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U.S. Department of Justice Strategic Sustainability Performance Plan

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Executive Summary

To encourage environmental stewardship and sustainability as part of its mission, the U.S. Department of Justice (DOJ) has developed this Strategic Sustainability Performance Plan, which outlines how DOJ plans to reduce its combined Scope 1 and 2 greenhouse gas (GHG) emissions¹ by 16.4 percent and its Scope 3 GHG emissions² by 3.8 percent, both compared to the baseline of fiscal year (FY) 2008 GHG emissions.

To reduce the direct and indirect GHG emissions associated with its facilities, employees, and operations, DOJ will focus on the following 10 areas:

1. Reducing Scope 1 and 2 GHG emissions, specifically related to energy use, renewable energy, transportation, and fuel efficiency.
2. Reducing Scope 3 GHG emissions from employee travel, commuting, transmission and distribution losses from purchased electricity, and waste and wastewater treatment.
3. Developing and maintaining a comprehensive GHG emission inventory.
4. Designing, constructing, and operating high-performance sustainable buildings.
5. Conducting regional and local planning for new facilities in a sustainable manner.
6. Managing water, wastewater, and stormwater efficiently and effectively.
7. Preventing pollution and eliminating waste wherever possible.
8. Requiring sustainable acquisition practices when DOJ procures products and services.
9. Promoting electronics stewardship through product life cycles and in DOJ data centers.
10. Encouraging innovation in sustainability throughout DOJ.

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 and Explosives
- Drug Enforcement Administration

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

¹ Scope 1 GHG emissions are those that DOJ directly emits from owned or controlled sources (e.g., emissions from fossil fuels burned on site and in vehicles). Scope 2 GHG emissions are those that result from the generation of electricity and steam generated off site but purchased by DOJ.

² Scope 3 GHG emissions are those from sources not owned or directly controlled by DOJ but related to the Department's activities (e.g., employee travel and commuting, contracted waste disposal).

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, 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 GHG emissions and overall environmental footprint.

To encourage environmental protection, energy conservation, and GHG emission reductions 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.

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; 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.

More than 100,000 employees in 40 different components and more than 3,800 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 36,000 employees in 115 institutions, or campuses comprised of numerous buildings that house and care for incarcerated individuals. BOP is currently responsible for more than 172,000 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 15 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 10 Agency Innovation chapter of this Strategic 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 will integrate the following goals into their missions through EMSs, sustainable strategies, and other initiatives described below.

III. Greenhouse Gas Reduction Goals

DOJ's fiscal year 2020 goal is to reduce Scope 1 and 2 GHG emissions by 16.4 percent, compared to an FY 2008 baseline. In FY 2008, DOJ produced approximately 22 metric tons of carbon dioxide equivalent (MTCO_{2e}) per 1,000 square feet of facility area. Due to the need for

additional prison space, FBI expansion, and other departmental growth, DOJ is planning to increase its facility area by 4 percent (compared to FY 2008) in FY 2015, and by 15 percent in FY 2020. The 16.4 percent Scope 1 and 2 GHG emissions reduction goal was calculated and approved based on a “business as usual” analysis, rather than a comparison to the aggregated GHG emissions associated with DOJ’s growing inventory of facilities.

Significant GHG emission reductions on an absolute basis would be nearly impossible for DOJ to achieve, due to the substantial and necessary increase anticipated in its facility footprint. Likewise, because DOJ had already decreased its energy intensity 22.7 percent between FY 2003 and FY 2008, the low FY 2008 GHG Scope 1 and 2 emissions baseline should be taken into account when reviewing this reduction target.

DOJ is also submitting an initial estimate of its baseline FY 2008 Scope 3 GHG emissions using the Council on Environmental Quality’s (CEQ’s) Scope 3 Target Tool, which includes: federal employee business travel (air and ground transportation); federal employee commuting; contracted solid waste disposal and wastewater treatment; and transmission and distribution losses from purchased electricity.

Based on its initial Scope 3 GHG emissions baseline estimate of 599,190 MTCO₂e for FY 2008, DOJ plans to collectively reduce those emissions by 3.8 percent. DOJ will continue to refine its Scope 3 inventory in subsequent years and adjust its reduction strategy as necessary.

IV. Plan Implementation

A. Internal 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 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 is 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 Integration

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) 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.

E. Agency Budget 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 Evaluation of Progress

Based on the milestones identified in Section 3, 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 energy performance report to the U.S. Department of Energy (DOE); 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.

