and track performance. For additional details about how DOJ plans to reduce solid waste generation, see the Goal 5 Pollution Prevention and Waste Elimination chapter of this Strategic Sustainability Performance Plan.

Anticipate improved wastewater treatment plant technology: In CEQ's Scope 3 Target Tool, which estimates emissions associated with contracted wastewater, the only variable in the current algorithm is the number of employees. Assuming all other factors remain constant, the only strategy for reducing this particular category of Scope 3 GHG emissions is to reduce the number of employees. Because DOJ has elected to voluntarily report the Scope 3 GHG emissions associated with the wastewater resulting from BOP's more than 175,000 inmates—and the inmate population is expected to grow by an additional 7,000 inmates per year over the next several years—DOJ actually anticipates this category of Scope 3 emissions will increase by

2020. In order to reduce the rate at which these emissions increase, DOJ is relying on wastewater treatment technology to significantly improve over the next decade.

To reduce DOJ's Scope 3 GHG emissions associated with T&D Losses from Purchased Electricity, DOJ has no control over the efficiency with which purchased electricity is delivered to its sites. Consequently, DOJ's strategy for reducing its Scope 3 GHG emissions associated with the T&D of purchased electricity is to reduce the Department-wide demand for purchased conventional electricity. To do so, DOJ will continue to identify and implement cost-effective energy projects and increase its use of renewable electricity.

Utilizing the EMS framework and DOJ's EWG, DOJ will pursue several areas of improved data collection, including incorporating DOJ's travel data into GSA's Travel MIS, tracking Department-wide utilization of webinars and videoconferencing, evaluating employee commuting options, and increasing access to waste generation data for DOJ's facilities.

The following methodologies were used to calculate the Scope 3 GHG emissions for the FY 2008 and FY 2010 GHG emissions.

- To calculate DOJ's fugitive GHG emissions associated with contracted wastewater treatment, the number of employees at the end of the fiscal year was used to estimate Scope 3 emissions.
- To calculate DOJ's GHG emissions associated with employee business air travel, DOJ currently requested data on the number of air travel tickets and associated mileage to the DOJ Finance Office. Bureaus collected the necessary activity data for employee business air travel through the distribution of an annual data call email or receiving data from DOJ finance office.
- To calculate DOJ's fugitive GHG emissions associated with contracted municipal solid waste disposal, Bureaus requested the mass of solid waste generated by Bureaus' employees. Bureaus collected the necessary activity data for contracted municipal solid waste disposal through the distribution of an annual data call email. BOP used Institution Facility Manager disposal records.
- To calculate DOJ's GHG emissions associated with employee business ground travel, DOJ requested data on the number of air travel tickets and associated mileage from the DOJ's Finance Office. Bureaus collected the necessary activity data for employee business air/ground travel through the distribution of an annual data call email or receiving data from DOJ finance office.

To develop, refine, and maintain a comprehensive GHG emissions inventory, DOJ will focus its efforts on the following key strategies:

Evaluate all potential sources of GHG emissions: While DOJ has initiated the development of a Department-wide GHG emissions inventory, DOJ realizes that there are emission sources for which the Department may have not yet included in its inventory. To identify any such gaps in DOJ's existing inventory, the Department will conduct a comprehensive evaluation of DOJ's

operations. In addition to identifying any gaps, DOJ will also attempt to perform an initial estimate of each gap's respective magnitude to help the Department prioritize its efforts to initiate the data collection necessary to calculate the source's associated emissions.

Calculate emissions for all sources not yet included in inventory: Based on the identification and prioritization of any emission sources not yet accounted for in DOJ's GHG emissions inventory, DOJ will initiate the collection of activity data that is necessary to calculate the associated emissions.

Using an inventory management plan: DOJ will maintain and update a comprehensive inventory management plan annually. This document will transparently outline DOJ's processes for calculating the Department's annual GHG emissions inventory, including details about the data collection and management procedures and DOJ's process for revising past years' inventories to account for updated accounting methodologies.

Consider ways to streamline data collection, management, and reporting: DOJ compiled its GHG emissions inventory at the Headquarters level through the manual collection and input of activity data provided by the bureaus into spreadsheets for FY 2008 and FY 2010 inventories. To streamline the data collection and management processes, and also support DOJ's timely reporting of consistent and accurate inventory data, DOJ will evaluate data tracking methods used to date by some bureaus and available for possible use by others, where relevant.

Incorporate revisions to inventories as necessary: With an improved understanding of the Department's GHG emission sources, and the development of enhanced data collection processes and management systems, DOJ anticipates refining select portions of its inventory over time. DOJ realizes the importance of maintaining an inventory that is based on the same accounting methodologies from year to year to enable a meaningful evaluation of the Department's performance in GHG emission reductions. DOJ will perform necessary revisions to its baseline and past years' inventories to account for significant changes to accounting methodologies, emission factors, or assumptions used.

Stay informed of federal GHG accounting guidance and requirements: As FEMP and CEQ refine the EO 13514 *Section 9 Guidance on Federal GHG Emissions Accounting and Reporting*, DOJ will consider including additional emission sources in its inventories (especially in Scope 3) and remain actively involved with interagency task force meetings to ensure that the Department is informed of any changes to federal accounting guidance or the list of required emission sources for reporting.

d. ***Positions:***

DOJ will use existing FTEs to complete the EO 13514 requirements to quantify and reduce Scope 3 GHG emissions. JMD's Environmental Program Manager, along with bureau and facility environmental/energy managers, are responsible for calculating Scope 3 GHG emissions and working with the EWG to develop and implement strategies to reduce them. JMD's Energy and Environmental Program Managers coordinate the management of DOJ's GHG emissions inventory. In addition to staff support at JMD, energy and environmental managers in DOJ's

Department of Justice Strategic Sustainability Performance Plan, June 2011

bureaus will assist JMD with collecting the necessary activity data and incorporating GHG data collection processes and performance metrics into EMS, where appropriate.

e. **Planning Table:**

SCOPE 3 GHG TARGET	Units ⁱ	FY 10	FY 11	FY 12	FY 13	FY 14	FY 15	..	FY 20
Total Scope 3 GHG Emissions (Comprehensive)	MMTCO ₂ e	0.56	Hold	Hold	Hold	Hold	Hold	..	Hold
Total Scope 3 GHG Emissions (Subject to Agency Scope 3 GHG Reduction Target)	MMTCO ₂ e	0.59	0.59	0.59	0.59	0.59	0.59	..	0.59
Overall Agency Scope 3 Reduction (reduced from FY08 base year)	%	.3	.4	.5	.7	1.0	1.1	..	3.8
Other, as defined by agency	%	N A	NA	NA	NA	NA	NA	..	NA

f. **Agency Status:**

DOJ has developed an initial inventory of its Scope 1, 2, and 3 GHG emissions, which has enabled the Department to obtain a preliminary understanding of the environmental impact of its operations. DOJ still has work to do to further develop its inventory to ensure that it is representative of DOJ's entire network of operations and refine its inventory through increased data collection.

DOJ submitted its comprehensive inventory of Scope 1, 2, and 3 GHG emissions for both FY 2008 and FY 2010 to the electronic GHG Reporting Portal developed by U.S. Department of Energy (DOE) Federal Energy Management Program (FEMP). The GHG Reporting Portal then calculated DOJ's emissions. Table below outlines DOJ's FY2010 annual Scope 1& 2 and Scope 3 GHG emissions, and progress in reducing emissions as compared to the Department base year FY 2008 emissions.

DOJ established Inventory Management Plan which will be updated annually. In addition, each Bureau established its own Inventory Management Plan (IMP) to monitor the progress and challenges. The IMP is a living document that will drive continuous improvement in the accuracy and efficiency of the DOJ GHG emissions inventory. DOJ Program Managers are responsible for working with relevant staff to annually update the IMP. Potential updates to the IMP include:

- Updated data management procedures
- Updated data requirements and collection tools
- Updated auditing and verification procedures

Each Bureau has different method to calculate employee commuting. For instance, FBI, DEA, ATF, USMS and majority of DOJ Components estimated Scope 3 emissions associated with employee commuting based on published national commuting statistics.

At BOP, Institutions distributed employee commuter surveys. The surveys collected data on distance traveled for various modes of travel, including personal vehicles, carpools, and mass transit. Institutions ensured that a representative sample of staff responds to the survey.

Bureaus are responsible for internally reviewing GHG inventory data for gaps or errors before submitting data to DOJ Program Managers who are responsible for internally reviewing the department-wide GHG inventory data before submitting into the FEMP portal.

g. ***Return on Investment:***

No projects from last year's SSPP have been deliberately cancelled/suspended due to lower than expected ROI. Additionally, DOJ has not expanded any projects due to higher than expected ROI.

h. ***Highlights:***

DOJ's scope 3 GHG data may be inaccurate because DOJ made estimation and assumptions to fill any data gaps. These estimations may rely on historic trends or comparisons with similar facilities/organizations. DOJ will further develop and refine numerous areas of its inventory to improve accuracy and completeness and educate employees throughout the department. To do so, DOJ will conduct a comprehensive evaluation of all potential GHG emission sources associated with DOJ's operations to ensure that DOJ's inventory is complete. DOJ will also work to refine its data collection processes and management systems to support the consistent, timely, and accurate development of annual inventories, as resources are available.

Goal-Specific Items

Contributing approximately 74 percent to DOJ's total estimated Scope 3 GHG emissions, employee travel represents a significant opportunity for DOJ to reduce its environmental impact.

To reduce this category of emissions, DOJ plans to pursue the following strategies:

Incorporate employee air and ground travel data into GSA's Travel MIS: DOJ will work with the travel management officials in its bureaus and components to aggregate all of DOJ's FY 2008 air and ground travel data into GSA's Travel MIS. This will enable DOJ to more accurately and consistently report Scope 3 emissions related to its business travel in the future and provide tools to develop reduction scenarios associated with reduced travel between top city pairs.

Increase use of webinars and videoconferencing: DOJ already has a comprehensive inventory of videoconferencing hardware throughout the Department and will encourage all bureaus to use videoconferencing and/or webinars as an alternative to travel, when appropriate. Once DOJ's

travel data are incorporated into GSA's Travel MIS, DOJ will use these data to identify the top 10 to 20 city pairs, ensure that they have the necessary webinar capabilities and videoconferencing hardware, and increase education and outreach to employees on DOJ's webinar and videoconferencing opportunities.

Consider creating a "green travel" advisory group: DOJ will also consider instituting a new green travel working group, with representation from each of the bureaus, as well as DOJ's budget office. Similar to the EWG, the green travel group would assist in the process of incorporating DOJ's travel data into GSA's Travel MIS, formulate strategies for reducing DOJ's Scope 3 GHG emissions associated with business travel, and help implement them at the bureau and component level.

Conduct an employee commuting survey: DOJ's current estimate for its Scope 3 GHG emissions related to employee commuting is based on transit subsidy and carpool participation data and average U.S. commuting statistics. To improve DOJ's baseline data on employee commuting practices, DOJ will encourage bureaus and components to conduct annual employee commuting surveys, using a consistent survey approach, and report results to JMD on an annual basis. This process will enable DOJ to collect and analyze the necessary data for required year-end GHG emissions reporting and adjust its strategies for reducing emissions associated with employee commuting as necessary.

Encourage increased participation in transit subsidy programs: Approximately 12 percent of all DOJ employees currently participate in transit subsidy programs or carpool to and from work. To reduce Scope 3 GHG emissions associated with employee commuting, DOJ will increase this participation rate to the extent possible and economically feasible. The nature of DOJ's mission dictates the geographic location of a majority of its facilities; for security purposes, most of BOP's institutions, which house more than 31 percent of DOJ's employees, are located outside of metropolitan areas served by public transportation. Many of FBI's field offices are only accessible by car for security reasons. Consequently, there are inherent limitations to the use of mass transit for nearly one-third of all DOJ employees. DOJ plans to conduct an evaluation of the remaining potential that exists for increasing the transit subsidy and carpool participation rates throughout the Department and will encourage participation where it is feasible.

Consider new commuting policies: To further reduce emissions associated with employee commuting, DOJ will consider several alternative work schedule policies that could reduce the total commuting miles by DOJ employees. In addition to increased utilization of compressed work schedules, DOJ will also evaluate the potential benefits and costs associated with increased teleworking and four-day work weeks.

To reduce DOJ's Scope 3 GHG emissions associated with contracted waste disposal, DOJ will pursue the following strategies:

Achieve a 50 percent waste diversion rate by FY 2015: EO 13514 requires that all federal agencies achieve a 50 percent solid waste diversion rate by FY 2015. To meet this goal, DOJ plans to expand existing waste diversion efforts and develop new ones as necessary. Where appropriate, facility level EMSs will promote waste reduction goals, educate employees, and

track performance. For additional details about how DOJ plans to reduce solid waste generation, see the Goal 5 Pollution Prevention and Waste Elimination chapter of this Strategic Sustainability Performance Plan.

Anticipate improved wastewater treatment plant technology: In CEQ's Scope 3 Target Tool, which estimates emissions associated with contracted wastewater, the only variable in the current algorithm is the number of employees. Assuming all other factors remain constant, the only strategy for reducing this particular category of Scope 3 GHG emissions is to reduce the number of employees. Because DOJ has elected to voluntarily report the Scope 3 GHG emissions associated with the wastewater resulting from BOP's more than 175,000 inmates—and the inmate population is expected to grow by an additional 7,000 inmates per year over the next several years—DOJ actually anticipates this category of Scope 3 emissions will increase by 2020. In order to reduce the rate at which these emissions increase, DOJ is relying on wastewater treatment technology to significantly improve over the next decade.

To reduce DOJ's Scope 3 GHG emissions associated with T&D Losses from Purchased Electricity, DOJ has no control over the efficiency with which purchased electricity is delivered to its sites. Consequently, DOJ's strategy for reducing its Scope 3 GHG emissions associated with the T&D of purchased electricity is to reduce the Department-wide demand for purchased conventional electricity. To do so, DOJ will continue to identify and implement cost-effective energy projects and increase its use of renewable electricity.

Utilizing the EMS framework and DOJ's EWG, DOJ will pursue several areas of improved data collection, including incorporating DOJ's travel data into GSA's Travel MIS, tracking Department-wide utilization of webinars and videoconferencing, evaluating employee commuting options, and increasing access to waste generation data for DOJ's facilities.

The following methodologies were used to calculate the Scope 3 GHG emissions for the FY 2008 and FY 2010 GHG emissions.

- To calculate DOJ's fugitive GHG emissions associated with contracted wastewater treatment, the number of employees at the end of the fiscal year was used to estimate Scope 3 emissions.
- To calculate DOJ's GHG emissions associated with employee business air travel, DOJ currently requested data on the number of air travel tickets and associated mileage to the DOJ Finance Office. Bureaus collected the necessary activity data for employee business air travel through the distribution of an annual data call email or receiving data from DOJ finance office.
- To calculate DOJ's fugitive GHG emissions associated with contracted municipal solid waste disposal, Bureaus requested the mass of solid waste generated by Bureaus' employees. Bureaus collected the necessary activity data for contracted municipal solid waste disposal through the distribution of an annual data call email. BOP used Institution Facility Manager disposal records.

To calculate DOJ's GHG emissions associated with employee business ground travel, DOJ requested data on the number of air travel tickets and associated mileage from the DOJ's Finance Office. Bureaus collected the necessary activity data for employee business air/ground travel through the distribution of an annual data call email or receiving data from DOJ finance office.

To develop, refine, and maintain a comprehensive GHG emissions inventory, DOJ will focus its efforts on the following key strategies:

Evaluate all potential sources of GHG emissions: While DOJ has initiated the development of a Department-wide GHG emissions inventory, DOJ realizes that there are emission sources for which the Department may have not yet included in its inventory. To identify any such gaps in DOJ's existing inventory, the Department will conduct a comprehensive evaluation of DOJ's operations. In addition to identifying any gaps, DOJ will also attempt to perform an initial estimate of each gap's respective magnitude to help the Department prioritize its efforts to initiate the data collection necessary to calculate the source's associated emissions.

Calculate emissions for all sources not yet included in inventory: Based on the identification and prioritization of any emission sources not yet accounted for in DOJ's GHG emissions inventory, DOJ will initiate the collection of activity data that is necessary to calculate the associated emissions.

Using an inventory management plan: DOJ will maintain and update a comprehensive inventory management plan annually. This document will transparently outline DOJ's processes for calculating the Department's annual GHG emissions inventory, including details about the data collection and management procedures and DOJ's process for revising past years' inventories to account for updated accounting methodologies.

Consider ways to streamline data collection, management, and reporting: DOJ compiled its GHG emissions inventory at the Headquarters level through the manual collection and input of activity data provided by the bureaus into spreadsheets for FY 2008 and FY 2010 inventories. To streamline the data collection and management processes, and also support DOJ's timely reporting of consistent and accurate inventory data, DOJ will evaluate data tracking methods used to date by some bureaus and available for possible use by others, where relevant.

Incorporate revisions to inventories as necessary: With an improved understanding of the Department's GHG emission sources, and the development of enhanced data collection processes and management systems, DOJ anticipates refining select portions of its inventory over time. DOJ realizes the importance of maintaining an inventory that is based on the same accounting methodologies from year to year to enable a meaningful evaluation of the Department's performance in GHG emission reductions. DOJ will perform necessary revisions to its baseline and past years' inventories to account for significant changes to accounting methodologies, emission factors, or assumptions used.

Stay informed of federal GHG accounting guidance and requirements: As FEMP and CEQ refine the EO 13514 *Section 9 Guidance on Federal GHG Emissions Accounting and Reporting*, DOJ

will consider including additional emission sources in its inventories (especially in Scope 3) and remain actively involved with interagency task force meetings to ensure that the Department is informed of any changes to federal accounting guidance or the list of required emission sources for reporting.

GOAL 3: High-Performance Sustainable Design / Green Buildings & Regional and Local Planning

a. *Goal description:*

In balance with its need to meet stringent security measures for most of its facilities, DOJ is committed to meeting the green building goals of EO 13514:

- Beginning in FY 2020, DOJ will design all of its new federal buildings to achieve zero-net energy by FY 2030.
- DOJ will ensure that all new construction, major renovation, repair, and alteration of its federal buildings comply with the Guiding Principles, where feasible.
- DOJ will ensure that at least 15 percent of its existing buildings and building direct leases over 5,000 GSF will meet the Guiding Principles by FY 2015, where feasible.
- DOJ will demonstrate annual progress toward 100 percent conformance with the Guiding Principles for its entire FRPP building inventory.
- DOJ will incorporate sustainable practices into agency policy and planning for new Federal facilities and leases, and into lease renewal strategies.
- DOJ will demonstrate use of cost-effective, innovative building and sustainable landscape strategies to minimize energy, water and materials consumption.
- DOJ will operate and maintain, and conduct all minor repairs and alternations for existing building systems to reduce energy, water and materials consumption in a manner that achieves a net reduction in agency deferred maintenance costs.
- DOJ will optimize the performance of its real property portfolio by examining opportunities to decrease environmental impact through consolidation, reuse, and disposal of existing assets prior to adding new assets.
- DOJ will reduce need for new building and field office space by utilizing technologies to increase telework opportunities and expand delivery of services electronically.
- DOJ will ensure the use of best practices and technology in rehabilitation of historic federal properties.

For the most part, new DOJ facilities are sited near existing facilities or on currently owned property. Where relevant to new locations, however, DOJ will focus on the following goals to meet the regional and local planning goals of EO 13514, as appropriate under its mission:

- DOJ will incorporate participation in regional transportation planning (recognition and use of existing community transportation infrastructure) into existing policy and guidance.
- DOJ will align its policies to increase effectiveness of local energy planning.
- DOJ will incorporate sustainable building locations into policy and planning for new federal facilities and leases.
- DOJ will update agency policy and guidance to ensure that all environmental assessments and environmental impact statements required under NEPA for proposed new or expanded federal facilities identify and analyze impacts associated with energy usage and alternative energy sources.
- DOJ will update agency policy and guidance to ensure coordination and, where appropriate, consultation with federal, state, tribal, and local management authorities regarding impacts to local ecosystems, watersheds, and environmental management associated with proposed new or expanded federal facilities.

b. *Agency lead for goal:*

DOJ's SSO, the Assistant Attorney General for Administration, is responsible for DOJ compliance with EO 13423 and EO 13514 requirements. As set forth in DOJ's Justice Property Management Regulations issued in August 1998, the head of each DOJ bureau is delegated the authority to acquire, transfer, excess, or dispose of real property. Each bureau head is also responsible for design, construction, repair, alteration, improvement, operation, utilization, and maintenance of real property. Bureau heads are required to establish internal systems of accountability that will ensure the effective use of real property in support of mission-related activities and are consistent with federal policies and regulations regarding the acquisition, management, and disposal of such assets.

JMD facilitates the integration of DOJ policy with real property missions and major projects. JMD coordinates and consolidates real property and related budget and project prioritization issues to streamline and promote Department strategic and performance management initiatives. JMD Energy and Environmental Program Managers will work with bureau staff and the EWG to implement the green building goals outlined in this Strategic Sustainability Performance Plan and DOJ's SBIP.

DOJ's SSO, the Assistant Attorney General for Administration, is responsible for DOJ compliance with EO 13423 and EO 13514 requirements. As set forth in DOJ's Justice Property Management Regulations issued in August 1998, the Department Real Property Executive is responsible for establishing Department-wide policies, directives, regulations, and procedures satisfying the requirements of laws and regulations and utilizing sound management practices.

The Real Property Executive also is responsible for taking final action regarding the acquisition of real property by DOJ, including making all required determinations and findings.

The head of each DOJ bureau is delegated the authority to acquire, transfer, or dispose of real property. Bureau heads are required to establish internal systems of accountability to ensure the effective use of real property in support of mission-related activities, consistent with federal policies and regulations regarding the acquisition, management, and disposal of such assets. JMD facilitates the integration of DOJ policy with real property missions and major projects.

c. ***Implementation methods:***

DOJ's FY 2010 FRPP inventory includes 3,852 buildings for a total of 70.4 million square feet. More than 85 percent of DOJ's FRPP inventory is made up of prison/detention (56 percent), service (15 percent), industrial (9 percent), and warehouse (6 percent) facilities. DOJ occupies more than 3,000 GSA owned or leased facilities. Of the 3,852 buildings in the FRPP inventory, the majority are occupied by BOP, which uses more than 90 percent of the DOJ building inventory, and FBI.

With the federal inmate population increasing dramatically over the past 25 years and projected to exceed 225,000 inmates by 2012, BOP continues to address demand by adding alternative forms of confinement where appropriate, expanding existing facilities, and activating new facilities. DOJ is committed to the goals of EO 13423, EO 13514 and the Guiding Principles and will incorporate sustainable design strategies as it renovates existing facilities and builds new ones.

DOJ is keeping pace with the rigorous federal energy requirements that have been released over the last five years. As these current requirements push the envelope in building design, DOJ will continue over the next two decades to enhance the design of its facilities and take advantage of emerging technologies to construct net-zero energy buildings by 2030. A net-zero building produces as much energy as it consumes. To that end, DOJ will focus on reducing building energy consumption and supplanting the remaining energy needs with onsite renewable energy sources. As a first step, BOP developed a decision paper on achieving self-sustaining prisons by 2030, including initiating discussions with the building industry and developing self-sustaining designs for prison facilities that use renewable energy and water recycling systems.

DOJ utilizes Integrated Process Teams to develop designs for new construction and renovations. This integrated approach ensures that all project aspects employ the most energy-efficient designs, systems, equipment, and controls that are life-cycle cost-effective. During the design process, a multidisciplinary team evaluates the design documents. This team includes a structural engineer, mechanical engineer, electrical engineer, fire protection engineer, architects, and energy/environmental program managers. Life-cycle cost analyses are required to be included as part of all design submissions. Once all phases of design are reviewed and all comments are addressed, formal approval of the project is granted.

Some DOJ bureaus develop design guidelines appropriate for and specific to their facilities. BOP, the largest bureau by building inventory, updated its Technical Design Guidelines in

October 2009. These guidelines require compliance with EO 13514, EPLA 2005, EISA, EO 13423, and the Guiding Principles, and include the following strategies toward improving the energy performance of new buildings:

Achieving an energy performance 30 percent better than ASHRAE 90.1-2007. Providing renewable energy for a minimum of 5 percent of each project's total electrical energy consumption. Starting on October 1, 2011, this minimum increases to 7.5 percent. Meeting 30 percent of hot water demand with solar hot water heaters, where life-cycle cost-effective. Procuring ENERGY STAR qualified and FEMP-designated energy consuming products. Using premium efficiency motors that are at a minimum 92 percent efficient. Installing T5 lighting with occupancy sensors where appropriate. Commissioning HVAC systems and developing a Re-Commissioning Management Manual.

DOJ will ensure that federal building energy requirements are included in new construction specifications across the Department. DOJ will continue to look for opportunities to improve designs to reduce energy use and increase onsite renewable energy generation without compromising the security and safety of the personnel and inhabitants of DOJ facilities. With each new construction project, DOJ will try to employ a new technology or demonstration project to incrementally improve the design of its facilities to meet the net-zero goal by 2030. Lessons learned from these projects will be shared among the bureaus through the EWG.

Within BOP, the Design Criteria Review Committee meets quarterly to discuss changes to the BOP design documents. Included in this committee are staffs from Facilities Management, Design and Construction, Safety and Environmental Health, Correctional Services, Health Services, Food Services and Federal Prison Industries. Specific attention is given to any recommendation that involves sustainability or energy and water reductions.

DOJ will ensure that design and construction guidelines for new construction, major renovation, and alterations incorporate all relevant federal sustainable building requirements, including adhering to the Guiding Principles. DOJ also will ensure that JMD and the bureaus have processes for reviewing contracts and designs to verify these requirements are incorporated into construction and alteration projects wherever feasible.

BOP's Technical Design Guidelines updated in October 2009, for example, require design and construction contractors to comply with EPLA 2005, EISA, EO 13423, and the December 2008 Guiding Principles, and to achieve a minimum of LEED-NC 2009 Silver. For each construction project, BOP uses a LEED charrette to establish and coordinate sustainability and LEED goals during the initial design phase. Participants in the charrette include architects, engineers, an energy modeling consultant, the commissioning authority, and BOP project management staff. To assist the design contractor, BOP has provided in its Technical Design Guidelines a LEED checklist illustrating which LEED-NC 2009 credits are required to comply with the Guiding Principles. BOP has reviewed its Technical Design Guidelines to ensure that all new requirements from EO 13514 and the newly released guidance, such as the *Technical Guidance on Implementing the Stormwater Runoff Requirements for Federal Projects under Section 438 of the Energy Independence and Security Act* issued December 4, 2009, are incorporated and will continue to do so as new regulations are issued.

All new DOJ construction will meet LEED Silver. If and when FBI constructs a facility with a cost of \$25 million or higher, the facility must achieve a minimum of LEED-NC Silver certification. Projects below this dollar threshold are required to be LEED Silver certifiable. In accordance with an FBI Corporate Policy Directive issued in November 2008, all new FBI-owned facilities will have advanced metering devices installed, and all construction contracts will require specification of products that are environmentally preferable and that contain recycled content in compliance with EPA's Comprehensive Procurement Guidelines (CPG).

DOJ will update its SBIP as needed to provide further detail on the above strategy for incorporating the Guiding Principles into DOJ planning, contracting, and construction documents and for ensuring building construction, alterations, and repairs implement the Guiding Principles.

DOJ will focus its initial efforts toward meeting the Guiding Principles at BOP facilities. DOJ will perform a gap analysis of current policies, programs, criteria, contracts, specifications, training, and other areas to identify opportunities for improvement in the Department's sustainable building program, and then establish a procedure to incorporate the sustainability requirements of the Guiding Principles into these areas, with a focus on sustainable O&M of existing buildings.

Where appropriate, DOJ will use facility-level EMSs as a tool to incorporate the Guiding Principles into existing buildings. DOJ has more than 100 EMSs in place at the building or institution level and is in the process of creating higher-tier EMSs at some bureaus and Headquarters. DOJ will work to ensure that the EMSs are updated to include the requirements of the Guiding Principles as significant environmental aspects, where appropriate.

DOJ will continue to identify, fund, and implement energy and water conservation projects that improve portfolio performance and contribute to meeting the Guiding Principles at DOJ's existing buildings. BOP and FBI currently have 17 ESPCs in different phases of development. In addition to ESPCs, each DOJ bureau will develop guidance for facility managers and staff, as appropriate, to implement sustainable O&M practices to meet the Guiding Principles. UNICOR is also a source to identify, procure, and integrate renewable energy projects.

BOP has taken several steps toward meeting the Guiding Principles at its buildings. For existing facilities, the bureau has developed a Guiding Principles self-assessment checklist; each facility will be required to use the checklist to report its level of compliance with the Guiding Principles by the end of 2011. BOP will use the results of the facility responses to determine the bureau's current progress toward meeting the Guiding Principles across its inventory, and to identify facilities that are top candidates to meet the Guiding Principles by FY 2015.

In addition, BOP will use the results of the facility Guiding Principles checklists to determine which sustainable O&M practices need improvement across its existing building inventory. The bureau will then develop and distribute sustainable building O&M guidance that instructs institution managers and staff on how to address these topics and meet the Guiding Principles at their buildings. Institution-level EMSs can be the framework for tracking progress at meeting the Guiding Principles at each facility. The bureau plans to perform EMS audits at all of its

facilities in 2011. These audits may help ensure that each facility's EMS addresses compliance with the Guiding Principles, where appropriate.

BOP is assessing one of its representative facilities to approximate the cost for making the facility upgrades and operational changes necessary to meet the Guiding Principles. The bureau will use this facility-specific cost to estimate meeting the Guiding Principles throughout its inventory, and to evaluate cost-effective implementation strategies.

BOP has developed a tentative schedule indicating the number of buildings targeted to meeting the Guiding Principles annually through FY 2015. Based on the facilities identified during the self-assessment and the cost estimates from the representative facility, BOP will identify the specific facilities targeted to meet the following schedule.

DOJ is committed to achieving annual progress toward 100 percent conformance with the Guiding Principles in its entire FRPP building inventory. After meeting the Guiding Principles at 15 percent of its inventory, DOJ will expand its focus to other bureaus and BOP facilities beyond those initially targeted. DOJ will utilize lessons learned from the initial 15 percent to more efficiently and cost-effectively upgrade the rest of its buildings and improve O&M practices as necessary.

DOJ will continue to provide assistance and review guidance and tools across the Department, asking facilities to report their progress toward implementing the Guiding Principles on an annual basis. DOJ's SBIP will be updated annually to include the strategy, milestones, and progress in meeting the Guiding Principles throughout DOJ's building inventory.

DOJ actively pursues opportunities to implement innovative building strategies in new construction and major renovation projects, with an emphasis on renewable energy technologies. For new construction projects, DOJ will consider new technologies or demonstration projects, similar to the wind turbine installed at the FCC in Victorville, California, to work toward minimizing the energy, water, and material consumption of its facilities.

BOP has written water use policy to minimizing water use. All ESPC projects are implementing water management strategies. The BOP has implemented water use restrictions on all institutions including landscape strategies, water reduction methods and recycling strategies. BOP O&M programs are implementing energy and water conservation projects where funding is available. BOP is using the ESPC process to accomplish deferred maintenance where applicable.

The DOJ will plan to optimize performance of its real property portfolio by disposing and consolidate excess and underutilized property, and consolidate across metropolitan and regional locations where applicable. The DOJ will increase telework opportunities and expand delivery of services to reduce need for new building. The DOJ strongly support the use of telework wherever it is appropriate throughout the department and making rapid advancement in a number of areas to allow more employees to telework regularly.

The majority of DOJ EMSs at the facility level address, at a minimum, the following aspects related to sustainable building management: energy use; GHG emissions; water use; solid waste generation; construction, leasing, and O&M of buildings; purchase, use, and disposal of electronic equipment; and environmental regulatory compliance. DOJ will use several other mechanisms to achieve specific aspects of the goal, such as:

- ESPCs: DOJ is using ESPCs to identify, fund, and implement energy and water conservation projects that improve the performance of existing buildings and slow the rise of deferred maintenance costs.
- UNICOR: DOJ will also continue to use UNICOR as a preferred source to identify, procure, and integrate renewable energy projects.
- O&M plans: Each BOP-owned real property asset has a building specific operating plan in place that includes a list of contacts and contractors, an inventory of equipment and key building systems, standard operating procedures for equipment, an operating schedule, a maintenance schedule, a testing schedule, an inspection schedule, a quality assurance plan, and an operating budget for the year.
- Resource management programs: DOJ currently has active electronic stewardship, recycling, and green purchasing policies and programs.
- Training: BOP has broadened the scope of energy conservation in-house training to include sustainability. This training is provided to BOP facility managers.

BOP's Technical Design Guidelines require building designs to consider the ease of maintainability of mechanical systems, including minimizing system components whenever possible. The Technical Design Guidelines also recommend the use of a central utility plant where a BOP property has multiple facilities, improving the efficiency and maintainability of utility systems. The guidelines require the design and construction contractor to train BOP personnel on the O&M of mechanical system equipment, including boilers, chillers, and the building automation system.

It is DOJ's policy to consolidate compatible activities nationwide, wherever practical. DOJ will provide continuing review of real property and space holdings, eliminating as promptly as possible all DOJ-controlled and GSA-assigned real property and space that no longer serve any useful purpose in the conduct of operations.

JMD oversees DOJ real property asset management. For the bureaus, JMD's objective is to emphasize the policy of collocating and consolidating similar functions nationwide where feasible. To do so, JMD is working to institute a process to review potential collocations of DOJ's bureaus nationwide. The process would involve a review of the number of separate sites within particular metropolitan areas, the functions to be housed, the amount of square footage required, and an analysis of lease expirations to determine where collocations would be feasible and most desirable.

If an asset no longer meets the mission needs of an agency, or is simply no longer needed, JMD pursues backfilling with other DOJ tenants, returns space to GSA under leased or federal building assignment, or vacates DOJ procured leased space at lease expiration.

By the end of FY 2007, DOJ completed the disposal of three BOP-leased installations located on Nellis, Eglin, and Seymour Johnson Air Force Bases. The total portfolio returned to the Air Force included 37 facilities constructed by BOP and 31 facilities previously constructed by the Air Force and leased to BOP. The total amount of space vacated by BOP is nearly 500,000 square feet. Annual savings in O&M costs is estimated to be \$3.5 million. Due to the rapid and constant growth in inmate population, no unneeded BOP-owned property is foreseen in the future.

The majority of FBI-occupied buildings are obtained through GSA. In these facilities, the authority to dispose of these real property assets rests with GSA. FBI does, however, conduct ongoing efforts to reduce leased space, primarily through consolidation. For example, the bureau is working with GSA to consolidate operational units of the Criminal Investigation Division, Counterintelligence Division, Counterterrorism Division, and Directorate of Intelligence to achieve maximum efficiency.

In accordance with its Justice Property Management Regulations, DOJ adheres to the requirements of the National Historic Preservation Act in the design, construction, leasing, or alteration of buildings. DOJ currently identifies each building in its inventory as being a National Historic Landmark (NHL), National Register Listed (NRL), National Register Eligible, Non-Contributing Element of NHL/NRL, or Not Historic. Each bureau works with GSA to ensure that all regulatory requirements are met with regard to historic preservation of DOJ-occupied facilities, whether owned or leased.

An example of historic preservation within DOJ is the Smokestack Tower Masonry Restoration project at the USP at Lewisburg, Pennsylvania. More than 75 years of exposure to the elements caused deterioration the 200-foot Italian Renaissance smokestack masonry tower, resulting in a potential hazard of falling debris. The repairs were consistent with historic preservation standards and also eliminated persistent water infiltration issues. The ornate restoration work duplicated custom-shaped brick, terra cotta, and cast stone to match existing masonry in size, color, and texture.

Because the majority of DOJ's FY 2010 FRPP inventory is made up of prison/detention, service, industrial, and warehouse facilities operated by BOP, there are a variety of functional, security, and safety implications that affect the location of new facilities. Many of DOJ's facilities are subject to the Interagency Security Committee criteria for securing and protecting federal facilities, which include requirements for setbacks and limit the integration of public spaces. DOJ also tends to locate new facilities on existing properties on near existing buildings due to security and other factors. Given these limitations, DOJ will consider sustainability factors to the extent feasible when locating new facilities, but security will always be the top concern during planning.