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 ³	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 (April 26, 2010 draft)	NO	NO	NO	NO	NO	NO	NO	YES	NO	YES
Annual Energy Data Report	YES	YES	YES	YES	NO	YES	NO	YES	YES	NO
EISA Section 432 Facility Evaluations/Project Reporting	YES	YES	NO	YES	NO	YES	NO	NO	NO	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	NO	YES	N/A	YES	YES	YES	YES	N/A

³ Reference only.

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
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

V. Evaluating Return on Investment (ROI)

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/ROI

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, found at 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 10 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, 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 and Annual Update

I. Summary of Accomplishments

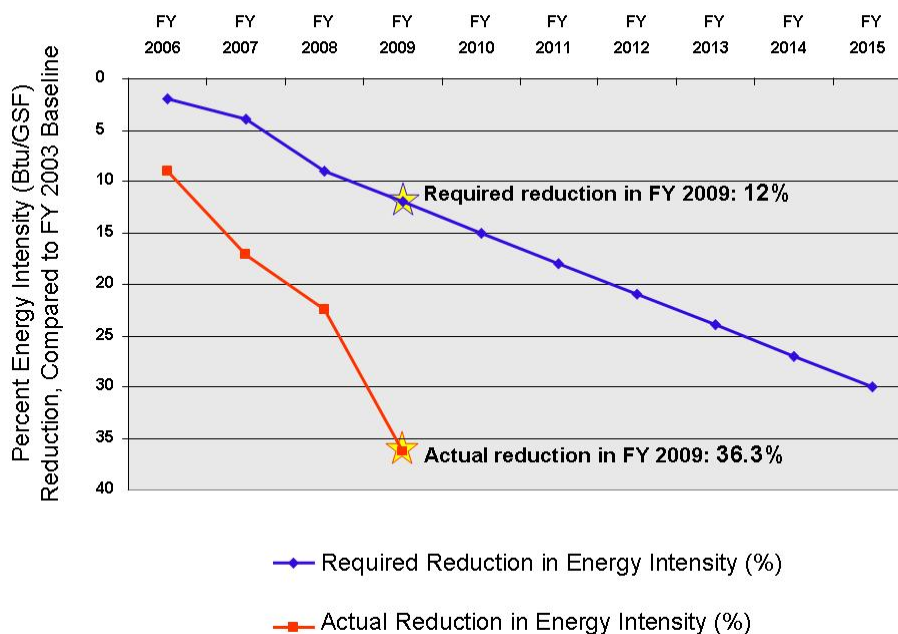
GOAL 1: SCOPE 1 AND 2 GREENHOUSE GAS REDUCTION

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.

Reduced Facility Energy Intensity

In FY 2009, DOJ achieved a 36.3 percent reduction in energy intensity as compared to an 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's performance, illustrated in Figure 2-1, is more than triple the 12 percent reduction required by the Energy Independence and Security Act of 2007 (EISA).

Figure 2-1: Reduction in DOJ's FY 2006-09 Energy Intensity, Compared to FY 2003 Baseline



In response to rising energy costs for its prisons and the Energy Policy Act of 2005 (EPAct 2005), BOP developed an Energy Initiative that assigned energy reduction goals to each of BOP's six regions and provided a list of low- and no-cost strategies to be included in regional energy conservation plans, including:

- Increased use of daylighting, where possible
- Elimination of one hot meal per day
- Proper operation of heating, ventilation, and air-conditioning (HVAC) equipment

- Revised temperature set points for the heating and cooling season
- Elimination of hot water in washing machines
- Replacement of old equipment with ENERGY STAR[®] qualified equipment
- Procurement of professional energy audits

In addition to promoting increased energy awareness among BOP's regional staff, the BOP Energy Initiative encourages collaboration with local communities to increase public awareness of BOP's efforts to promote energy conservation, renewable energy, and other sustainable practices. Eligible inmates can also receive education and training on renewable energy technology and give feedback on innovative no-cost strategies to reduce energy in BOP's facilities. In recognition of these efforts, DOE's Federal Energy Management Program (FEMP) presented DOJ with a 2007 Presidential Energy Management Award.

BOP has awarded 15 ESPCs (one in FY 2003; three in FY 2008; five in FY 2009; and six in FY 2010). These projects include HVAC equipment and lighting upgrades; control systems optimization; high-efficiency motors; advanced metering; variable frequency drives (VFDs); and renewable energy such as solar thermal water heating, photovoltaic (PV) arrays, wind turbines, and biomass boilers.

FBI has also awarded two ESPC projects—one at its FBI Academy in Quantico, Virginia, and another at its Washington, D.C., Headquarters in the J. Edgar Hoover Building. The Quantico ESPC will implement an array of energy conservation measures, including new boilers and a new chilled water system, a new energy management control system, and lighting upgrades. The Hoover Building ESPC includes lighting upgrades, chiller replacement, and enhancements to the building's HVAC system.

Renewable Energy

In 1998, BOP completed construction of the bureau's first solar hot water heater at the Phoenix Federal Correctional Institution (FCI) in Phoenix, Arizona, which produces up to 50,000 gallons of hot water each day—enough to supply the facility's kitchen, shower, laundry, and sanitation needs for 1,250 inmates and staff. The system offsets the annual consumption of approximately 1 million kilowatt-hours (kWh), helping avoid the emissions of nearly 600 tons of CO₂ per year.

In March 2005, BOP completed construction of the first wind turbine for a U.S. prison at the Federal Correctional Complex (FCC) in Victorville, California, which supplies approximately 10 percent of the facility's annual electricity needs. BOP also installed a 50-kilowatt (kW) PV array on top of covered parking spaces that further reduces the complex's conventional electricity demand. Inmates assist in maintaining solar panels by cleaning bugs and dirt from the panels. To supplement its onsite renewable energy applications, DOJ purchases green power. In FY 2009, DOJ increased its green power purchases by 196 percent compared to FY 2008.

Fleet Management

DOJ has made significant strides in greening its automotive fleet. In FY 2009, DOJ's alternative fuel vehicle (AFV) acquisitions represented 138 percent of the Department's total goal-covered

(or nontactical) vehicles, far exceeding the 75 percent requirement. DOJ also reduced its total petroleum consumption in covered vehicles by 8.4 percent, exceeding the required 8 percent reduction. The average fuel economy of DOJ's newly acquired light-duty vehicles (LDVs) in FY 2009 was 5 miles per gallon greater than the baseline FY 2005 fuel efficiency of its LDV fleet.

To address Section 246 of EISA, DOJ has three fueling centers that provide alternative fuel. BOP's Beaumont (Texas) FCC provides both biodiesel and compressed natural gas (CNG), and both the Victorville FCC and Butner (North Carolina) FCC provide fuel pumps for CNG. To further reduce petroleum consumption in tractors and landscape vehicles, inmates at six of BOP's facilities participate in a program to produce biodiesel from recovered cooking oil. Not only does this program benefit the environment and provide additional skills to inmates in preparation for their reentry into society, but it also helps BOP reduce waste disposal expenses.

GOAL 2: SCOPE 3 GREENHOUSE GAS REDUCTION

In response to EO 13514, DOJ has made significant progress quantifying its Scope 3 GHG emissions in order to better understand the environmental impact of its day-to-day operations.

Employee Travel

DOJ has not yet uploaded its FY 2008 air travel data into the U.S. General Service Administration's (GSA's) Travel Management Information System (Travel MIS) to calculate the Scope 3 GHG emissions associated with its employees' business air travel. As an alternative, DOJ compiled total FY 2008 air travel mileage and estimated the associated GHG emissions using emission factors from the U.S. Environmental Protection Agency's (EPA's) Climate Leaders Program. These initial calculations represent a reasonable estimate and help DOJ understand the extent to which its annual air travel contributes to its overall Scope 3 GHG emissions. Using the estimate of GHG emissions associated with air travel, DOJ then developed an order of magnitude estimate for Scope 3 GHG emissions associated with ground travel, based on published research suggesting that 25 percent of an organization's Scope 3 GHG emissions associated with both business air and ground travel can be attributed to ground travel.⁴

To further estimate the environmental impact of the Department's employee travel, DOJ estimated its Scope 3 GHG emissions associated with employee commuting based on the Department-wide transit subsidy program and carpool participation data, as well as published research on the distribution of commuting mode⁵ and distance.⁶

⁴ M. Buttazzoni & K. Zyla, 2005. *Lessons learned from Yale University inventory: GHG emissions from transportation*. www.epa.gov/ttn/chief/conference/ei14/session3/buttazzoni.pdf

⁵ 1990 Census of Population, STF3C. <http://www.census.gov/population/socdemo/journey/usmode90.txt>

⁶ U.S. Department of Transportation, 2003. Omnibus Household Survey. www.bts.gov/publications/omnistats/volume_03_issue_04/html/figure_02.html

Waste Disposal and Wastewater Treatment

DOJ estimated the Scope 3 GHG emissions associated with both contracted solid waste disposal and contracted wastewater treatment using CEQ's Scope 3 Target Tool. To develop an estimate for Scope 3 GHG emissions associated with contracted solid waste disposal, DOJ compiled actual FY 2008 solid waste generation data for all BOP facilities (which represent the waste generated by 31 percent of DOJ's employees and 166,000 inmates). DOJ then used national average daily waste generation figures to extrapolate GHG emissions associated with waste for all remaining DOJ employees.