The following summarizes the site selection procedures for BOP, which is responsible for more than 90 percent of the Department's owned property and accounts for the vast majority of new construction for DOJ. Other than BOP and FBI, most of the Department's real property acquisitions do not involve new construction projects or new locations, but work within the existing property framework.

When BOP is identifying potential sites for a new institution, BOP considers Congressional recommendations, offers from local officials or organizations, sites available from Base Realignment and Closure activity, and existing federal correctional facility sites. BOP attempts to identify sites that minimize land acquisition, construction and operating costs, and social and environmental impacts. BOP also prioritizes acquiring and maintaining public support for a new or expanded correctional facility.

BOP's site selection procedures include visiting host communities, meeting with local officials, and evaluating prospective sites against a set of criteria. For sites that meet these preliminary criteria, BOP will initiate planning, engineering, economic, social, and environmental studies; a public information program; and a property appraisal and acquisition process.

BOP evaluates the site with regard to NEPA, the National Historic Preservation Act, the Endangered Species Act, the Clean Water Act, and other environmental laws and regulations. BOP aims to maintain credibility and positive rapport with EPA, the U.S. Fish and Wildlife Service (FWS), the U.S. Army Corps of Engineers (ACE), the Advisory Council on Historic Preservation (ACHP), and State Historic Preservation Offices (SHPO). If needed, DOJ will develop site selection policies for facilities occupied by other DOJ components, and bureaus will update their procedures, as appropriate.

For the most part, DOJ works to locate new facilities on or near currently owned property to address prison siting issues and other security concerns. When it does have the opportunity to site a facility in a new location, however, DOJ will assess existing facilities for availability and use of existing community transportation infrastructure. Where infrastructure exists and usage is low, DOJ will implement feasible, cost-effective incentive programs to promote employee carpooling or use of public transportation through its transit subsidy program, as described in the Goal 2 Scope 3 GHG Reduction chapter of this plan.

During the site selection process, DOJ considers the availability of existing and planned utilities to meet its specific needs. DOJ will consider incorporating local energy planning considerations into its current site selection and facility planning guidance and policies. Where security and mission considerations are not prohibitive, DOJ will maximize the value of existing resources wherever possible by considering areas that are well served by energy, water, sewer, and other relevant infrastructure, recognizing that many DOJ facilities are located with existing properties.

In this way, DOJ will select sites that do not create development pressure that may overtax existing infrastructure systems or spur demand for investment solely to meet DOJ's need. DOJ will work closely with area planning officials to align siting and planning with regional and local objectives where appropriate. DOJ will also continue to implement ESPCs and onsite renewable energy projects to reduce the demand for energy from regional and local energy providers.

For DOJ's prisons, BOP's Technical Design Guidelines, used in all new construction projects, require the design contractor to determine whether the planned service utilities are of sufficient capacity to accommodate the design loads for the project, including identified future expansion requirements. If the proposed utility systems for the facility are based on a new utility service, the contractor must estimate design data and a cost for providing new service utility systems to support the proposed facility.

The Technical Design Guidelines also address the use of renewable energy at BOP facilities, stating that through October 1, 2011, all new projects shall be designed to provide and utilize renewable energy for a minimum of 5 percent of the project's total electrical energy consumption, and starting October 1, 2011, this minimum renewable energy requirement increases to 7.5 percent.

A sustainable location is one that minimizes the environmental, social, and economic impacts associated with the construction and operation of the building, including occupant transportation to and from the site. To the extent possible where these are not in conflict with functional, security, or safety priorities (i.e., prison facilities), DOJ will consider the following additional sustainability aspects when selecting sites for new facilities, including those on existing locations:

Reuse existing buildings and rehabilitate historic buildings. Remediate and develop on Brownfield sites and avoid development of "Greenfields," particularly agricultural or recreational land. Avoid sites that would harm sensitive natural resources or disrupt efforts to restore or protect local ecosystems. Design the building, parking, and other landscape to minimize the footprint of impervious surfaces and meet the Technical Guidance on Implementing the Stormwater Runoff Requirements for Federal Projects under Section 438 of the Energy Independence and Security Act.

Because DOJ's anticipated growth in the next decade is primarily in prisons, BOP in particular will likely not be able to locate facilities in existing or planned town centers/central business districts that are well served by water, sewer, energy, and transportation infrastructure. However, to consider the goals above, BOP's Technical Design Guidelines require new construction projects to meet LEED-NC 2009 Sustainable Sites Credit 1, which prohibits development of buildings or landscape on sites that are: Prime farmland. Previously undeveloped land that is less than 5 feet above the 100-year flood elevation. Habitat for species on federal or state threatened or endangered lists. Within 100 feet (or higher setback as defined by local or state regulations) of wetlands or areas of concern. Undeveloped land within 50 feet of a water body. Land that was previously public parkland, unless land of equal or greater value is traded with the public landowner.

DOJ is focused on improving environmental and energy performance across its inventory. To minimize consumption of energy and other natural resources, DOJ consolidates compatible DOJ activities nationwide, wherever practical; however, when a new facility or expansion of a current facility is necessary, DOJ follows all NEPA requirements, including completion of an environmental assessment at a minimum.

BOP initiates the majority of facility construction or expansion projects. The bureau considers all potential sites with respect to NEPA, as well as other environmental regulations. For sites that pass preliminary criteria, BOP prepares an environmental assessment or EIS to determine the range of environmental issues and possible solutions. The bureau then develops solutions that minimize environmental impacts, potential construction delays, mitigation responsibilities, and costs. BOP will consider developing guidance, specific to bureau buildings such as prison or detention facilities, on analyzing impacts associated with energy usage and alternative energy sources. This guidance will be incorporated into the established NEPA process.

DOJ will consider revisiting its NEPA procedures in the future and may include guidance, if needed, for analyzing energy use impacts and alternative energy sources, including security and mission considerations unique to DOJ facilities. This guidance may then be used in preparation of all environmental assessments and EISs within the Department. DOJ will use its extensive experience with energy reduction and renewable energy projects at existing facilities to develop the guidance.

In DOJ's Procedures for Implementing the National Environmental Policy Act (28 CFR Part 61), BOP and USMS have Procedures Relating to the Implementation of the National Environmental Policy Act, which outline consultation requirements. As early as the scoping process, USMS consults with affected federal, tribal, state, and local agencies and other citizen groups and maintains communication with interested parties throughout the NEPA process. BOP informs interested parties concerning proposed plans, which might result in implementation of NEPA regulations. Then, BOP coordinates with local area officials to identify desired locations for the proposed new facility.

In addition, BOP proactively engages EPA, FWS, ACE, ACHP, and SHPO early in the NEPA process. As BOP's new facilities comply with LEED-NC 2009 Sustainable Sites Credit 1, the bureau will continue to minimize the impacts of building facilities on local ecosystems and watersheds.

DOJ will ensure that relevant policy and guidance documents throughout the Department require engagement of regional and local planning stakeholders early in the planning process for any facility construction or renovation project that will potentially have significant environmental impacts. Where congruent with the Department's mission, DOJ will support the local planning and economic development goals of these stakeholders

d. ***Positions:***

Two JMD FTEs, the Energy and Environmental Program Managers, help develop and implement its SBIP and associated strategies and tools to meet the Guiding Principles and other federal sustainable building requirements. Each bureau also has environmental personnel dedicated to the design, construction, operations, and maintenance of its respective buildings. DOJ is considering whether additional FTEs are needed to:

Department of Justice Strategic Sustainability Performance Plan, June 2011

- Lead the development and improvement of sustainable building guidelines across all components, including guidelines for sustainable building design, repair and improvement, and O&M.
- Ensure that the components have proper technical review processes to verify that construction and O&M work is executed in compliance with the aforementioned guidelines.
- Assess compliance with the Guiding Principles and track sustainable building performance at DOJ facilities.

Additional staff may also be needed at the bureau level to provide technical support for guidelines development, construction reviews, facility assessments, EMS implementation, and O&M.

JMD and key bureaus such as BOP have personnel whose job descriptions include the necessary planning and NEPA implementation for facility construction and major renovation projects in owned facilities, but most bureaus and components are in leased facilities.

e. ***Planning Table:***

GOAL 3 Targets	Units	FY 10	FY 11	FY 12	FY 13	FY 14	FY 15	...	FY 20
Owned Buildings	%	3.6	5	6	7	12	15	...	15
FRPP-Reported Leased Buildings	%	0	0	0	0	0	0	...	0
Total Buildings	%	3.6	5	6	7	12	15	...	15
Other (Buildings), as defined by agency									
Other (Regional/Local Planning), as defined by agency									

f. ***Agency Status:***

DOJ's FRPP submission for FY 2010 reported that approximately 3.5 percent of DOJ buildings currently meet the High Performance Sustainable Guiding Principles. DOJ will continue to meet the high performance sustainable building requirements for federal agencies by using the implementation methods described in this section.

DOJ has been actively pursuing green building strategies in its new construction and existing buildings. Since 2006, DOJ has achieved the U.S. Green Building Council's Leadership in Energy and Environmental Design (LEED®) certification for one of its owned facilities with another four facilities in the process of pursuing certification. All future new construction must achieve the requirements of LEED for New Construction (LEED-NC) Silver at a minimum. Listed below are several DOJ-owned facilities that have received or are in the process of pursuing LEED certification. DOJ will continue to pursue opportunities to occupy LEED certified facilities.

BOP has used a two-pronged approach in implementing its sustainability goals since 2003. First, BOP uses Technical Design Guidelines for all new construction and renovations. In October 2009, BOP updated its Technical Design Guidelines to require compliance with EPA Act 2005, EISA, EO 13423, Guiding Principles and all applicable authorities regarding environmental and ecological system management. The Technical Design Guidelines are implemented in all of the bureau's new construction and major renovations. Second, BOP focuses on upgrading its current facilities through ESPCs. Other DOJ bureaus and components are planning to use the EMS framework to drive sustainable operations in its existing building portfolio. Organizational level EMSs will be established at DOJ Headquarters and at some of the bureaus by the end of 2011 and fully implemented by end of FY2012.

DOJ has initiated a total of 17 ESPCs, and the Department will continue to use ESPCs as a method for meeting the energy and water Guiding Principles.

Representing the majority of DOJ's real property and major construction projects, BOP has an established site selection and planning process that attempts to identify sites that minimize land acquisition, construction and operating costs, and social and environmental impacts. In FY 2010 and FY 2011, the bureau will incorporate regional and local transportation and energy planning into this process.

BOP's Technical Design Guidelines, updated October 1, 2009, require new construction projects to meet LEED-NC 2009 Sustainable Sites Credit 1. This credit ensures sustainability in site selection by prohibiting buildings or landscape in environmentally sensitive areas. BOP's new FCI McDowell, built on a reclaimed strip mine, opened in Fall 2010.

During the site selection process for new facilities, DOJ considers the availability of existing and planned utilities to meet the Department's needs. DOJ implemented five ESPCs in FY 2009 and thus far has awarded six more in FY 2010, lowering energy use and reducing demand on local energy providers at each facility. In FY 2010 and FY 2011, DOJ will continue working to ensure that Department policies promote improved local energy planning.

DOJ actively involves federal, state, tribal, and local management authorities through the NEPA process for proposed new or expanded federal facilities. Moving forward, DOJ will continue to involve all regional and local stakeholders in the planning process.

In FY 2007, DOJ included in its Strategic Plan an idea to develop a methodology for identification of mission-critical and mission-dependent assets, in order to prioritize investments and establish disposal targets for real property assets that are either inactive or excess. DOJ will continue to update its real property portfolio based on facility condition, operating costs, and disposition of unneeded assets.

g. ***Return on Investment:***

No projects from last year's SSPP have been deliberately cancelled/suspended due to lower than expected ROI. Additionally, DOJ has not expanded any projects due to higher than expected ROI.

h. ***Highlights:***

The DOJ inventory consists of thousands of building assets, many of which are older buildings that would require major upgrades and retrofits to operate on a sustainable basis. BOP commissioned a survey to determine the cost of meeting the current requirements. The cost for a typical ten year old institution is roughly two million dollars. Adequate funding is not currently available to upgrade so many buildings in the short term. However, future funding applied to these buildings will assure that they can meet sustainable standards going forward. In addition, all newly constructed buildings will be designed and operated to meet or exceed the High Performance Sustainable Guiding Principles. BOP is designing all new institutions to be LEED Silver. The BOP has contracted with an architectural firm to assist the BOP in planning and designing net zero institutions. Therefore, over a longer term horizon, these measures will significantly increase the percentage of DOJ building assets that do meet the sustainable guidelines.

Goal-Specific Items

In balance with its need to meet stringent security measures for most of its facilities, DOJ is committed to meeting the green building goals of EO 13514:

- Beginning in FY 2020, DOJ will design all of its new federal buildings to achieve zero-net energy by FY 2030.
- DOJ will ensure that all new construction, major renovation, repair, and alteration of its federal buildings comply with the Guiding Principles, where feasible.
- DOJ will ensure that at least 15 percent of its existing buildings and building direct leases over 5,000 GSF will meet the Guiding Principles by FY 2015, where feasible.
- DOJ will demonstrate annual progress toward 100 percent conformance with the Guiding Principles for its entire FRPP building inventory.
- DOJ will incorporate sustainable practices into agency policy and planning for new Federal facilities and leases, and into lease renewal strategies.
- DOJ will demonstrate use of cost-effective, innovative building and sustainable landscape strategies to minimize energy, water and materials consumption.
- DOJ will operate and maintain, and conduct all minor repairs and alternations for existing building systems to reduce energy, water and materials consumption in a manner that achieves a net reduction in agency deferred maintenance costs.
- DOJ will optimize the performance of its real property portfolio by examining opportunities to decrease environmental impact through consolidation, reuse, and disposal of existing assets prior to adding new assets.

- DOJ will reduce need for new building and field office space by utilizing technologies to increase telework opportunities and expand delivery of services electronically.
- DOJ will ensure the use of best practices and technology in rehabilitation of historic federal properties.

For the most part, new DOJ facilities are sited near existing facilities or on currently owned property. Where relevant to new locations, however, DOJ will focus on the following goals to meet the regional and local planning goals of EO 13514, as appropriate under its mission:

- DOJ will incorporate participation in regional transportation planning (recognition and use of existing community transportation infrastructure) into existing policy and guidance.
- DOJ will align its policies to increase effectiveness of local energy planning.
- DOJ will incorporate sustainable building locations into policy and planning for new federal facilities and leases.
- DOJ will update agency policy and guidance to ensure that all environmental assessments and environmental impact statements required under NEPA for proposed new or expanded federal facilities identify and analyze impacts associated with energy usage and alternative energy sources.
- DOJ will update agency policy and guidance to ensure coordination and, where appropriate, consultation with federal, state, tribal, and local management authorities regarding impacts to local ecosystems, watersheds, and environmental management associated with proposed new or expanded federal facilities.

GOAL 4: Water Use Efficiency and Management

a. ***Goal description:***

DOJ has developed several goals to better manage its water and stormwater:

- DOJ will meet the EO 13514 goal of a 26 percent water use intensity reduction by FY 2020 from an FY 2007 baseline.
- DOJ is currently evaluating non-potable water use and will establish a metering and measurement plan to quantify non-potable water use, with a goal to reduce its use by 20 percent by FY 2020 compared to an FY 2010 baseline.
- DOJ will continue to install technologies to reuse water and field-test new strategies for water reuse.
- DOJ and its bureaus will adopt the EISA Section 438 stormwater guidance issued by EPA's Office of Water on December 4, 2009, as a design standard for new projects.

b. *Agency lead for goal:*

DOJ's SSO, the Assistant Attorney General for Administration, is responsible for DOJ compliance with EO 13423 and EO 13514 water use intensity reduction and stormwater management requirements. Strategies to meet this goal are coordinated through JMD and passed on to the individual bureaus.

The DOJ Energy Program Manager coordinates the implementation of the DOJ water conservation and efficiency strategy and is supported in this role by the Energy Program Management Team, which includes representatives from DOJ bureaus. Each bureau headquarters retains property management responsibility for its installations; bureau heads are responsible for implementing water efficiency measures at their facilities in accordance with regulations, directives, and guidelines developed to achieve objectives.

c. *Implementation methods:*

In response to the 2 percent annual water use intensity reduction goals established for federal agencies under EO 13423 and 13514, DOJ has established an organizational framework to implement a water conservation program and track its progress, and the Department is aggressively implementing numerous projects to reduce water use intensity at DOJ facilities.

DOJ's Energy Program Management and Environmental Policy Teams promote reductions in water use intensity, costs, and GHG emissions. Energy management teams also address water efficiency, and reduction goals have been established at each bureau.

In a policy statement issued in February 2009, DOJ established its commitment to use EMS to drive water conservation, energy efficiency, and other environmental aspects of DOJ operations.

Goal: Reduce potable water use intensity by at least 26 percent by FY 2020

DOJ intends to meet EO 13423 and EO 13514 water reduction requirements throughout the Department through a variety of efforts, including ESPCs. BOP has been aggressively pursuing reductions in water use intensity through the implementation of ESPCs. Faced with the challenge of an increasing inmate population, DOJ is continuing to work on a strategy to achieve the water use efficiency and management goals required under executive orders. DOJ's facility-level and higher-tier EMSs provide a framework and method to evaluate water use as a significant environmental aspect and establish goals and targets related to water use, where appropriate. DOJ Headquarters and bureau staff will be trained on water use goals, associated management programs, and progress achieved.

DOJ will ensure that all new construction and major renovations of department buildings comply with the Guiding Principles. To meet this requirement, BOP and FBI are designing and building new facilities to achieve LEED Silver certification. This will typically result in water use reductions of 20 percent or more at new facilities compared to standard counterparts.

DOJ will continue to use an Integrated Process Team approach to develop designs for new construction and major renovations to ensure that projects employ the most water-efficient designs, systems, equipment, and controls, and that they are life-cycle cost-effective. As an example, valuable ideas are documented in BOP design documents through a quarterly review by the BOP Design Criteria Review Committee. In 2008, this led to a requirement being added to BOP's Technical Design Guidelines that all prison laundries utilize water recycling equipment.

DOJ is using alternative financing mechanisms such as ESPCs as a method to identify, fund, and implement water conservation measures. For example, BOP awarded contracts with water conservation measures at three facilities in FY 2008 and at five facilities in FY 2009. BOP awarded six projects in FY 2010 and anticipates two more projects to be awarded in FY 2011.