DOJ also utilized CEQ's Scope 3 Target Tool to estimate the Department's Scope 3 GHG emissions associated with contracted wastewater treatment. In order to more comprehensively and transparently communicate the environmental impact of DOJ's daily operations, DOJ also accounted for the Scope 3 GHG emissions associated with wastewater resulting from BOP's inmate population.

Transmission and Distribution (T&D) Losses

DOJ used CEQ's Scope 3 Target Tool to estimate the Department's Scope 3 emissions associated with T&D loss from purchased electricity.

GOAL 3: DEVELOP AND MAINTAIN AGENCY COMPREHENSIVE GREENHOUSE GAS INVENTORY

In direct response to EO 13514, DOJ has developed an initial inventory of the Department's following Scope 1, 2, and 3 GHG emissions.

DOJ's Scope 1 GHG emissions include:

- Onsite combustion of natural gas, fuel oil, and propane at DOJ's reporting facilities
- Fuel combustion in DOJ's covered fleet vehicles

DOJ's Scope 2 GHG emissions include:

- Purchased electricity
- Purchased steam

DOJ's Scope 3 GHG emissions include:

- T&D losses associated with purchased electricity
- Employee business air travel
- Employee business ground travel
- Employee commuting
- Contracted solid waste disposal
- Contracted wastewater treatment

While still refining its GHG emission estimates, DOJ is able to better understand the environmental impact of its operations, which lays the important foundation for DOJ's efforts to

further develop, refine, and maintain its comprehensive GHG emissions inventory in subsequent years.

GOAL 4: HIGH-PERFORMANCE SUSTAINABLE DESIGN/GREEN BUILDINGS

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.

Facility	Rating System	Certification Level	Square Footage	Status
BOP FCI #3, Butner, NC	LEED-NC 2.1	Certified	529,000	Awarded
BOP FCI, Aliceville, AL	LEED-NC 2.2	Goal: Certified	600,000	In progress
BOP FCI, Hazelton, WV	LEED-NC 2.2	Goal: Silver	600,000	In progress
BOP FPC, Yazoo City, MS	LEED-NC 2.2	Goal: Silver	36,468	In progress
FBI Biometrics Technology Center, Clarksburg, WV	LEED-NC 2.2	Goal: Silver	360,000	In progress

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. 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 FY 2011.

As of December 31, 2009, DOJ met the *Guiding Principles for Federal Leadership in High Performance Sustainable Buildings* (Guiding Principles) at approximately 3.6 percent of its FY 2009 Federal Real Property Profile (FRPP) buildings greater than 5,000 gross square feet (GSF). DOJ is on track to meet the Guiding Principles in at least 15 percent of its existing building inventory by 2015.

GOAL 5: REGIONAL AND LOCAL PLANNING

BOP accounts for the vast majority of DOJ's new construction on the horizon, and most new facilities are sited on existing properties. If BOP has need for a new location, the bureau begins the site selection process with assessments of potential sites, often including environmental studies, wetland jurisdiction determination studies, geotechnical studies, topography studies, boundary surveys, utility studies, cultural resource reports, and housing studies. Once a site is considered feasible for development, BOP conducts a NEPA assessment prior to acquiring the property for development.

DOJ also has a history of reclaiming brownfield sites on which to construct its facilities. For example, the following are some of the installations developed on prior mining sites:

- BOP FCI Manchester, Kentucky
- BOP FCI McDowell, West Virginia
- FBI Complex, Clarksburg, West Virginia
- FBI Complex, Harrison County, West Virginia

GOAL 6: WATER USE EFFICIENCY AND MANAGEMENT

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. High-level EMSs will be established at DOJ and appropriate bureaus by the end of FY 2011, and water use will likely be one of their significant environmental aspects.

Because of the size and scope of prison facilities, they account for more than 99 percent of DOJ's water use. BOP has been aggressively pursuing reductions in water use intensity through the implementation of ESPCs. BOP awarded three ESPCs in FY 2008 and five contracts in FY 2009 with significant water conservation initiatives. As these projects are completed, more than 370 million gallons of water per year are anticipated to be saved through plumbing system retrofits with more efficient fixtures and fittings, installation of control systems that limit frequency of toilet flushing and duration of showers in prisons, replacement of water-cooled ice machines, and laundry and kitchen system improvements.