As these projects are implemented, DOJ expects to see significant reductions in water use. DOJ will continue to use ESCOs to perform facility assessments to identify project opportunities and anticipates conducting additional assessments annually, addressing at least three to five facilities per year. Based on these assessments, additional alternatively financed projects will be implemented where cost-effective project opportunities are identified.

In addition to ESPCs, water-saving opportunities are being identified at the facility level by facility staff. This effort is supported by raising awareness, training, and careful monitoring of water use at DOJ Headquarters and the bureaus. These project ideas are collected, prioritized and funded at the bureau level as appropriated funds become available.

Because of the challenge to reduce overall water use intensity while prison population increases, in March 2009 BOP instituted a Water Conservation Initiative. The initiative, which remains in effect, instituted operational practices to immediately reduce water use.

These include:

- Prohibition on use of purchased water or potable well water for irrigation of lawns and landscape.
- Prohibition on use of purchased water to irrigate vegetable gardens.
- Prohibition on use of water to clean dirt and debris off paved surfaces.
- Limitations on vehicle washing.
- Best practices to reduce kitchen water use related to food preparation and equipment cleaning.
- Limitation on shower use and installation of shower flow restrictors.
- Consolidation of laundry operations.

- Facility level emphasis on maintenance, leak detection, and water use tracking and trend analysis.
- Inmate education with respect to water conservation.

DOJ is training all employees with purchasing authority in green procurement practices, including the purchase of WaterSense labeled and other water-efficient products and services. These practices are also being promoted through guidelines established at the bureau level; for example, BOP has established green purchasing guidelines that encourage the purchase of water-efficient products, including WaterSense labeled products, where they are available.

Goal: Reduce non-potable water use intensity by at least 20 percent by FY 2020

EO 13514 requires that agencies reduce industrial, landscaping, and agricultural water consumption (under the umbrella of “non-potable water use”) by 2 percent annually or 20 percent by the end of FY 2020, relative to an FY 2010 baseline. DOJ is initiating the first step to meeting this requirement by conducting a facility-by-facility evaluation to ascertain if any of the Department’s current water uses should be classified as industrial, landscaping, or agricultural.

DOJ’s initial assessment indicates that some facilities may have non-potable water uses that are subject to this requirement. Therefore, DOJ will establish a metering or measurement plan to calculate an FY 2010 baseline of the non-potable water uses, once they are identified, to be reported in FY 2011. The plan will rely on metered data where available and estimating methods where meters are not present. DOJ will use facility-level assessments to identify and implement project opportunities to reduce non-potable water use.

The Bureau of ATF’s National Laboratory Center (NLC) is evaluating the installation a rain garden to absorb stormwater runoff. ATF personnel visited the EPA Environmental Science Center Laboratory Facility at Ft. Meade, MD to learn how to build a rain garden. A suitable site has been selected at the NLC for the garden and plans are for the installation of the garden in the fall planting season of 2011. If the rain garden functions as planned, other locations for the gardens will be built at the NLC. Rain gardens take water that would otherwise become stormwater runoff and divert it into gardens where it hydrates the plants and eventually becomes groundwater, thus reducing the volume of water going into nearby streams.

Goal: Identify and implement water reuse strategies

DOJ currently employs several key methods for reusing water at its facilities and plans to continue using them:

Recovery and reuse of prison laundry wastewater: DOJ BOP has instituted a requirement that prison laundries reuse water. Wastewater is captured from the washer drains, filtered, disinfected, and used as initial wash water for future wash loads.

Use of wastewater treatment plant effluent for cooling tower makeup water: BOP implemented a project to use wastewater treatment plant effluent at FCI Three Rivers in Texas as cooling tower makeup water. The project is estimated to save 600,000 gallons per year.

Rainwater collection and use as irrigation water: BOP is collecting rain water in cisterns at FCI Miami in Florida and using the water for landscape irrigation. Rainwater harvesting has been implemented at USP Leavenworth to irrigate the garden, which provides food for the institution.

Greywater use for toilet flushing: DOJ is evaluating the possibility of capturing greywater sources such as shower and sink water or rain water and using it for toilet flushing. This will most likely only be practical in new construction settings where appropriate, dedicated plumbing can be installed. Depending on the setting, this approach may need to include filtration, disinfection or other special pretreatment. Local code requirements also will need to be considered.

Air handler condensate recovery and use as cooling tower makeup: DOJ, working with bureau energy managers, will undertake an initiative to train facility managers to evaluate opportunities to capture air handler condensate and use it for cooling tower makeup water. In humid climates where the facility is configured so that air handling units are located near cooling towers, this type of project can be implemented at relatively low cost and can result in significant water savings.

At ATF's Fire Research Laboratory, water used to extinguish fires is captured, stored, ultra-filtered, and reused to fight subsequent fires. Water used in extinguishing the fires goes into storm drains within the Fire Burn Rooms, is pumped to the water recycling area, filtered and then stored for the next fire. This reduces the amount of municipal water needed to put out fires since the reused water is all that is needed for most fires. All of the water that is recoverable when extinguishing these fires is filtered, stored, and reused. Some of the water is not recoverable because it becomes steam when it extinguishes the fire and it also wets the material that is sprayed.

DOJ will also implement new opportunities for water reuse identified by the EMS teams at its facilities, where cost-effective. Lessons learned about water reuse will be shared among bureaus using the DOJ Energy Management Program Team for technical information exchange. _

Goal: Achieve objectives established by EPA in stormwater guidance for federal facilities

DOJ and its bureaus are incorporating the Technical Guidance on Implementing the Stormwater Runoff Requirements for Federal Projects under Section 438 of the Energy Independence and Security Act, issued December 4, 2009, into their respective design guidelines. DOJ will apply the EISA Section 438 Guidance at new construction and redevelopment projects that disturb more than 5,000 square feet of ground surface.

d. *Positions:*

DOJ devotes approximately one-quarter of one FTE to manage its national water conservation program, which is included within the job function of the DOJ Energy Program Manager.

Department of Justice Strategic Sustainability Performance Plan, June 2011

Similarly, because of the size of the BOP program, BOP also devotes approximately one-quarter of one FTE to water conservation issues, integrated within the job function of the BOP Energy Manager. DOJ will consider whether additional staff and contractor resources are needed to provide technical support for conservation projects, onsite facility assessments, awareness training, internal program reviews, and usage trend analyses and data reporting.

e. **Planning Table:**

WATER USE EFFICIENCY & MGMT	Unit	FY 10	FY 11	FY 12	FY 13	FY 14	FY 15	...	FY 20
Potable Water Reduction Targets (gal/SF reduced from FY07 base year)	%	6	8	10	12	14	16	...	26
Planned Potable Water Reduction (gal/SF reduced from FY07 base year)	%	0.4	8	10	12	14	16	...	26
Industrial, Landscaping, and Agricultural Water Reduction Targets (gal reduced from FY10 base year)	%	-	2	4	6	8	10	...	20
Planned Industrial, Landscaping, and Agricultural Water Reduction (gal reduced from FY10 base year)	%		2	4	6	8	10	...	20
Other, as defined by agency								...	

f. **Agency Status:**

In FY 2009, DOJ implemented water efficiency projects that will save approximately 270 million gallons of water per year. These projects included installation of more efficient plumbing system fixtures and fittings (e.g., toilets, urinals, faucets, and showerheads), plumbing system control systems that limit toilet flushing frequency and shower duration, replacement of water-cooled ice machines with air cooled units, and laundry system improvements.

FY 2010 priority projects at DOJ facilities included retrofitting plumbing systems with more efficient fixtures and fittings, installing plumbing system control systems, and improving laundry systems. These projects are estimated to save 330 million gallons of water per year.

In FY 2011, DOJ will continue to use alternative financing mechanisms such as ESPCs to identify and implement water conservation measures. Contracts at approximately 10 facilities are currently under development. Water conservation measures are anticipated to be similar to those above. In addition, DOJ anticipates identifying additional conservation opportunities through facility-level and higher-tier EMSs. These opportunities will be implemented as appropriated funds become available.

In FY 2010, DOJ conducted a data call to ascertain which of the Department's current non-potable water uses should be classified as industrial, landscaping, or agricultural. For non-potable water use subject to the EO 13514 requirements, DOJ established a metering or measurement plan to calculate an FY 2010 baseline of the non-potable water uses, and reported in FY 2011. BOP has also implemented policy with regard to institution non-potable water use.

Beginning in FY 2011, DOJ considered facility-level assessments implemented through its EMSs to identify and implement project opportunities to reduce non-potable water use.

In FY 2010, DOJ actively seek to implement the EISA Section 438 stormwater management guidance on construction projects where development or redevelopment exceeds 5,000 square feet of ground surface.

g. ***Return on Investment:***

No projects from last year's SSPP have been deliberately cancelled/suspended due to lower than expected ROI. Additionally, DOJ has not expanded any projects due to higher than expected ROI.

h. ***Highlights:***

Over the longer term, DOJ and its bureaus will install meters in facilities where feasible to improve the accuracy of estimated water usage data. The BOP is lowering its water usage per inmate for FY 2007 compared to FY 2010 from 149 gallons to 143 gallons. BOP intends in redefine the way in which reporting measures the BOP water intensity which is different from the typical scenario. The current method of gallons per square feet may not work for the BOP. At times BOP inmate population goes up while BOP square foot total remains mostly constant. When the BOP experiences an inmate increase a cell that typically holds two will have to accommodate additional inmates. The challenge is more inmates, same square foot, equals a water usage number that is higher than the building would normally have, due to inmate overcrowding. Additionally, the 2010 Sustainability/Energy Report required report on non-potable ILA fresh water which was added to the total water consumption and compared with the 2007 baseline. A baseline adjustment should be made to the 2007 baseline to accommodate this requirement. The BOP has implemented water conservation policies that include removal of external washing machines, auto mobile washing restrictions, rainwater collection, landscape water restrictions, reduction of water use in food service areas, and many more. The BOP continues the use of ESPCs and incorporates water conservation in every project. Currently, BOP has ten ESPC projects that will be contributing (2011 and 2012) to the lowering of water consumption throughout the BOP. Past ESPC projects are showing encouraging water reduction numbers. BOP will continue its efforts to reduce its water consumption.

Goal-Specific Items

In response to the 2 percent annual water use intensity reduction goals established for federal agencies under EO 13423 and 13514, DOJ has established an organizational framework to implement a water conservation program and track its progress, and the Department is aggressively implementing numerous projects to reduce water use intensity at DOJ facilities.

DOJ's Energy Program Management and Environmental Policy Teams promote reductions in water use intensity, costs, and GHG emissions. Energy management teams also address water efficiency, and reduction goals have been established at each bureau. In a policy statement issued

in February 2009, DOJ established its commitment to use EMS to drive water conservation, energy efficiency, and other environmental aspects of DOJ operations.

Goal: Reduce potable water use intensity by at least 26 percent by FY 2020

DOJ intends to meet EO 13423 and EO 13514 water reduction requirements throughout the Department through a variety of efforts, including ESPCs. BOP has been aggressively pursuing reductions in water use intensity through the implementation of ESPCs. Faced with the challenge of an increasing inmate population, DOJ is continuing to work on a strategy to achieve the water use efficiency and management goals required under executive orders. DOJ's facility-level and higher-tier EMSs provide a framework and method to evaluate water use as a significant environmental aspect and establish goals and targets related to water use, where appropriate. DOJ Headquarters and bureau staff will be trained on water use goals, associated management programs, and progress achieved.

DOJ will ensure that all new construction and major renovations of department buildings comply with the Guiding Principles. To meet this requirement, BOP and FBI are designing and building new facilities to achieve LEED Silver certification. This will typically result in water use reductions of 20 percent or more at new facilities compared to standard counterparts.

DOJ will continue to use an Integrated Process Team approach to develop designs for new construction and major renovations to ensure that projects employ the most water-efficient designs, systems, equipment, and controls, and that they are life-cycle cost-effective. As an example, valuable ideas are documented in BOP design documents through a quarterly review by the BOP Design Criteria Review Committee. In 2008, this led to a requirement being added to BOP's Technical Design Guidelines that all prison laundries utilize water recycling equipment.

DOJ is using alternative financing mechanisms such as ESPCs as a method to identify, fund, and implement water conservation measures. For example, BOP awarded contracts with water conservation measures at three facilities in FY 2008 and at five facilities in FY 2009. BOP awarded six projects in FY 2010 and anticipates two more projects to be awarded in FY 2011.

As these projects are implemented, DOJ expects to see significant reductions in water use. DOJ will continue to use ESCOs to perform facility assessments to identify project opportunities and anticipates conducting additional assessments annually, addressing at least three to five facilities per year. Based on these assessments, additional alternatively financed projects will be implemented where cost-effective project opportunities are identified.

In addition to ESPCs, water-saving opportunities are being identified at the facility level by facility staff. This effort is supported by raising awareness, training, and careful monitoring of water use at DOJ Headquarters and the bureaus. These project ideas are collected, prioritized and funded at the bureau level as appropriated funds become available.

Because of the challenge to reduce overall water use intensity while prison population increases, in March 2009 BOP instituted a Water Conservation Initiative. The initiative, which remains in effect, instituted operational practices to immediately reduce water use.

These include:

- Prohibition on use of purchased water or potable well water for irrigation of lawns and landscape.
- Prohibition on use of purchased water to irrigate vegetable gardens.
- Prohibition on use of water to clean dirt and debris off paved surfaces.
- Limitations on vehicle washing.
- Best practices to reduce kitchen water use related to food preparation and equipment cleaning.
- Limitation on shower use and installation of shower flow restrictors.
- Consolidation of laundry operations.
- Facility level emphasis on maintenance, leak detection, and water use tracking and trend analysis.
- Inmate education with respect to water conservation.

DOJ is training all employees with purchasing authority in green procurement practices, including the purchase of WaterSense labeled and other water-efficient products and services. These practices are also being promoted through guidelines established at the bureau level; for example, BOP has established green purchasing guidelines that encourage the purchase of water-efficient products, including WaterSense labeled products, where they are available.

Goal: Reduce non-potable water use intensity by at least 20 percent by FY 2020

EO 13514 requires that agencies reduce industrial, landscaping, and agricultural water consumption (under the umbrella of “non-potable water use”) by 2 percent annually or 20 percent by the end of FY 2020, relative to an FY 2010 baseline. DOJ is initiating the first step to meeting this requirement by conducting a facility-by-facility evaluation to ascertain if any of the Department’s current water uses should be classified as industrial, landscaping, or agricultural.

DOJ’s initial assessment indicates that some facilities may have non-potable water uses that are subject to this requirement. Therefore, DOJ will establish a metering or measurement plan to calculate an FY 2010 baseline of the non-potable water uses, once they are identified, to be reported in FY 2011. The plan will rely on metered data where available and estimating methods where meters are not present. DOJ will use facility-level assessments to identify and implement project opportunities to reduce non-potable water use.

The Bureau of ATF's National Laboratory Center (NLC) is evaluating the installation a rain garden to absorb stormwater runoff. ATF personnel visited the EPA Environmental Science Center Laboratory Facility at Ft. Meade, MD to learn how to build a rain garden. A suitable site has been selected at the NLC for the garden and plans are for the installation of the garden in the fall planting season of 2011. If the rain garden functions as planned, other locations for the gardens will be built at the NLC. Rain gardens take water that would otherwise become stormwater runoff and divert it into gardens where it hydrates the plants and eventually becomes groundwater, thus reducing the volume of water going into nearby streams.

Goal: Identify and implement water reuse strategies

DOJ currently employs several key methods for reusing water at its facilities and plans to continue using them:

Recovery and reuse of prison laundry wastewater: DOJ BOP has instituted a requirement that prison laundries reuse water. Wastewater is captured from the washer drains, filtered, disinfected, and used as initial wash water for future wash loads.

Use of wastewater treatment plant effluent for cooling tower makeup water: BOP implemented a project to use wastewater treatment plant effluent at FCI Three Rivers in Texas as cooling tower makeup water. The project is estimated to save 600,000 gallons per year.

Rainwater collection and use as irrigation water: BOP is collecting rain water in cisterns at FCI Miami in Florida and using the water for landscape irrigation. Rainwater harvesting has been implemented at USP Leavenworth to irrigate the garden, which provides food for the institution.

Greywater use for toilet flushing: DOJ is evaluating the possibility of capturing greywater sources such as shower and sink water or rain water and using it for toilet flushing. This will most likely only be practical in new construction settings where appropriate, dedicated plumbing can be installed. Depending on the setting, this approach may need to include filtration, disinfection or other special pretreatment. Local code requirements also will need to be considered.

Air handler condensate recovery and use as cooling tower makeup: DOJ, working with bureau energy managers, will undertake an initiative to train facility managers to evaluate opportunities to capture air handler condensate and use it for cooling tower makeup water. In humid climates where the facility is configured so that air handling units are located near cooling towers, this type of project can be implemented at relatively low cost and can result in significant water savings.

At ATF's Fire Research Laboratory, water used to extinguish fires is captured, stored, ultra-filtered, and reused to fight subsequent fires. Water used in extinguishing the fires goes into storm drains within the Fire Burn Rooms, is pumped to the water recycling area, filtered and then stored for the next fire. This reduces the amount of municipal water needed to put out fires since the reused water is all that is needed for most fires. All of the water that is recoverable when extinguishing these fires is filtered, stored, and reused. Some of the water is not

recoverable because it becomes steam when it extinguishes the fire and it also wets the material that is sprayed.

DOJ will also implement new opportunities for water reuse identified by the EMS teams at its facilities, where cost-effective. Lessons learned about water reuse will be shared among bureaus using the DOJ Energy Management Program Team for technical information exchange.

Goal: Achieve objectives established by EPA in stormwater guidance for federal facilities

DOJ and its bureaus are incorporating the *Technical Guidance on Implementing the Stormwater Runoff Requirements for Federal Projects under Section 438 of the Energy Independence and Security Act*, issued December 4, 2009, into their respective design guidelines. DOJ will apply the EISA Section 438 Guidance at new construction and redevelopment projects that disturb more than 5,000 square feet of ground surface.