Notwithstanding these accomplishments, DOJ water use has increased compared to its FY 2007 baseline. FY 2007 water use intensity was 119.7 gallon per GSF; in FY 2009, DOJ's water use intensity was 127.7 gallons per GSF, a 6.7 percent increase. There are several factors that may have caused this increase. First, BOP shifted its FCC in Victorville, California, from onsite well water to city water to address unacceptable levels of arsenic in the well water. This change increased reported water use by 240 million gallons, or 2.7 percent.

In FY 2009, the federal prison population increased by 6,500 inmates. Because the nature of water use in prisons is to serve population needs, true water use intensity is more a function of population than facility footprint; however, expressing intensity as a function of building footprint is the required metric under the applicable executive orders. The increase in prison population accounts for approximately 4 percent of the observed increase in water use intensity, when expressed on a per-square-foot basis.

Faced with the challenge of an increasing prison population, DOJ is continuing to work on a strategy to achieve the water use efficiency and management goals required under EO 13423 and 13514.

GOAL 7: POLLUTION PREVENTION AND WASTE ELIMINATION

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.

For example, the FCC in Lompoc, California, operates a comprehensive recycling and environmental awareness program, employing several inmates to sort recyclable materials throughout the complex. In FY 2007, the complex's recycling efforts diverted 320,000 tons of wood, cardboard, ferrous metals, nonferrous metals, tires, batteries, antifreeze, motor oil, cooking oil, wood pallets, plastics, light bulbs, computers and paper from the waste stream. These materials generated \$28,885 in revenue in 2007 and saved more than \$24,000 in landfill disposal fees.

A number of BOP facilities have received White House Closing the Circle awards for waste diversion efforts. For example, the FCC in Florence, Colorado, received the 2005 Recycling–Civilian award, and the FCC in Coleman, Florida, received the 2004 Recycling–Civilian award.

Organic wastes are currently composted at 23 BOP facilities across the country. BOP provides case studies and facility contacts for these innovative programs to environmental managers to encourage similar initiatives at additional institutions.

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 under the watchful eye of FBI security officers.

In the area of pollution prevention, DOJ components have developed and implemented plans to phase out the acquisition, use, and disposal of hazardous materials. BOP's environmental compliance division systematically works to eliminate the use of specific products containing hazardous or toxic materials by first piloting green alternatives, then mandating their use bureau-wide. Through this process, BOP successfully found alternatives for all of its cleaners and halogenated solvents. For example, BOP's U.S. Penitentiary (USP) Hazelton in Bruceton Mills, West Virginia, received a White House Closing the Circle award for piloting the use of cleaning agents with fewer harmful effects on human health and the environment to determine that they were cost-effective, equivalent in quality, and suitable to the unique safety and security issues of

the correctional environment. Beginning in 2009, BOP replaced all of its janitorial solvents with comparable green alternatives. BOP is currently exploring environmentally preferable laundry detergents using the same pilot model, with the intention of expanding the use of the best green alternative bureau-wide.

GOAL 8: SUSTAINABLE ACQUISITION

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.

DOJ's components have made strides in increasing sustainable acquisitions. As described above, BOP has transitioned a significant percentage of its procurement to green alternatives. BOP also purchases a wide range of products containing recovered content materials. In FY 2008, more than 75 percent of tissue products, 70 percent of traffic barricades, and 20 percent of signage purchased by BOP contained recovered materials. In addition, 60 percent of engine lubricating oil was re-refined, and 50 percent of toner cartridges were remanufactured.

FBI has implemented a green purchasing training module for all acquisition personnel and is seeing trends in compliance reviews that sustainability requirements are being addressed. In FY 2009, FBI purchased WaterSense labeled faucets, paper and tissue products containing recovered content, re-manufactured toner cartridges, and re-refined oil. In addition, FBI purchased engine oils, lubricants, carpets, carpet and upholstery cleaners, glass cleaners and other green janitorial products, and hand sanitizers containing biobased materials.

GOAL 9: ELECTRONIC STEWARDSHIP AND DATA CENTERS

DOJ developed an Electronics Stewardship Implementation Plan in 2007 to outline the Department's approach to meeting the electronic stewardship requirements of EO 13423. The plan enumerates DOJ's electronic stewardship goals, defines roles and responsibilities, and provides a blueprint for meeting EO 13423 requirements that continues to be relevant to helping DOJ meet the requirements of EO 13514.

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. To earn this achievement, DOJ facilities donated or recycled more than

3,264,600 pounds of electronic equipment during FY 2009. 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. 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.

DOJ's Chief Information Officer (CIO) issued a policy in September 2009 requiring the deployment of ENERGY STAR power management features on all new and in-use desktop and laptop computers and monitors. The policy also encourages DOJ employees to power down their computers at the conclusion of the work day and requires all DOJ components to report on the enabling of power management features at the close of each fiscal year. With this policy in place, DOJ is working to educate component CIOs, information technology (IT) contractors, and employees to ensure compliance. DOJ policy also requires reuse or recycling of electronic equipment at end-of-life, as well as the purchase of desktops, laptops, and monitors registered Silver or higher under the Electronic Product Environmental Assessment Tool (EPEAT).

DOJ provides representation on the Federal Electronics Stewardship Work Group (FESWG) and participates in the Federal Electronics Challenge (FEC) program—designed to help federal agencies reduce the environmental impacts of their electronics purchase, use, and disposal—with more than 11,000 DOJ employees currently covered under the FEC framework. In 2010, 10 DEA facilities were recognized by the FEC program for: implementing exceptional electronic stewardship programs; purchasing EPEAT-registered and ENERGY STAR qualified computers and electronics; enabling power management settings on computers; donating computers and laboratory equipment to schools and other law enforcement organizations; and recycling equipment using UNICOR or an approved, local recycler. The data center at the FBI's CJIS facility in West Virginia also received a high score for efficiency as a participant in an ENERGY STAR data center energy-efficiency pilot because of its high power usage effectiveness based on the ENERGY STAR rating system.

GOAL 10: AGENCY INNOVATION

Numerous innovative programs within BOP are advancing DOJ sustainability efforts beyond the scope of EO 13514, by finding new methods to reduce the environmental impact of prison facilities across the country and giving inmates the opportunity to learn “green” job skills.

UNICOR

Federal Prison Industries, Inc. (FPI), commonly referred to by its trade name UNICOR (www.unicor.gov), is a wholly owned government corporation that employs nearly 19,000 inmates and is authorized to operate industries such as PV panel manufacturing and electronics recycling. Besides environmental benefits, UNICOR and other prison initiatives simultaneously serve DOJ's larger mission of providing work and other self-improvement opportunities to help inmates acquire the skills needed for a successful return to society.

Congress established UNICOR on June 23, 1934. For more than 75 years, UNICOR has manufactured products that meet the needs of the broader federal community. Currently UNICOR produces more than 80 products and services for sale to the federal government. Electronics recycling, in particular, has filled an important niche. UNICOR partners with federal agencies that donate used or broken electronics for recycling and refurbishment. Functioning equipment is processed for resale, and nonfunctioning equipment is broken down to scrap components and sold to reprocessors.

Through UNICOR, inmates refurbish other products such as parachutes, ponchos/liners, field packs, and sleeping bags for the military, as well as rebuilding truck and HMMWV (Humvee) engines. In addition to reducing waste, these programs have helped agencies save up to 60 percent on their procurement dollars, as compared to the cost of buying new equipment.

In keeping with DOJ's environmental, safety, and security commitments, UNICOR participants work in factories in compliance with Occupational Safety and Health Administration (OSHA) standards and EPA regulations, and a BOP safety manager helps oversee each facility. Six facilities are ISO-9001:2008 Certified and International Association of Electronics Recyclers (IAER) Certified. In addition, all hard drives are cleaned in accordance with U.S. Department of Defense high-level security wiping procedures.

UNICOR vendors are required to sign no-landfill certifications, follow a restrictive export policy, and agree to onsite inspections. UNICOR's green practices in recycling and in its five other industries (clothing/textiles, office furniture, industrial products, electronics, and fleet solutions) keep 32.5 million tons of materials from American landfills each year.

UNICOR bolsters the U.S. economy by supporting domestic jobs and allotting nearly 60 percent of its procurement dollars to small, minority-owned, and disadvantaged businesses. UNICOR increases prison safety by keeping inmates constructively occupied and decreases recidivism among program participants. In fact, inmates who participate in UNICOR are 24 percent less likely to re-offend than nonparticipants and are 14 percent more likely to be gainfully employed upon reentry into society.

All this is accomplished without any taxpayer dollars. The corporation is self-sustaining and receives no appropriated funds for its operations; revenues generated by sales are used to cover the program's operational expenses.