GOAL 5: Pollution Prevention and Waste Reduction

a. Goal description:

DOJ has established the following pollution prevention and waste elimination goals:

- DOJ will divert 50 percent of nonhazardous solid waste by FY 2015.
- DOJ will divert 50 percent of C&D materials and debris by FY 2015.
- DOJ will seek to reduce printing paper use.
- DOJ will purchase printing and writing paper with 30 percent post-consumer content.
- DOJ will continue to minimize the acquisition, use, and disposal of hazardous chemicals and materials.
- DOJ will divert an increasing percentage of the compostable and organic materials.
- DOJ will expand the use of integrated pest management and landscape management practices that reduce and eliminate the use of toxic and hazardous chemicals and materials.
- DOJ will continue to expand the implementation of acceptable alternative chemicals and processes.
- DOJ will reduce the use of chemicals with high global warming potential to assist in achieving its FY 2020 GHG reduction targets.
- DOJ facilities will continue to report in accordance with Sections 301-313 of the Emergency Planning and Community Right-to-Know Act (EPCRA) of 1986.

b. *Agency lead for goal:*

The SSO, DOJ's Assistant Attorney General for Administration, has overall responsibility for implementing DOJ's pollution prevention and waste elimination goals. The Environmental Program Manager, under JMD's FASS, is tasked with coordinating compliance with EO 13514, and other regulations on pollution prevention and solid waste. The EWG will continue to facilitate communication of pollution prevention and waste diversion policies among the five main bureaus and serve as a forum for information sharing among DOJ components on waste elimination and pollution prevention policies, procedures, and practices. Through the EMS framework, individual bureaus and facilities may also be responsible for establishing specific strategies and implementation plans for meeting the waste elimination and pollution prevention goals established by EO 13514 and other applicable federal, state, and local waste management and pollution prevention regulations.

c. *Implementation methods:*

Many DOJ components have developed successful waste reduction programs at individual facilities. BOP, which accounts for the majority of DOJ facilities, implements waste diversion programs at the local or institutional level. BOP has a policy requiring all facilities to collect basic recyclable commodities (i.e., cardboard, white office paper, aluminum cans, plastics, and glass). Many BOP facilities have more extensive waste diversion programs that capitalize on the available labor from inmates and separate other recoverable materials from the waste stream, including organic waste and construction and demolition (C&D) debris.

DOJ will use the EMS framework as a mechanism for helping to meet pollution prevention and waste elimination goals. BOP has established EMSs for all of its institutions, and environmental staff members perform regular EMS audits to review progress on these goals. FBI plans to develop a bureau-level EMS, a multi-site EMS, and facility-level EMSs at three of its major facilities by the close of FY 2012. Some other DOJ bureaus will develop higher-tier EMSs by the end of FY 2011. Resource consumption and disposal will be addressed as a significant environmental aspect in these EMSs, and EMS advisory committees will review federal pollution prevention and waste elimination requirements to ensure that these requirements are addressed through the EMS.

Goal: Increase source reduction of pollutants and waste

DOJ makes source reduction of pollutants and waste a priority through appropriate purchasing and property management policies that remind employees to procure and use less toxic and nontoxic alternative chemicals wherever feasible. The Goal 6 Sustainable Acquisition chapter of this Strategic Sustainability Performance Plan provides additional information on these topics.

In addition, DOJ encourages its components to consider potential waste prevention and recycling options and to incorporate these into everyday practices and procedures.

DOJ will continue to increase source reduction of pollutants and waste by piloting the use of green alternatives for specific products containing hazardous or toxic materials, then mandating their procurement. BOP will continue to share information across its institutions on pollution

prevention and waste elimination through Sallyport, the bureau's intranet information sharing site, which includes case studies of institution sustainability projects with contact information for the facility contact; the *National Occupational Safety, Environmental Compliance, and Fire Protection Branch Update*, a newsletter from the Safety and Environmental Compliance group to BOP's institutional safety managers; regular trainings on safety and environmental topics for safety managers; and a BOP Environmental Compliance group e-mail address that safety managers can use to pose questions or request assistance or information.

When more DOJ EMSs are fully operational, they will bring together representatives from facilities' functional areas to evaluate waste issues and source reduction opportunities, and may provide an ongoing vehicle for reevaluation and education of the necessary personnel. _

Goal: Divert at least 50 percent of nonhazardous solid waste by FY 2015

DOJ's Environmental Management Policy commits DOJ to promoting resource conservation and pollution prevention by encouraging employees and contractors to increase waste diversion through source reduction, reuse, and recycling whenever possible. To meet the requirement of a 50 percent waste diversion rate by FY 2015, DOJ will expand waste diversion initiatives across its components and develop comprehensive waste diversion programs at facilities that do not yet have them. To achieve this, DOJ will rely in part on the EMS framework to provide employee education on relevant requirements and to monitor and track progress.

DOJ will also review current bureau efforts to collect annual recycling and waste diversion data and consider whether existing methods can be applied to other bureaus or whether DOJ needs to establish a reporting and tracking system. DOJ will also consider developing an intranet site to provide technical assistance on waste diversion resources and conducting waste reduction assessments, which will be verified during environmental compliance or EMS audits.

BOP currently has extensive recycling at institutions which are planned to expand with new policy. Additionally, BOP institutions with compost piles and vermiculture, should expand to other institutions. Composting and vermiculture are handled on site and reducing scope 3 emissions created through waste transport to the landfill. Recycling will reduce the volume of produced raw materials (i.e., plastic, glass, cardboard). This will reduce municipal solid waste sent to landfills and assist in achieving FY 2020 GHG reduction targets.

Goal: Divert 50 percent of C&D materials and debris by FY 2015

DOJ's SBIP states that all new facilities and major renovation projects will implement design and construction practices that recycle or salvage at least 50 percent of construction, demolition, and land clearing waste (excluding soil) where feasible. JMD will continue to work with DOJ components to ensure that C&D diversion is addressed in all new construction and renovation projects. Additional information on how DOJ will meet C&D waste diversion requirements can be found in the Goal 3 High Performance Sustainable Buildings chapter of this plan.

Goal: Reduce printing paper use

DOJ will encourage its components to promote paper reduction through the EMS framework, encouraging employees to use less paper by: using duplex printing and copying; using electronic filing instead of printing, scanning, and e-mailing documents; and reviewing and providing comments on documents electronically through outreach mechanisms such as JMD's "Green Your Office" web page. The Justice Electronics Stewardship Team, discussed further in the Goal 7 Electronic Stewardship and Data Centers chapter of this plan, will also recommend options for increasing duplex printing by influencing printer duplex capabilities and settings.

Goal: Increase use of uncoated printing and writing paper containing at least 30 percent postconsumer fiber

Many DOJ components are already purchasing uncoated printing and writing paper containing at least 30 percent postconsumer fiber. DOJ will continue to pursue these purchasing practices through green purchasing requirements, addressed in the Goal 6 Sustainable Acquisitions chapter of this plan.

Goal: Reduce and minimize the acquisition, use, and disposal of hazardous chemicals and materials

DOJ's Green Purchasing Plan (GPP) addresses the purchase of biobased products, non-ozone depleting substances, and nontoxic, less toxic, or nonhazardous chemicals. DOJ will continue to use the framework outlined in its GPP to educate its employees, increase purchases of green products and services consistent with the demands of DOJ's mission, reduce the amount of toxic chemicals and ozone-depleting substances purchased, and reduce the amount of solid and hazardous waste generated.

At the bureau level, FBI is developing a hazard communications (HazCom) program, which will eventually include an inventory of hazardous and toxic materials in use throughout FBI facilities. BOP will continue to pilot the use of green alternatives to products containing hazardous or toxic materials, then mandate their use bureau-wide. Currently, food service chemicals are targeted for greening by BOP. Products from various manufacturers are being evaluated at the Central Office level and a pilot program will be implemented in the future. Additionally, BOP will continue to provide information to facility environmental managers on hazardous materials requirements and pollution prevention strategies through the Safety and Environmental Compliance Group newsletter to institution safety managers. BOP will continue to use facility EMS audits to review the use and management of priority chemicals within its institutions and to recommend changes or improvements to manage or eliminate the use of hazardous or toxic materials.

Goal: Increase diversion of compostable and organic materials from the waste stream

DOJ encourages facilities to implement or increase organic waste diversion and composting operations where feasible as part of the Department's overall waste diversion and pollution

prevention policy. BOP has demonstrated the feasibility of composting food and other organic wastes with composting operations at 23 of its facilities.

Using its EMS framework, DOJ will promote increased organic waste diversion at DOJ facilities. BOP's successful composting operations will serve as case studies and provide examples of possible best management practices. The EWG will facilitate information sharing and technical assistance between Department components.

Goal: Implement integrated pest management (IPM) and landscape management practices to reduce and eliminate the use of toxic and hazardous chemicals and materials

DOJ will continue to encourage its facilities to adopt green landscaping practices to reduce the amount of chemicals used on landscaped areas. DOJ will also continue to encourage the implementation of IPM practices where feasible. Where it does not own the facility, DOJ recommends IPM requirements be included in building leases. At the bureau level, BOP will continue to require safety managers to take IPM training.

Another approach to reducing the use of toxic and hazardous chemicals for pest control and landscape management is using the GPP to procure nontoxic and less toxic alternative chemicals for these uses. BOP, for example, is working to reduce the purchase of the 31 Priority Chemicals [1] that EPA designated as part of its waste minimization efforts for pest control and find alternative wherever possible. At most facilities and institutions, BOP ensures that pesticides do not contain any of the 31 EPA Priority Chemicals. Use of products containing the 31 Priority Chemicals is evaluated at each institution during its EMS audit.

Goal: Increase agency use of acceptable alternative chemicals and processes

DOJ will continue to encourage bureaus to regularly review the chemicals and processes they use and determine whether environmentally preferable alternatives are available. Some bureaus have been very aggressive in seeking alternative chemicals. BOP, for example, has made it a policy to seek and pilot alternatives whenever possible to products that contain any of the 31 EPA Priority Chemicals. For products that prove viable, BOP uses purchasing requirements to make it a bureau policy to standardize that product's use and writes purchasing requirements to promote small disadvantaged businesses that provide the alternative chemicals. Through this process, BOP successfully found alternatives for janitorial cleaners and halogenated solvents, and is in the process of seeking alternatives for current laundry detergents and food service cleaning products.

Individual component missions and operations vary significantly across DOJ. Consequently, some alternative chemicals and processes might not be applicable for every component or individual facility. DOJ encourages each bureau and office to adopt the practices and alternatives that can meet its requirements in supporting its mission.

Goal: Decrease agency use of chemicals to assist agency in achieving FY 2020 GHG reduction targets

Department of Justice Strategic Sustainability Performance Plan, June 2011

In accordance with the Guiding Principles, DOJ promotes eliminating the use of equipment that requires the use of ozone-depleting substances and chemicals that exhibit a high global warming potential. DOJ is phasing out existing equipment as feasible, including freezers, refrigerators, chillers, fire-extinguishing systems, and HVAC systems. For example, BOP has a policy of only purchasing new equipment that use blended refrigerants, not Class 1 or Class 2 refrigerants.

Goal: Report in accordance with Sections 301-313 of EPCRA_

DOJ will ensure that all of its facilities continue to report in accordance with Sections 301-313 of EPCRA. DOJ will encourage the bureaus to actively communicate and educate their facilities' staff on the EPCRA Tier I & II and TRI reporting requirements. BOP will use its safety newsletter, Sallyport intranet site, online training tools, and its regular EMS/multimedia inspections to ensure that each facility is aware of and meeting its reporting obligations.

d. **Positions:**

Many JMD and bureau employees contribute some portion of their time to advancing waste elimination and pollution prevention initiatives. DOJ will consider the need for additional FTEs in JMD to maintain a priority focus within the EWG on the goals related to C&D diversion, paper use reduction, organics waste diversion, IPM, sustainable landscaping, and other waste elimination and pollution prevention targets. Additional staffing may be required at the bureau level to develop and maintain EMSs as a framework to meet these goals as well.

e. **Planning Table:**

POLLUTION PREVENTION & WASTE REDUCTION	Units	FY 10	FY 11	FY 12	FY 13	FY 14	FY 15	...	FY 20
Non-Hazardous Solid Waste Diversion Targets (Non-C&D)	%	25	30	35	40	45	50	...	
C&D Material & Debris Diversion Targets	%	25	30	35	40	45	50	...	
If agency uses on-site or off-site waste-to-energy, estimated total weight of materials managed through waste-to-energy	Tons or pounds	NA	NA	NA	NA	NA	NA	...	
Number of sites or facilities with on-site composting programs	#	17	23	24	25	26	27	...	
Number of sites or facilities recycling through off-site composting programs	#	NA	NA	NA	NA	NA	NA	...	
If agency has on-site or off-site composting programs, estimated total weight of materials diverted to composting	Tons	32	40	42	44	46	48	...	
% of agency-operated offices/sites with a recycling program	%	80	90	100	100	100	100	...	
If agency offices located in multi-tenant buildings, % of those buildings with a recycling program	%	80	90	100	100	100	100	...	
% of agency-operated residential housing with recycling programs	%	NA	NA	NA	NA	NA	NA	...	
Other, as defined by agency		NA	NA	NA	NA	NA	NA	...	

f. *Agency Status:*

In FY 2010, DOJ continued to identify environmentally preferable alternative products that can replace hazardous or toxic chemicals in use at DOJ facilities. BOP continued to encourage all of its institutions to procure environmentally preferable janitorial solvents and began exploring environmentally preferable laundry detergents and food service chemicals using the same approach. ATF's laboratories have eliminated or reduced the use of toxic and hazardous materials wherever possible. To minimize the use of lead, "green" (lead free) ammunition is used in ATF's indoor firing range whenever feasible.

In FY 2010, many DOJ facilities continued to operate basic recycling programs, with certain facilities implementing extensive and innovative programs. Organic wastes are currently composted at 23 BOP facilities across the country. A number of BOP institutions have implemented vermiculture projects to aid in waste composting and provide nutrient rich soil for onsite gardens. BOP provides case studies and facility contacts for these innovative programs to environmental managers to encourage similar initiatives at additional institutions. In January 2010, the Office of the Federal Environmental Executive recognized DOJ with the Agency Award for centralized agency level participation in the FY 2009 Electronics Reuse and Recycling Campaign. DOJ facilities donated or recycled more than 2,956,000 pounds of electronic equipment during FY 2010. DOJ recycles its own obsolete electronics, as well as providing electronics recycling services to the broader community, through its Federal Prison Industries' UNICOR electronics recycling program, which follows best practices for recycling electronic equipment. During FY 2011, UNICOR's electronic recycling program achieved certification under the Responsible Recycling Practices for Electronic Recyclers (R2) program at its Lewisburg, Pennsylvania factory. UNICOR provides recycling services to federal, state, and local governments; schools; nonprofit organizations; and the private sector, and is described in more detail below. Through the National Capital Recycling Center, UNICOR provides electronics recycling to many federal agencies in the Washington, D.C. region.

FBI's Criminal Justice Information Services (CJIS) facility in Clarksburg, West Virginia, has successfully diverted nearly 50 percent of its waste through a robust recycling program, including partnering with a local pulping mill to recycle confidential paper waste.

ATF will be implementing a bureau wide recycling program as part of its organizational Environmental Management System. This bureau-wide program will facilitate increased recycling in field office locations, which are primarily located in GSA-leased facilities. At the ATF National Laboratory Center, newspapers, magazines, cans, glassware, plastic, cardboard and paper products are recycled regularly. The janitorial staff picks up all recyclable materials and places them in containers for pickup. The oil used in the Chillers and Elevators at the Laboratory is removed from site by the respective contractors and recycled by them. Ground waste, leaves and branches grasses etc. are either left in the woods to decompose or mulched for reuse or composted. Big limbs are cut and placed back into the wooded areas to decompose. At the ATF Canine Training Center, high grade white paper is shredded and used in the dog carriers. Plastic bottles are collected and recycled. In ATF's Martinsburg, West Virginia facility, which is a GSA owned and operated facility, white paper is recycled by ATF and cardboard is also recycled.

DOJ continues to expand its recycling programs into comprehensive waste reduction programs with corresponding employee education to ensure employee participation.

Also in FY 2010, DOJ continued the development of the component EMS framework as a critical framework for addressing multiple sustainability requirements, including those related to pollution prevention and waste elimination. BOP continued conducting second-party certification audits of its institutions to address environmental management requirements and will complete initial audits of all institutions by the end of 2012. The use of toxic chemicals is evaluated during each of these audits. DEA is also conducting environmental audits.

In FY 2010, priority projects included sharing information about bureau-specific pollution prevention and waste diversion strategies and approaches to allow more advanced bureaus to model potential approaches to other bureaus. DOJ will also examine EMSs in place and under development to ensure that federal pollution prevention and waste elimination requirements are addressed through the facility-level and higher-tier EMSs.

Beyond 2010, DOJ will continue to pursue the reduction and elimination of hazardous and toxic chemicals use; the reduction in printing paper use; and increased use of uncoated, high post-consumer content paper through its GPP strategies. Where possible, the GPP will also be a tool for reducing the use of toxic and hazardous chemicals in pest management and landscape management practices. DOJ will continue to develop policies as necessary to address requirements such as duplex printing, C&D waste diversion, and Integrated Pest Management. DOJ will also continue to ensure that its facilities comply with all applicable reporting requirements under EPCRA. DOJ and its bureaus will use EMS or environmental compliance audits, as appropriate, to ensure compliance. Finally, DOJ will continue to build a mechanism for monitoring, tracking, and reporting on progress in pollution prevention and waste diversion areas.

g. ***Return on Investment:***

No projects from last year's SSPP have been deliberately cancelled/suspended due to lower than expected ROI. Additionally, DOJ has not expanded any projects due to higher than expected ROI.

h. ***Highlights:***

In FY 2010, many DOJ facilities continued to operate basic recycling programs, with certain facilities implementing extensive and innovative programs. DOJ is on track to meeting 50 percent recycling rate by FY 2015. Some of the BOP institutions have met the target rate already. Organic wastes are currently composted at 23 BOP facilities across the country. Additionally, a number of BOP institutions have implemented vermiculture projects to aid in waste composting and provide nutrient rich soil for onsite gardens. BOP provides case studies and facility contacts for these innovative programs to environmental managers to encourage similar initiatives at additional institutions.

Goal-Specific Items

Goal: Increase source reduction of pollutants and waste

DOJ makes source reduction of pollutants and waste a priority through appropriate purchasing and property management policies that remind employees to procure and use less toxic and nontoxic alternative chemicals wherever feasible. The Goal 6 Sustainable Acquisition chapter of this Strategic Sustainability Performance Plan provides additional information on these topics.