Other Green Prison Initiatives

Other BOP greening initiatives span a wide range of environmental aspects. To assist in the sustainable operations and maintenance of BOP facilities, inmates in numerous locations also participate in comprehensive recycling and renewable energy programs. There are federal prisons converting food scraps to compost, kitchen grease to biodiesel fuel, and wind and sun into electricity, changes that make these compounds not only more sustainable, but more self-sustaining.

To reduce waste, two USPs in McCreary, Kentucky, and Leavenworth, Kansas, are diverting 100 percent of their food scraps for composting. Likewise, the Federal Prison Camp in Duluth, Minnesota, employs a three-tiered recycling program that includes systematic sorting of the waste stream to recover recyclable materials—up to 3.8 tons per week—and a vermiculture and composting program. Numerous federal penitentiaries have robust recycling programs.

Six BOP facilities are producing their own biodiesel fuel from recovered cooking oil, which teaches inmates valuable vocational skills and reduces BOP's disposal expenses. The biodiesel fuel is used to power vehicles of all types, including fleet buses, trucks, tractors, backhoes, mowers, emergency generators, forklifts, bulldozers, and all-terrain vehicles (ATVs). To reduce petroleum consumption at several prisons, BOP has replaced shuttle buses with bicycles for transporting low-security inmates within the complex.

After BOP built its first successful wind turbine at the FCC in Victorville California, several other prisons have followed suit. BOP has partnered with West Virginia University (WVU) to study the potential for wind turbines at a prison site within West Virginia. In 1998, BOP constructed the bureau's first solar hot water heater at the Phoenix FCI in Arizona, which produces up to 50,000 gallons of hot water each day.

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.

II. Goal Performance Review

GOAL 1: SCOPE 1 AND 2 GREENHOUSE GAS REDUCTION

A. Goal Performance: DOJ's Scope 1 and 2 Greenhouse Gas Reduction Sustainable Goals

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 find it nearly impossible 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:

Fiscal Year	Facility Area (Thousand GSF)	GHG Emissions (MTCO _{2e})	Assumed GHG Emissions Intensity (MTCO _{2e} /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

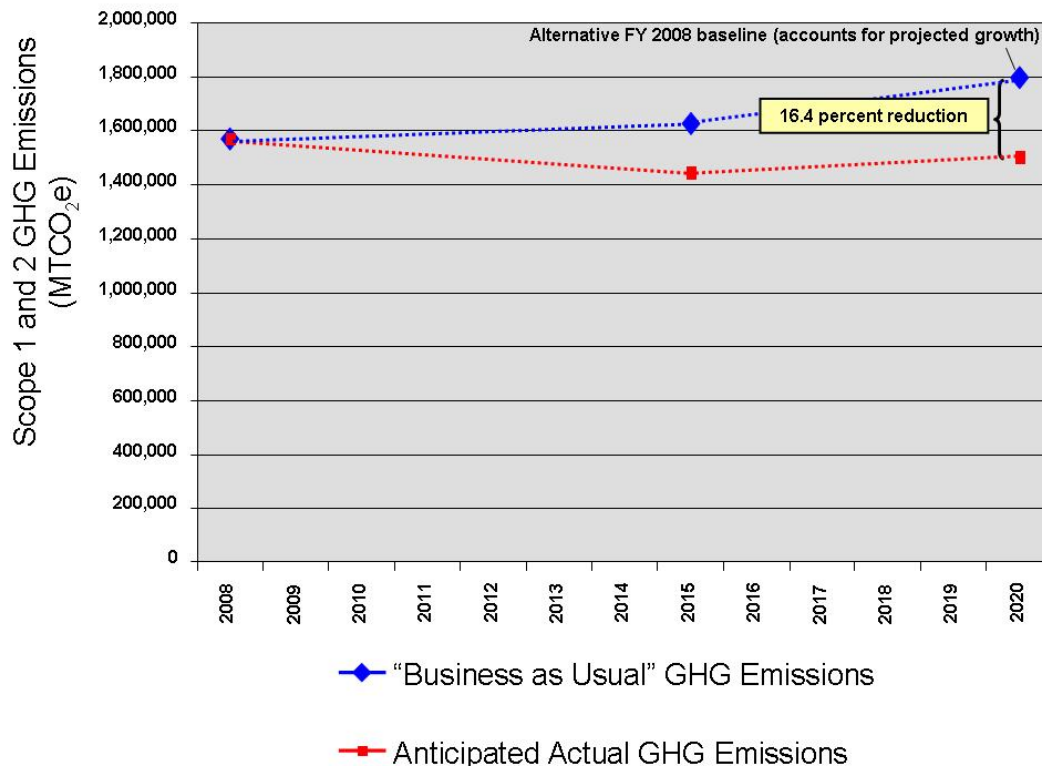
*Represents DOJ’s alternative FY 2008 baseline using a “business as usual” scenario to account for projected growth through FY 2020

Next, DOJ populated the DART tool and assumed compliance with all federal energy requirements:

Fiscal Year	Facility Area (Thousand GSF)	GHG Emissions (MTCO _{2e})	Resulting GHG Emissions Intensity (MTCO _{2e} /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.