In addition, DOJ encourages its components to consider potential waste prevention and recycling options and to incorporate these into everyday practices and procedures.

DOJ will continue to increase source reduction of pollutants and waste by piloting the use of green alternatives for specific products containing hazardous or toxic materials, then mandating their procurement. BOP will continue to share information across its institutions on pollution prevention and waste elimination through Sallyport, the bureau's intranet information sharing site, which includes case studies of institution sustainability projects with contact information for the facility contact; the *National Occupational Safety, Environmental Compliance, and Fire Protection Branch Update*, a newsletter from the Safety and Environmental Compliance group to BOP's institutional safety managers; regular trainings on safety and environmental topics for safety managers; and a BOP Environmental Compliance group e-mail address that safety managers can use to pose questions or request assistance or information.

When more DOJ EMSs are fully operational, they will bring together representatives from facilities' functional areas to evaluate waste issues and source reduction opportunities, and may provide an ongoing vehicle for reevaluation and education of the necessary personnel.

Goal: Divert at least 50 percent of nonhazardous solid waste by FY 2015

DOJ's Environmental Management Policy commits DOJ to promoting resource conservation and pollution prevention by encouraging employees and contractors to increase waste diversion through source reduction, reuse, and recycling whenever possible. To meet the requirement of a 50 percent waste diversion rate by FY 2015, DOJ will expand waste diversion initiatives across its components and develop comprehensive waste diversion programs at facilities that do not yet have them. To achieve this, DOJ will rely in part on the EMS framework to provide employee education on relevant requirements and to monitor and track progress.

DOJ will also review current bureau efforts to collect annual recycling and waste diversion data and consider whether existing methods can be applied to other bureaus or whether DOJ needs to establish a reporting and tracking system. DOJ will also consider developing an intranet site to provide technical assistance on waste diversion resources and conducting waste reduction assessments, which will be verified during environmental compliance or EMS audits.

BOP currently has extensive recycling at institutions which are planned to expand with new policy. Additionally, BOP institutions with compost piles and vermiculture, should expand to other institutions. Composting and vermiculture are handled on site and reducing scope 3 emissions created through waste transport to the landfill. Recycling will reduce the volume of

produced raw materials (i.e., plastic, glass, cardboard). This will reduce municipal solid waste sent to landfills and assist in achieving FY 2020 GHG reduction targets.

Goal: Divert 50 percent of C&D materials and debris by FY 2015

DOJ's SBIP states that all new facilities and major renovation projects will implement design and construction practices that recycle or salvage at least 50 percent of construction, demolition, and land clearing waste (excluding soil) where feasible. JMD will continue to work with DOJ components to ensure that C&D diversion is addressed in all new construction and renovation projects. Additional information on how DOJ will meet C&D waste diversion requirements can be found in the Goal 3 High Performance Sustainable Buildings chapter of this plan.

Goal: Reduce printing paper use

DOJ will encourage its components to promote paper reduction through the EMS framework, encouraging employees to use less paper by: using duplex printing and copying; using electronic filing instead of printing, scanning, and e-mailing documents; and reviewing and providing comments on documents electronically through outreach mechanisms such as JMD's "Green Your Office" web page. The Justice Electronics Stewardship Team, discussed further in the Goal 7 Electronic Stewardship and Data Centers chapter of this plan, will also recommend options for increasing duplex printing by influencing printer duplex capabilities and settings.

Goal: Increase use of uncoated printing and writing paper containing at least 30 percent postconsumer fiber

Many DOJ components are already purchasing uncoated printing and writing paper containing at least 30 percent postconsumer fiber. DOJ will continue to pursue these purchasing practices through green purchasing requirements, addressed in the Goal 6 Sustainable Acquisitions chapter of this plan.

Goal: Reduce and minimize the acquisition, use, and disposal of hazardous chemicals and materials

DOJ's Green Purchasing Plan (GPP) addresses the purchase of biobased products, non-ozone depleting substances, and nontoxic, less toxic, or nonhazardous chemicals. DOJ will continue to use the framework outlined in its GPP to educate its employees, increase purchases of green products and services consistent with the demands of DOJ's mission, reduce the amount of toxic chemicals and ozone-depleting substances purchased, and reduce the amount of solid and hazardous waste generated.

At the bureau level, FBI is developing a hazard communications (HazCom) program, which will eventually include an inventory of hazardous and toxic materials in use throughout FBI facilities. BOP will continue to pilot the use of green alternatives to products containing hazardous or toxic materials, then mandate their use bureau-wide. Currently, food service chemicals are targeted for greening by BOP. Products from various manufacturers are being evaluated at the Central Office level and a pilot program will be implemented in the future. Additionally, BOP will

continue to provide information to facility environmental managers on hazardous materials requirements and pollution prevention strategies through the Safety and Environmental Compliance Group newsletter to institution safety managers. BOP will continue to use facility EMS audits to review the use and management of priority chemicals within its institutions and to recommend changes or improvements to manage or eliminate the use of hazardous or toxic materials.

Goal: Increase diversion of compostable and organic materials from the waste stream

DOJ encourages facilities to implement or increase organic waste diversion and composting operations where feasible as part of the Department's overall waste diversion and pollution prevention policy. BOP has demonstrated the feasibility of composting food and other organic wastes with composting operations at 23 of its facilities.

Using its EMS framework, DOJ will promote increased organic waste diversion at DOJ facilities. BOP's successful composting operations will serve as case studies and provide examples of possible best management practices. The EWG will facilitate information sharing and technical assistance between Department components.

Goal: Implement integrated pest management (IPM) and landscape management practices to reduce and eliminate the use of toxic and hazardous chemicals and materials

DOJ will continue to encourage its facilities to adopt green landscaping practices to reduce the amount of chemicals used on landscaped areas. DOJ will also continue to encourage the implementation of IPM practices where feasible. Where it does not own the facility, DOJ recommends IPM requirements be included in building leases. At the bureau level, BOP will continue to require safety managers to take IPM training.

Another approach to reducing the use of toxic and hazardous chemicals for pest control and landscape management is using the GPP to procure nontoxic and less toxic alternative chemicals for these uses. BOP, for example, is working to reduce the purchase of the 31 Priority Chemicals [1] that EPA designated as part of its waste minimization efforts for pest control and find alternative wherever possible. At most facilities and institutions, BOP ensures that pesticides do not contain any of the 31 EPA Priority Chemicals. Use of products containing the 31 Priority Chemicals is evaluated at each institution during its EMS audit.

Goal: Increase agency use of acceptable alternative chemicals and processes

DOJ will continue to encourage bureaus to regularly review the chemicals and processes they use and determine whether environmentally preferable alternatives are available. Some bureaus have been very aggressive in seeking alternative chemicals. BOP, for example, has made it a policy to seek and pilot alternatives whenever possible to products that contain any of the 31 EPA Priority Chemicals. For products that prove viable, BOP uses purchasing requirements to make it a bureau policy to standardize that product's use and writes purchasing requirements to promote small disadvantaged businesses that provide the alternative chemicals. Through this process, BOP successfully found alternatives for janitorial cleaners and halogenated solvents,

and is in the process of seeking alternatives for current laundry detergents and food service cleaning products.

Individual component missions and operations vary significantly across DOJ. Consequently, some alternative chemicals and processes might not be applicable for every component or individual facility. DOJ encourages each bureau and office to adopt the practices and alternatives that can meet its requirements in supporting its mission.

Goal: Decrease agency use of chemicals to assist agency in achieving FY 2020 GHG reduction targets

In accordance with the Guiding Principles, DOJ promotes eliminating the use of equipment that requires the use of ozone-depleting substances and chemicals that exhibit a high global warming potential. DOJ is phasing out existing equipment as feasible, including freezers, refrigerators, chillers, fire-extinguishing systems, and HVAC systems. For example, BOP has a policy of only purchasing new equipment that use blended refrigerants, not Class 1 or Class 2 refrigerants.

Goal: Report in accordance with Sections 301-313 of EPCRA

DOJ will ensure that all of its facilities continue to report in accordance with Sections 301-313 of EPCRA. DOJ will encourage the bureaus to actively communicate and educate their facilities' staff on the EPCRA Tier I & II and TRI reporting requirements. BOP will use its safety newsletter, Sallyport intranet site, online training tools, and its regular EMS/multimedia inspections to ensure that each facility is aware of and meeting its reporting obligations.

GOAL 6: Sustainable Acquisition

a. *Goal description:*

DOJ's sustainable acquisition goals include:

Continuously updating the Department's Green Procurement Plan (GPP), policies, and procedures to ensure that all federally mandated green products and services are included in all relevant acquisitions. Ensuring that 95 percent of new contract actions fulfill the requirements of EO 13514 by acquiring products and services that are: Energy-efficient (ENERGY STAR qualified or FEMP-designated) Water-efficient Biobased Environmentally preferable Non-ozone-depleting Made with recycled content Made with nontoxic or less toxic alternatives.

b. *Agency lead for goal:*

DOJ's sustainable acquisition efforts are jointly managed by its SSO, the Assistant Attorney General for Administration, who has responsibility for the implementation of the GPP, in conjunction with the Department's Senior Procurement Executive.

c. ***Implementation methods:***

In 2007, DOJ developed a Green Purchasing Plan (GPP) stating the Department's sustainable acquisition objectives, including: Educating all employees on federal requirements for green procurement preference programs; increasing purchases of green products and services; reducing the amount of solid and hazardous waste generated; reducing the consumption of energy and natural resources; and expanding markets for green products and services. DOJ updated the GPP in 2008. In February 2008, DOJ's Senior Procurement Executive issued a memo to bureau procurement chiefs to reiterate the role DOJ's acquisition workforce plays in achieving federal sustainability goals. The memo included recent Federal Acquisition Regulation (FAR) requirements to purchase ENERGY STAR qualified or FEMP-designated products whenever possible.

Goal: Update DOJ Green Procurement Plan (GPP), policies, and procedures to ensure that all federally mandated designated products and services are acquired by all relevant acquisitions

To ensure that all federally mandated designated products and services are acquired by relevant acquisitions, DOJ will continue to update its GPP and update and develop its affirmative procurement policies and procedures. In addition, DOJ staff will work with its Components to develop similar policies and procedures to govern their procurements. DOJ is updating its GPP to incorporate the requirements of EO 13514. By the end of FY2011 DOJ will have completed updating its GPP and affirmative policies and procedures, and DOJ's Components will have completed developing or updating their policies and procedures implementing DOJ's GPP.

By the end of FY2011, DOJ and its Components will establish appropriate Green Procurement working groups to ensure that they implement green acquisition of products and services. _

Goal: Ensure that 95 percent of new contract actions, including task and delivery orders under new contracts and existing contracts, require the supply or use of products and services that are energy-efficient (ENERGY STAR qualified or FEMP-designated), water-efficient, biobased, non-ozone-depleting, contain recycled content, or are non-toxic or less toxic alternatives _

To meet this goal, DOJ will continue to educate procurement personnel on green procurement requirements and on how to acquire green products and services; make it simple for procurement staff to fulfill the green purchasing requirements by adding the requirements to procurement Standard Operating Procedures, checklists, solicitation provisions, and using FAR environmental contract clauses. In addition, DOJ will design a streamlined tracking and reporting green procurement system.

Education and Training: DOJ has established Department-wide policies to require procurement of green products and services. Departmental Components will continue to conduct training and education to ensure that all necessary staff will be trained on the GPP requirements, how to procure green products and services, and how to track these purchases and report results.

All DOJ procurement staff, including purchase cardholders, are required to complete a two-hour online training on green procurement administered by the Defense Acquisition University

(DAU). Employees who complete the course receive two continuous learning points and a certificate of training. Each quarter DOJ Components report the number and percentage of staff that have completed the green procurement training to DOJ's Green Procurement Coordinator. Component green representatives will facilitate increasing the percentage of acquisition staff trained to meet the 100% requirement.

To make it easier for procurement staff to identify sources of green products and federal requirements for environmental attributes in products, DOJ provides a number of resources on its Environmental Procurement website (www.justice.gov/jmd/pe/envproc.htm). These include the Office of the Federal Environmental Executive's Green Product Compilation List, as well as links to various sources of environmentally preferable products such as GSA Advantage Environmental Aisle, EPA's Significant New Alternatives Program (SNAP), EPA's Environmentally Preferable Purchasing (EPP) program, UNICOR/FPI's green/recycled products, and the U.S. Department of Agriculture's BioPreferred program, among numerous others.

DOJ and its Components will continue to enhance green procurement communication and coordination through the appropriate use of case studies, Q&As, manuals, newsletters, training, work groups, and its Environmental Procurement website

Tracking Sustainable Acquisitions: In the near term, DOJ is working to develop a system using FPDS-NG to measure its compliance with EO 13514. Financial Management System (UFMS) is currently implemented in some of DOJ's Components. DEA has fully implemented UFMS and FBI is in process, and is scheduled to be established in the remainder of DOJ by 2014. UFMS includes a set of "green codes" that have been established to require procurement specialists to consider green purchasing requirements before making a purchase and to track the purchase of green products and services. DOJ continues to refine these green codes and make them simple for procurement specialists to use and review green purchasing data to ensure the codes are applied properly. This will allow DOJ to move toward a more comprehensive green procurements tracking and reporting system for meeting the goal of ensuring that 95 percent of acquisitions are green when UFMS is fully implemented.

d. ***Positions:***

DOJ's implementation of sustainable acquisitions is completed by a number of procurement staff, JMD employees, and Component-level employees, as part of their duties. In the second quarter of FY2011, DOJ has staffed JMD with a part time position responsible for updating DOJ's GPP, to ensure that new requirements are adequately addressed, and to oversee the implementation of the GPP and efforts to track progress toward sustainable acquisition goals. Component-level green staffs are developing policies and procedures for green purchasing and overseeing progress and tracking of green requirements.

e. ***Planning Table:***

Sustainable Acquisition	Units	FY10	FY11	FY12	FY13	FY14	FY15	...	FY20
New Contract Actions Meeting Sustainable Acquisition Requirements	%	35	65	95	hold	hold	hold	...	hold

Department of Justice Strategic Sustainability Performance Plan, June 2011

Sustainable Acquisition	Units	FY10	FY11	FY12	FY13	FY14	FY15	...	FY20
Energy Efficient Products (Energy Star, FEMP-designated, and low standby power devices)	%	35	65	95	hold	hold	hold	...	hold
Water Efficient Products	%	35	65	95	hold	hold	hold	...	hold
Biobased Products	%	35	65	95	hold	hold	hold	...	hold
Recycled Content Products	%	35	65	95	hold	hold	hold	...	hold
Environmentally Preferable Products/Services (excluding EPEAT - EPEAT is included in Goal 7)	%	35	65	95	hold	hold	hold	...	hold
SNAP/non-ozone depleting substances	%	35	65	95	hold	hold	hold	...	hold
Other, as defined by agency								...	
SUSTAINABLE ACQUISITION CONTRACT REVIEW		1st QTR FY 11	2nd QTR FY 11	3rd QTR FY 11 (planned)			4th QTR FY 11 (planned)		
Total # Agency Contracts		40	150	74			NA		
Total # Contracts Eligible for Review		40	150	74			NA		
Total Contracts Eligible Contract Reviewed (i.e., 5% or more eligible based on previous OMB guidance)		7	12	4			NA		
# of Compliant Contracts		7	12	4			NA		
Total % of Compliant Contracts		100	100	100			100		

f. **Agency Status:**

In FY 2010, DOJ implemented the requirement that all DOJ procurement staff participate in green purchasing online training. In addition, DOJ is now implementing the UFMS system, which will provide more comprehensive tracking of sustainable acquisitions.

FY 2011 priority projects include continuing to ensure that all procurement staff completes the required green procurement training and that components report quarterly on training participation to green procurement DOJ staff. Additionally, DOJ continues to deploy UFMS and refine the green codes to make its tracking system simple and effective. By the end of FY 2011, DOJ Components will have established their green procurement working groups, which provide a framework for continued improvement in the area of sustainable acquisitions. By close of FY 2011, DOJ Components will have developed or updated their acquisition policies and procedures to implement DOJ's Green Procurement Plan.

DOJ will be implementing a bureau-wide environmental management program for sustainable acquisitions in its Organizational Environmental Management System. This program will implement the requirements of the Department of Justice Green Purchasing Program throughout

the bureaus and will define minimum requirements for green purchasing. The program will contribute to sound management of valuable financial resources, natural resources and energy.

g. ***Return on Investment:***

No projects from last year's SSPP have been deliberately cancelled/suspended due to lower than expected ROI. Additionally, DOJ has not expanded any projects due to higher than expected ROI.

h. ***Highlights:***

In the long term, DOJ is implementing a new Unified Financial Management System (UFMS), an integrated financial management system that will replace six core financial management systems and multiple procurement systems currently operating across DOJ. In addition to facilitating standardized business processes and procedures across all DOJ components, UFMS will provide a mechanism for DOJ to track green acquisitions and will require procurement specialists to consider green purchasing requirements before making a purchase.

DOJ identified the total numbers of contract review by selecting the particular green codes from the Federal Procurement Database System and verified the compliance.

Note: UFMS includes a set of "green codes" that have been established to require procurement specialists to consider green purchasing requirements before making a purchase and to track the purchase of green products and services. DOJ continues to refine these green codes and make them simple for procurement specialists to use and review green purchasing data to ensure the codes are applied properly. This will allow DOJ to move toward a more comprehensive green procurements tracking and reporting system for meeting the goal of ensuring that 95 percent of acquisitions are green when UFMS is fully implemented.

In 2007, DOJ developed a Green Purchasing Plan (GPP) stating the Department's sustainable acquisition objectives, including: Educating all employees on federal requirements for green procurement preference programs; increasing purchases of green products and services; reducing the amount of solid and hazardous waste generated; reducing the consumption of energy and natural resources; and expanding markets for green products and services. DOJ updated the GPP in 2008. In February 2008, DOJ's Senior Procurement Executive issued a memo to bureau procurement chiefs to reiterate the role DOJ's acquisition workforce plays in achieving federal sustainability goals. The memo included recent Federal Acquisition Regulation (FAR) requirements to purchase ENERGY STAR qualified or FEMP-designated products whenever possible.

Goal: Update DOJ Green Procurement Plan (GPP), policies, and procedures to ensure that all federally mandated designated products and services are acquired by all relevant acquisitions

To ensure that all federally mandated designated products and services are acquired by relevant acquisitions, DOJ will continue to update its GPP and update and develop its affirmative

procurement policies and procedures. In addition, DOJ staff will work with its Components to develop similar policies and procedures to govern their procurements. DOJ is updating its GPP to incorporate the requirements of EO 13514. By the end of FY2011 DOJ will have completed updating its GPP and affirmative policies and procedures, and DOJ's Components will have completed developing or updating their policies and procedures implementing DOJ's GPP.

By the end of FY2011, DOJ and its Components will establish appropriate Green Procurement working groups to ensure that they implement green acquisition of products and services.

Goal: Ensure that 95 percent of new contract actions, including task and delivery orders under new contracts and existing contracts, require the supply or use of products and services that are energy-efficient (ENERGY STAR qualified or FEMP-designated), water-efficient, biobased, non-ozone-depleting, contain recycled content, or are non-toxic or less toxic alternatives

To meet this goal, DOJ will continue to educate procurement personnel on green procurement requirements and on how to acquire green products and services; make it simple for procurement staff to fulfill the green purchasing requirements by adding the requirements to procurement Standard Operating Procedures, checklists, solicitation provisions, and using FAR environmental contract clauses. In addition, DOJ will design a streamlined tracking and reporting green procurement system.

Education and Training

DOJ has established Department-wide policies to require procurement of green products and services. Departmental Components will continue to conduct training and education to ensure that all necessary staff will be trained on the GPP requirements, how to procure green products and services, and how to track these purchases and report results.

All DOJ procurement staff, including purchase cardholders, are required to complete a two-hour online training on green procurement administered by the Defense Acquisition University (DAU). Employees who complete the course receive two continuous learning points and a certificate of training. Each quarter DOJ Components report the number and percentage of staff that have completed the green procurement training to DOJ's Green Procurement Coordinator. Component green representatives will facilitate increasing the percentage of acquisition staff trained to meet the 100% requirement.

To make it easier for procurement staff to identify sources of green products and federal requirements for environmental attributes in products, DOJ provides a number of resources on its Environmental Procurement website (www.justice.gov/jmd/pe/envproc.htm). These include the Office of the Federal Environmental Executive's Green Product Compilation List, as well as links to various sources of environmentally preferable products such as GSA Advantage Environmental Aisle, EPA's Significant New Alternatives Program (SNAP), EPA's Environmentally Preferable Purchasing (EPP) program, UNICOR/FPI's green/recycled products, and the U.S. Department of Agriculture's BioPreferred program, among numerous others.

DOJ and its Components will continue to enhance green procurement communication and coordination through the appropriate use of case studies, Q&As, manuals, newsletters, training, work groups, and its Environmental Procurement website

Tracking Sustainable Acquisitions

In the near term, DOJ is working to develop a system using FPDS-NG to measure its compliance with EO 13514. Financial Management System (UFMS) is currently implemented in some of DOJ's Components. DEA has fully implemented UFMS and FBI is in process, and is scheduled to be established in the remainder of DOJ by 2014. UFMS includes a set of "green codes" that have been established to require procurement specialists to consider green purchasing requirements before making a purchase and to track the purchase of green products and services.

DOJ continues to refine these green codes and make them simple for procurement specialists to use and review green purchasing data to ensure the codes are applied properly. This will allow DOJ to move toward a more comprehensive green procurements tracking and reporting system for meeting the goal of ensuring that 95 percent of acquisitions are green when UFMS is fully implemented.

GOAL 7: Electronic Stewardship and Data Centers

a. ***Goal description:***

The *DOJ Electronics Stewardship Plan*, completed in December 2007, established the following goals for electronics acquisition, Operations and Maintenance (O&M), end-of-life management, and data center management.

Acquisition:

- Purchase electronic products as Electronic Product Environmental Assessment Tool (EPEAT) - registered electronic equipment that are rated "Silver" or higher, for products where EPEAT standards exist, unless exempt for mission critical considerations
- Ensure applicable IT contracts incorporate appropriate language for the procurement of EPEAT-registered equipment

Operations and Maintenance:

- Enable ENERGY STAR power management features on 100 percent of computers and monitors or to the maximum degree possible based on mission needs
- Extend the useful lifetime of electronics equipment to four or more years
- Use EPA's guidance to improve O&M of electronics products
- Implement procedures to ensure the timely reuse and donation of equipment Department-wide

End-of-Life Management:

- Ensure all non-usable electronic products are reused, donated, sold, or recycled using environmentally sound management practices at end-of-life
- Comply with General Services Administration (GSA) procedures for transfer, donation, sale, or recycling of electronics equipment
- Use national standards, best management practices, or a national certification program for recyclers
- Comply with GSA's Computers for Learning Program (CFL) under Executive Order (EO) 12999 when transferring computers and other eligible equipment
- Ensure IT contracts for leased equipment require that, at the end of the lease period, the equipment is reused, donated, sold, or recycled using environmentally sound management practices

Data Center Energy Efficiency:

- Identify and implement avenues for transitioning to a consolidated end-state architecture in order to meet federal technology energy reduction goals

In Fiscal Year (FY) 2011, DOJ will update the Electronics Stewardship Plan. This update will include guidance on establishing policies regarding the implementation of duplex printing and procurement of FEMP designated electronics equipment. This update will bring the DOJ Electronic Stewardship Plan into alignment with other cross-agency and cross-government programs and initiatives including but not limited to: EO 13514, the US Government Computer Baseline (USGCB), the Federal Data Center Consolidation Initiative (FDCCI), and cloud computing.

b. ***Agency lead for goal:***

DOJ's SSO, the Assistant Attorney General for Administration, is responsible for meeting electronics stewardship goals in coordination with the DOJ's Chief Information Officer (CIO). The CIO oversees IT resources, policies, and strategic plans. In addition, representatives from JMD's FASS participate in the Federal Electronics Stewardship Working Group [1] (FESWG), while a representative from the Office of the CIO (OCIO) participates in the Federal Partnership for Green Data Centers [2] and the FESWG.

c. ***Implementation methods:***

In early 2005, DOJ established an internal Electronics Stewardship Committee with representation from acquisitions, property management, IT, and environmental management. The committee, headed by FASS, became the Justice Electronics Stewardship Team (JEST). JEST

will update DOJ's Electronic Stewardship Plan on an ongoing basis to ensure strategies for addressing new electronics stewardship requirements are incorporated.

JEST continues to encourage components to utilize the Federal Electronics Challenge [3] (FEC) program as a framework for educating and training appropriate DOJ leads about their electronic stewardship responsibilities, as well as tracking progress toward electronic stewardship requirements.

Goal: Ensure acquisition of EPEAT registered, ENERGY STAR qualified, and FEMP designated electronic office products when procuring electronics in eligible product categories.

In February 2008, DOJ's Procurement Executive issued the *Procurement Guidance Document (PGD) 08-01, Environmental Issues* memo to Bureau procurement chiefs requiring the purchase of environmentally preferable products. The memo instructs contracting officers to review with appropriate contractors their role in the procurement of EPEAT-registered products. It also requires all desktop/laptop computers and monitors to be EPEAT "Bronze" registered or higher, with additional consideration given for products that have achieved EPEAT "Silver" or "Goal" registration.

In March 2008, the DOJ JMD updated and distributed the *JMD Green Purchasing Program (JMD GPP) FAR PART 23 Desk Reference*. This desk reference provides instruction for understanding and implementing Part 23 of the FAR that defines the acquisition policies and procedures for improving the quality of the environment through procuring energy efficient products, use of renewable technologies, and acquiring products made from renewable materials.

DOJ has pursued two strategies to establish a system for tracking the purchase of EPEAT-registered electronics: 1) DOJ is implementing the Unified Financial Management System (UFMS) as an integrated financial management system. UFMS will provide a mechanism for DOJ to track green acquisitions and will require procurement specialists to consider green purchasing requirements before making a purchase. Currently, UFMS is fully implemented within DEA and the FBI implementation is in process. UFMS is scheduled to be available across DOJ by 2014.

2) DOJ continues to recommend the FEC reporting framework as an ideal mechanism to track EPEAT-registered electronics purchases until UFMS is operational across the Department. The FEC requires reporting the purchase of EPEAT-registered computers at the "Gold," "Silver," and "Bronze" levels.

Goal: Establish and implement policy and guidance to ensure use of power management, duplex printing, and other energy-efficient or environmentally preferred options and features on all eligible electronic products.

In FY 2011, DOJ will update the *Information Technology Standard, Power Management* and the *Electronics Stewardship Plan* and bring them in alignment with other cross-government programs and initiatives, including but not limited to EO 13514, the US Government Computer

Baseline (USGCB), the Federal Data Center Consolidation Initiative (FDCCI), and cloud computing.

In August 2009, the DOJ CIO issued the *Information Technology Standard, Power Management, version 1.0* to component CIOs. This Standard requires enabling ENERGY STAR energy-saving power management features on all new AND currently in-use desktop/laptop computers and monitors to the maximum extent practicable. The Standard provides specific recommendations for desktop/laptop computers and monitors.

DOJ is in the process of rolling out the Endpoint Lifecycle Management System (ELMS) IBM Tivoli Endpoint Manager (TEM) agent across the Department. TEM is an agent-based remote endpoint configuration and control platform, providing several capabilities including power management. In FY 2011, DOJ implemented the power management monitoring capabilities within TEM. This power management monitoring provides an automated, unobtrusive, cost-effective way to measure progress in the implementation of power management settings across the Department.

DOJ is also in the process of incorporating power management monitoring into the DOJ IT management dashboards. These dashboards will provide components with a near real-time, easy to understand graphical view of the status of power management settings.

DOJ continues to track the implementation of power management settings as required in EO 13514 and the *DOJ IT Standard, Power Management, v 1.0*. DOJ components are required to report on enabling power management features and the number of exempt and non-exempt desktop/laptop computers and monitors by November 30 of each year. DOJ continues to educate component CIOs and IT employees/contractors to realize full implementation of this Standard.

In addition, the OCIO will continue to collaborate with component CIOs to examine the desktop configuration settings IT employees/contractors must follow when deploying new computers. The component CIOs will ensure power management settings are incorporated into their desktop/laptop computer configuration settings and contract language for all IT support contracts.

JEST will continue to evaluate options for increasing duplex printing by influencing printer duplex capabilities and settings and will coordinate with the Department Environmental Working Group (EWG) to implement these options across DOJ components. Duplex printing is enabled on all printers with duplexing capabilities.

Employee education regarding power management settings, duplex printing, and other behaviors aiding in DOJ meeting the electronics stewardship goals will occur through DOJ's Environmental Management System (EMS) framework and the DOJ Program Management User Guide (PMUG). JEST will work with the DOJ EWG to evaluate which EMSs within the bureaus currently include purchase, use, and disposal of electronics equipment as a significant environmental aspect. Where the EMSs do not currently address electronic stewardship, the EWG will evaluate whether it should be inserted and educate EMS advisory committees on

incorporating electronic stewardship goals and providing education to their employees about their role in meeting the EO 13514 electronics stewardship requirements.

Goal: Update agency policy to reflect environmentally sound practices for disposition of all agency excess or surplus electric products

DOJ policy requires components to reuse or recycle electronic equipment when obsolete, as long as doing so does not conflict with security and confidentiality concerns. DOJ continues to educate the necessary personnel in real property and IT services on this policy to ensure compliance. DOJ will continue to pursue strategies to ensure this policy is implemented across all components. Currently, many DOJ electronics are recycled through UNICOR's electronics recycling program. Other DOJ facilities recycle equipment through private recyclers, some of which have been audited to verify the use of best management practices. In addition, DOJ established the Justice for Schools program to encourage components to donate unneeded, but usable computers to schools through GSA's Computers for Learning (CFL) program.

As DOJ strives to ensure electronic equipment is managed in the most environmentally preferable manner across all components, DOJ will continue to educate property managers and IT support staff on how to make determinations about the most appropriate option for unneeded equipment including:

- **Disposition options:** FASS will coordinate with component CIOs to determine a workflow management process for IT staff outlining proper procedures for determining the best option for disposition of electronics equipment no longer needed by the component. Component CIOs will incorporate this workflow management process into IT support contracts and will educate DOJ IT staff on the process.
- **FEC participation:** The JEST and EWG encourage DOJ entities to become FEC partners in order to cover more facilities under the FEC framework. DOJ facilities have received information on options for end-of-life disposition through GSA Xcess, UNICOR, Computers for Learning, and recycling by private recyclers certified under the EPA Responsible Recycler guidelines through FEC technical assistance.
- **End-of-life management:** JEST continues to discuss with the EWG the most effective means of communicating information about environmentally preferable end-of-life management to IT staff and property management personnel at the facility level who make decisions about end-of-life management. JEST and EWG will pursue agreed upon options for education, outreach, and training.

In FY 2010, the FASS Logistics Management Services collected data on all reported property declared excess through GSA procedures or property recycled through UNICOR.

Goal: Update agency policy to ensure implementation of best management practices for energy-efficient management of servers and federal data centers.

The *US Department of Justice Final Data Center Consolidation Plan, v1.0* identified areas for consolidation, areas where optimization through server virtualization, best management practices, and a strategy for achieving consolidated end-state architecture. As necessary, DOJ will update and issue policies to ensure components are aware of and meet the requirements and strategies outlined in the Plan.

The DOJ’s OCIO, leading the Data Center Consolidation Plan, outlines how DOJ plans to meet energy reduction goals within its data centers. In FY 2010, the OCIO completed the initial Federal Data Center Consolidation Initiative (FDCCI) DOJ inventory of data center assets to understand the scope and size of DOJ data centers. This initial inventory data informed the development of the *US Department of Justice Final Data Center Consolidation Plan, v1.0*. The 2011 FDCCI asset inventory data call is in progress and scheduled for completion on June 30, 2011.

DOJ will incorporate the Plan’s requirements into its fiscal year budgets and will continue conducting ongoing tracking and reporting to update the asset inventory annually, continue reporting progress on implementing the data center consolidation plans to OMB, and continue accounting for execution of data center consolidation plans in subsequent years’ budgets.

DOJ has developed a “Green IT” Initiative within the OCIO that informs the development of the Data Center Consolidation Plan, as well as additional green IT initiatives across DOJ. The head of the Green IT Initiative, within the OCIO, participates in the Federal Partnership for Green Data Centers [4] , an interagency working group designed to advance the energy efficiency and renewable energy use goals of the Energy Independence Security Act of 2007 (EISA 2007) as they relate to data centers.

d. Positions:

Electronic stewardship occurs across DOJ components and bureaus in a broad array of positions. As DOJ aims to meet the electronic stewardship goals outlined above, JEST will coordinate with EWG participants and bureau leads, and share strategies and information with all DOJ employees, especially with regard to monitoring, tracking, education, and training.

e. Planning Table:

ELECTRONIC STEWARDHIP & DATA CENTERS	Units	FY10	FY11	FY12	FY13	FY14	FY15
% of electronic product acquisition covered by current Energy Star specifications that must be energy-star qualified	%	35	65	95	95	95	95
% of covered electronic product acquisitions that are EPEAT- registered	%	35	65	95	95	95	95
% of covered electronic product acquisitions that are FEMP-designated	%	35	65	95	95	95	95
% of agency, eligible PC, Laptops, and Monitors with power management actively implemented and in use	%	53	53	98	98	98	98

Department of Justice Strategic Sustainability Performance Plan, June 2011

ELECTRONIC STEWARDHIP & DATA CENTERS	Units	FY10	FY11	FY12	FY13	FY14	FY15
% of agency, eligible electronic printing products with duplexing features in use	%	100	100	100	100	100	100
% of electronic assets covered by sound disposition practices	%	100	100	100	100	100	100
% of agency data centers independently metered, advanced metered, or sub-metered to determine monthly (or more frequently) Power Utilization Effectiveness (PUE)	%	NA	TBD	TBD	TBD	TBD	TBD
Reduction in the number of agency data centers	#	0	0	2	3	5	5
% of agency data centers operating with an average CPU utilization greater than 65%	%	1.5	NA	NA	NA	NA	NA
Maximum annual weighted average Power Utilization Effectiveness (PUE) for agency.	#	NA	NA	NA	NA	NA	NA

f. **Agency Status:**

In FY 2007 DOJ distributed the Electronics Stewardship Plan. The purpose of this Plan is to implement sound environmental practices for acquisitions, operations and maintenance, and end-of-life management of electric products.

In FY 2009, DOJ distributed the *IT Standard, Power Management, v1.0* requiring the deployment of ENERGY STAR power management features on all new AND in-use desktop/laptop computers and monitors. In FY10, DOJ continued to recycle its obsolete electronics, as well as providing electronics recycling services to the broader community, through its UNICOR program. UNICOR provides recycling services to federal, state, local governments; schools; nonprofit organizations; and the private sector.

FY 2011 priority projects include continuing to ensure all procurement staff complete the required green procurement training and components report quarterly on training participation by DOJ staff. DOJ continues to educate component CIOs and IT employees/contractors on power management policy to make sure all employees are aware of their role in implementation. FEC continues to be the ideal framework for educating and training appropriate DOJ leads about their electronics stewardship responsibilities, as well as tracking progress toward electronic stewardship requirements. DOJ will continue to encourage participation within the FEC.

In September 2010, DOJ completed the *US Department of Justice Final Data Center Consolidation Plan* outlining a strategy for transitioning to consolidated end-state architecture to meet federal data center energy efficient requirements. An FY 11 Data Center Consolidation Plan update continues monitoring and reporting updates on the Department's data center asset inventory and progress.

g. ***Return on Investment:***

No projects from last year's SSPP have been deliberately cancelled/suspended due to lower than expected ROI. Additionally, DOJ has not expanded any projects due to higher than expected ROI.

h. ***Highlights:***

DOJ has made significant progress toward reducing the number of data centers by two in FY 12 through the FDCCI consolidation effort. Additionally, in FY 2010 and 2011, a major DOJ Component began executing their Data Center Consolidation plan utilizing aggressive virtualization and standardization initiatives. These initiatives, are coupled with the migration from an aging data center constrained by power and space limitations into a secure, purpose-built, state-of-the-art, outsourced data center, and will enhance the DOJ Component with green technology. DOJ has also identified three priority cloud projects. These cloud projects will increase DOJ Data Center rack utilization through virtualization.

In FY 2009, a major DOJ Component initiated a large IT Infrastructure modernization and upgrade program. There were several driving factors, including power limitations that lead to the development of the NextGen target architecture. This architecture includes significant use of virtualization and consolidation technologies. This modernization program involved the Component's participation in the DOJ Data Center Consolidation effort. By utilizing blade server technology the Component will be able to provide more server instances.

In FY 2010 and 2011, a major DOJ Component began planning for a significant reduction in its printer footprint through an implementation combining multi-function printers with a cross-domain solution, allowing the Component to service two security classifications with one printer. Consolidation of printer functionality will decrease power expenditures and waste (fewer print cartridges, smaller physical space required, etc.) Additionally, the initiative has the added benefits of decreasing hardware costs and requiring maintenance support for fewer models of printers.

In FY 2010, DOJ increased video conferencing capabilities both within conference rooms and by upgrading workstations with a camera and headset. By increasing video conference capabilities, the DOJ has reduced travel and increased the ease of distance collaboration.

DOJ faces a challenge in providing the annual weighted average PUE for DOJ data centers. Calculation of PUE requires sub-metering within data facilities. In most instances, DOJ data center sub-metering does not exist. The lack of sub-metering makes it difficult to separate out computer electricity usage from the overall building electricity usage. In addition, GSA is the property owner for most DOJ data facilities; therefore, GSA needs to pursue the installation of sub-meters. As data center consolidation efforts continue PUE is nice to have but is not a required metric for the FDCCI effort. In addition, it is not practical to incur the huge capital expenditure required to implement sub-metering at data centers planning for consolidation or closure.

DOJ is currently in the process of conducting a Data Center Energy Baseline data call to capture current sub-metering, electricity, and HVAC data for its data center facilities.

[1] <http://federalectronicchallenge.net/>

[2] <http://www1.eere.energy.gov/femp/program/fpgdc.html>

[3] <http://federalectronicchallenge.net/overview.htm>

[4] <http://www1.eere.energy.gov/femp/program/fpgdc.html>

Goal-Specific Items

Goal: Ensure acquisition of EPEAT registered, ENERGY STAR qualified, and FEMP designated electronic office products when procuring electronics in eligible product categories.

In February 2008, DOJ's Procurement Executive issued the *Procurement Guidance Document (PGD) 08-01, Environmental Issues* memo to Bureau procurement chiefs requiring the purchase of environmentally preferable products. The memo instructs contracting officers to review with appropriate contractors their role in the procurement of EPEAT-registered products. It also requires all desktop/laptop computers and monitors to be EPEAT "Bronze" registered or higher, with additional consideration given for products that have achieved EPEAT "Silver" or "Goal" registration.

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DOJ has pursued two strategies to establish a system for tracking the purchase of EPEAT-registered electronics:

1) DOJ is implementing the Unified Financial Management System (UFMS) as an integrated financial management system. UFMS will provide a mechanism for DOJ to track green acquisitions and will require procurement specialists to consider green purchasing requirements before making a purchase. Currently, UFMS is fully implemented within DEA and the FBI implementation is in process. UFMS is scheduled to be available across DOJ by 2014.

2) DOJ continues to recommend the FEC reporting framework as an ideal mechanism to track EPEAT-registered electronics purchases until UFMS is operational across the Department. The FEC requires reporting the purchase of EPEAT-registered computers at the "Gold," "Silver," and "Bronze" levels.

Goal: Establish and implement policy and guidance to ensure use of power management, duplex printing, and other energy-efficient or environmentally preferred options and features on all eligible electronic products.

In FY 2011, DOJ will update the *Information Technology Standard, Power Management* and the *Electronics Stewardship Plan* and bring them in alignment with other cross-government programs and initiatives, including but not limited to EO 13514, the US Government Computer Baseline (USGCB), the Federal Data Center Consolidation Initiative (FDCCI), and cloud computing.

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DOJ is also in the process of incorporating power management monitoring into the DOJ IT management dashboards. These dashboards will provide components with a near real-time, easy to understand graphical view of the status of power management settings.

DOJ continues to track the implementation of power management settings as required in EO 13514 and the *DOJ IT Standard, Power Management, v 1.0*. DOJ components are required to report on enabling power management features and the number of exempt and non-exempt desktop/laptop computers and monitors by November 30 of each year. DOJ continues to educate component CIOs and IT employees/contractors to realize full implementation of this Standard.

In addition, the OCIO will continue to collaborate with component CIOs to examine the desktop configuration settings IT employees/contractors must follow when deploying new computers. The component CIOs will ensure power management settings are incorporated into their desktop/laptop computer configuration settings and contract language for all IT support contracts.

JEST will continue to evaluate options for increasing duplex printing by influencing printer duplex capabilities and settings and will coordinate with the Department Environmental Working Group (EWG) to implement these options across DOJ components. Duplex printing is enabled on all printers with duplexing capabilities.

Employee education regarding power management settings, duplex printing, and other behaviors aiding in DOJ meeting the electronics stewardship goals will occur through DOJ's Environmental Management System (EMS) framework and the DOJ Program Management User Guide (PMUG). JEST will work with the DOJ EWG to evaluate which EMSs within the bureaus currently include purchase, use, and disposal of electronics equipment as a significant environmental aspect. Where the EMSs do not currently address electronic stewardship, the EWG will evaluate whether it should be inserted and educate EMS advisory committees on incorporating electronic stewardship goals and providing education to their employees about their role in meeting the EO 13514 electronics stewardship requirements.

Goal: Update agency policy to reflect environmentally sound practices for disposition of all agency excess or surplus electric products

DOJ policy requires components to reuse or recycle electronic equipment when obsolete, as long as doing so does not conflict with security and confidentiality concerns. DOJ continues to educate the necessary personnel in real property and IT services on this policy to ensure compliance. DOJ will continue to pursue strategies to ensure this policy is implemented across all components. Currently, many DOJ electronics are recycled through UNICOR's electronics recycling program. Other DOJ facilities recycle equipment through private recyclers, some of which have been audited to verify the use of best management practices. In addition, DOJ established the Justice for Schools program to encourage components to donate unneeded, but usable computers to schools through GSA's Computers for Learning (CFL) program.

As DOJ strives to ensure electronic equipment is managed in the most environmentally preferable manner across all components, DOJ will continue to educate property managers and IT support staff on how to make determinations about the most appropriate option for unneeded equipment including:

- **Disposition options:** FASS will coordinate with component CIOs to determine a workflow management process for IT staff outlining proper procedures for determining the best option for disposition of electronics equipment no longer needed by the component. Component CIOs will incorporate this workflow management process into IT support contracts and will educate DOJ IT staff on the process.
- **FEC participation:** The JEST and EWG encourage DOJ entities to become FEC partners in order to cover more facilities under the FEC framework. DOJ facilities have received information on options for end-of-life disposition through GSA Xcess, UNICOR, Computers for Learning, and recycling by private recyclers certified under the EPA Responsible Recycler guidelines through FEC technical assistance.
- **End-of-life management:** JEST continues to discuss with the EWG the most effective means of communicating information about environmentally preferable end-of-life management to IT staff and property management personnel at the facility level who make decisions about end-of-life management. JEST and EWG will pursue agreed upon options for education, outreach, and training.

In FY 2010, the FASS Logistics Management Services collected data on all reported property declared excess through GSA procedures or property recycled through UNICOR.

Goal: Update agency policy to ensure implementation of best management practices for energy-efficient management of servers and federal data centers.

The *US Department of Justice Final Data Center Consolidation Plan, v1.0* identified areas for consolidation, areas where optimization through server virtualization, best management practices, and a strategy for achieving consolidated end-state architecture. As necessary, DOJ will update and issue policies to ensure components are aware of and meet the requirements and strategies outlined in the Plan.

The DOJ's OCIO, leading the Data Center Consolidation Plan, outlines how DOJ plans to meet energy reduction goals within its data centers. In FY 2010, the OCIO completed the initial Federal Data Center Consolidation Initiative (FDCCI) DOJ inventory of data center assets to understand the scope and size of DOJ data centers. This initial inventory data informed the development of the *US Department of Justice Final Data Center Consolidation Plan, v1.0*. The 2011 FDCCI asset inventory data call is in progress and scheduled for completion on June 30, 2011.

DOJ will incorporate the Plan's requirements into its fiscal year budgets and will continue conducting ongoing tracking and reporting to update the asset inventory annually, continue reporting progress on implementing the data center consolidation plans to OMB, and continue accounting for execution of data center consolidation plans in subsequent years' budgets.

DOJ has developed a "Green IT" Initiative within the OCIO that informs the development of the Data Center Consolidation Plan, as well as additional green IT initiatives across DOJ. The head of the Green IT Initiative, within the OCIO, participates in the Federal Partnership for Green Data Centers [1], an interagency working group designed to advance the energy efficiency and renewable energy use goals of the Energy Independence Security Act of 2007 (EISA 2007) as they relate to data centers.

[1] <http://www1.eere.energy.gov/femp/program/fpgdc.html>

GOAL 8: Agency Innovation & Government-Wide Support

a. ***Goal description:***

DOJ's sustainability goals for UNICOR include:

- DOJ will look into the feasibility of expanding manufacture and installation of technologies to use solar and wind energy and biofuels in its facilities.
- DOJ will continue to leverage the UNICOR program to teach inmates green job skills and procure materials and services for the federal government using environmentally sound processes.

· DOJ will pursue certification for its electronics recycling facilities.

b. Agency lead for goal:

The DOJ lead for UNICOR is the General Counsel for Federal Prison Industries, Inc., and the program is supported by numerous BOP staff and thousands of inmates.

c. Implementation methods:

Since 2008, UNICOR has brought two photovoltaic panel manufacturing plants online, with a total production capacity of 74 megawatts. These PV panels are available for implementation on Federal projects, which enable affordable renewable energy and a reduction in Scope 2 Greenhouse gas emissions. UNICOR provides Federal agencies with design and installation services for renewable projects in addition to manufacturing and selling affordable PV panels.

DOJ will also consider installing other forms of onsite renewable technology. Correctional facilities are good candidates for wind and solar energy generation because they are located on public land, and they are often situated in remote areas, where winds are stronger. UNICOR is exploring other opportunities to begin manufacturing various renewable energy technologies. Two LED pilot programs are underway, and a Solar Thermal pilot program is in development. The results of these initiatives coupled with Federal demand for these products will determine UNICOR’s next steps in setting up manufacturing plants for products in the renewable energy sector.

On the recycling side, one UNICOR factory received certification under the Responsible Recycling Practices for Electronics Recyclers (R2) in May, 2011. A second recycling factory is scheduled to receive its certification in June, 2011. All seven UNICOR recycling factories are scheduled to obtain R2 certification by the end of the year.

d. Positions:

UNICOR is currently staffed by FPI employees and inmate labor. As a non-appropriated program, UNICOR does not reflect a budget planning table. The program will adjust staffing as necessary to meet additional reporting requirements.

e. Planning Table:

AGENCY INNOVATION & Government-Wide Support	Units	FY10	FY11	FY12	FY13	FY14	FY15	...	FY20
Programs, Projects, Initiatives that support Gov-wide efforts	# of R2 certifications	0	2	5	NA	NA	NA		
Other, as defined by agency									

f. ***Agency Status:***

In FY 2011 and 2012, DOJ will continue its successful prison industries and other “green” initiatives. DOJ will continue to work with UNICOR to evaluate the potential for solar installations throughout the Department’s nationwide facility inventory. UNICOR factory in Lewisburg, Pennsylvania received certification under the Responsible Recycling Practices for Electronics Recyclers (R2) in May, 2011. A second recycling factory is scheduled to receive its certification in June, 2011.

g. ***Return on Investment:***

No projects from last year’s SSPP have been deliberately cancelled/suspended due to lower than expected ROI. Additionally, DOJ has not expanded any projects due to higher than expected ROI.

h. ***Highlights:***

DOJ will continue to work with UNICOR to evaluate the potential for solar installations throughout the Department’s nationwide facility inventory. UNICOR factory in Lewisburg, Pennsylvania received certification under the Responsible Recycling Practices for Electronics Recyclers (R2) in May, 2011. A second recycling factory is scheduled to receive its certification in June, 2011. All seven UNICOR recycling factories are scheduled to obtain R2 certification by the end of 2011.

Goal-Specific Items

Since 2008, UNICOR has brought two photovoltaic panel manufacturing plants online, with a total production capacity of 74 megawatts. These PV panels are available for implementation on Federal projects, which enable affordable renewable energy and a reduction in Scope 2 Greenhouse gas emissions. UNICOR provides Federal agencies with design and installation services for renewable projects in addition to manufacturing and selling affordable PV panels.

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Section 3: Agency Self Evaluation

Agency Self Evaluation	Answer
Does your Sustainability Plan incorporate and align sustainability goals, GHG targets and overarching objectives for sustainability with the Agency Strategic Plan?	Yes
Does it provide annual targets, strategies and approaches for achieving the 2015 and 2020 goals?	Yes
Is the Sustainability Plan consistent with the FY2012 President's Budget?	Yes
Does the Sustainability Plan integrate all statutory and Executive Order requirements into a single implementation framework for advancing sustainability goals along with existing mission and management goals, making the best use of existing and available resources?	Yes
Does your plan include methods for obtaining data needed to measure progress, evaluate results, and improve performance?	Yes

1. Did your agency meet by 12/30/10 due date and/or is it now able to demonstrate comprehensive implementation of the EO 13423 Electronic Stewardship goals?

DOJ is able to demonstrate comprehensive implementation of the EO 13423 Electronic Stewardship goals by DOJ Components that have implemented the Unified Financial Management System (UFMS) by using its built in Green Procurement Codes. Until Components implement UFMS, Components will rely on use of Federal Procurement Data System's Element 8K to capture accomplishment of the 95% compliance requirement. DOJ has established the Environmental Stewardship Plan and the IT Standard, Power Management document requiring enabling the ENERGY STAR and Power Management features. DOJ is in the process of rolling out the Endpoint Lifecycle Management System (ELMS) IBM Tivoli Endpoint Manager (TEM) agent across the Department. In FY 2011, DOJ implemented the power management monitoring capabilities within TEM. This capability provides an automated, unobtrusive, cost-effective way to measure progress in the implementation of power management across the Department. DOJ is also in the process of incorporating power management monitoring into the DOJ IT management dashboards. DOJ also extends the life of electronics when prior to reporting property as excess performs internal screening within the Bureau, and/or Offices Boards and Divisions. Reutilizing electronic, equipment, etc., means maximizing total dollars spent. When internal screening has been exhausted and property survives internal screening then it is reported to GSA procedures under Reutilization/ Transfer/ Donation & Sales processes.

2. Is your agency tracking and monitoring all of its contract awards for inclusion of requirements for mandatory federally-designated green products in 95% of relevant acquisitions?

DOJ continues tracking and monitoring all of its contract awards for inclusion of requirements for mandatory federally-designated green products in 95% of relevant acquisitions through its UFMS system, which provides comprehensive tracking of sustainable acquisitions. For

Components that have not yet completed implementation of UFMS, they will rely on use of Federal Procurement Data System's Element 8K to capture accomplishment of the 95% compliance requirement.

3. Has your agency completed energy evaluations on at least 75% of its facilities?

DOJ has partially completed energy evaluations on at least 75% of its facilities. DEA has completed 100% on energy evaluations of its covered facilities. However, BOP has completed approximately 30%. Future funding applied to these facilities will assure completion of energy evaluation on 75% of BOP covered facilities. In an effort to lower the cost of these evaluations the BOP is working with the DOE/NREL to train BOP staff to complete energy evaluations. FBI plans to contract services of a contractor to help develop the energy management program.

4. Will your agency meet the deadline of October 1, 2012 (EPACT'05 Sec 103) for metering of energy use?

DOJ has met approximately 45% of total electricity meters in FY 2010. DOJ continue to plan to proceed with the metering goals when funding becomes available.

5. If your agency reports in the FRPP, will it be able to report by December 2011 that at least 7% of its inventory meets the High Performance Sustainable Guiding Principles?

DOJ's FRPP submission for FY 2010 reported that approximately 3.5 percent of DOJ buildings currently meet the High Performance Sustainable Guiding Principles. Generally, the information for the next DOJ's FRPP report is collected, reviewed, and validated during the September to December time period. Therefore, at this time, DOJ does not know if 7 percent of its inventory will meet the standard by December 2011, until the next FRPP is submitted. The DOJ inventory consists of thousands of building assets, many of which are older buildings that would require major upgrades and retrofits to operate on a sustainable basis. Adequate funding is not currently available to upgrade so many buildings in the short term. However, future funding applied to these buildings will assure that they can meet sustainable standards going forward. In addition, all newly constructed buildings will be designed and operated to meet or exceed the High Performance Sustainable Guiding Principles. Therefore, over a longer term horizon, these measures will significantly increase the percentage of DOJ building assets that do meet the sustainable guidelines.

Acronyms and Abbreviations

AFV	Alternative Fuel Vehicle
ARRA	American Recovery and Reinvestment Act of 2009
BTU or Btu	British Thermal Unit
C&D	Construction and Demolition
CEQ	Council on Environmental Quality
CFL	Computer for Learning
CIO	Chief Information Officer
CPU	Central Processing Unit
EISA	Energy Independence and Security Act
EMS	Environmental Management System
EO	Executive Order
EPA	Environmental Protection Agency
EPAct	Energy Policy Act
EPCRA	Emergency Planning and Community Right-to-Know Act
EPEAT	Electronic Product Environmental Assessment Tool
EPP	Environmentally Preferable Purchasing
ESPC	Energy Services Performance Contract
EUL	Enhanced Use Lease
FEMP	Federal Energy Management Program
FTE	Full Time Employee
FY	Fiscal Year
gal	gallon
GHG	Greenhouse Gas
GPRA	Government Performance and Results Act
GSA	General Services Administration
GSF	Gross Square Feet
IT	Information Technology
MILCON	Military Construction
mtCO ₂ e	Metric tons of Carbon Dioxide Equivalent
NEPA	National Environmental Policy Act
O&M	Operations and Maintenance
OMB	Office of Management and Budget
PPA	Power Purchase Agreement
PUE	Power Usage Efficiency
R2	Responsible Recyclers
RIA	Regulatory Impact Analysis
ROI	Return on Investment
SF	Square Feet or Square Footage
SNAP	Significant New Alternatives Policy
SRPO	Senior Real Property Officer
SSO	Senior Sustainability Officer
TRI	Toxics Release Inventory
USC	United States Code
UESC	Utility Energy Services Contract