C. Implementation Methods

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

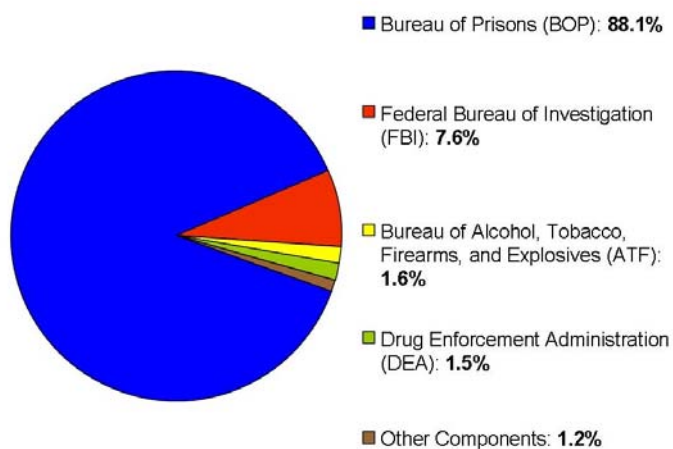
- Reduce facility energy intensity in buildings
- Increase renewable electricity installation and use
- Reduce GHG emissions associated with the Department's fleet, including:
 - Reducing petroleum use in vehicles
 - Increasing use of alternative fuels in fleet AFVs
 - Optimizing use of vehicles and right-sizing its fleet
 - Increasing use of low-emission and high-fuel economy vehicles

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 2009, DOJ maintained operational control of nearly 67.5 million square feet in more than 3,800 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.

A variety of efforts enabled DOJ to achieve significant energy savings in FY 2008 compared to its FY 2003 baseline 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 11 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 MTCO_{2e}. 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.

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 36,000 employees, BOP's facilities house inmates requiring 24-hour operations. At the close of FY 2008, BOP's owned and operated facilities housed nearly 166,000 inmates. 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 EPAAct 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.

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. Already under contract, DOJ has 12 ESPCs that will incorporate numerous innovative onsite renewable energy applications at 10 different BOP facilities, as shown in the list of planned renewable energy projects below:

Wind	Ground Source Heat Pumps
Big Spring, TX	Petersburg, VA
Victorville, CA	
Solar/PV	Solar/Hot Water Heating
Fairton, NJ	Beaumont, TX
Florence, CO	Englewood, CO
Petersburg, VA	

Biomass Boilers	
Jesup, GA	Petersburg, VA
Estill, SC	Texarkana, TX

BOP is also partnering 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. 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 a PV manufacturing line in BOP's FCI in Otisville, New York. With a manufacturing capacity of 24 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. In late FY 2010, UNICOR plans to triple its annual manufacturing capacity with the planned initiation of a new PV plant in BOP's FCI in Sheridan, Oregon. In addition to manufacturing PV modules, UNICOR has set up the infrastructure to provide PV integration with no capital costs, using energy savings contracts. DOJ will work with UNICOR to evaluate the potential for solar installations throughout the Department's nationwide facility inventory and when looking to install the PV systems.

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.

Fleet Management

To ensure compliance with federal fleet requirements, DOJ has established the Fleet Management Committee. 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 2010 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.

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 2010, DOJ will add alternative fuel pumps at three additional DOJ fueling centers, listed below:

Existing DOJ Facility*	Alternative Fuel(s) Provided
FCI McDowell, Welch, WV	E-85, B-20*
FCI Mendota, Mendota, CA	E-85, B-20
FBI Academy, Quantico, VA	E-85

*Note: B-20 is a blend of 80 percent diesel and 20 percent biodiesel. DOJ also plans to install an E-85 pump at a new prison being constructed in Aliceville, Alabama

- **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 shuttles for transporting inmates within several low-security prisons and purchased bicycles for inmate use as an alternative, where appropriate. DOJ will continue to identify opportunities to streamline 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 2009, the average fuel economy of DOJ's vehicles increased by 5 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.

D. Positions

DOJ has one full-time employee (FTE), the Energy Program Manager, to oversee Department-wide facility energy efficiency efforts and one 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 and 2 GHG TARGET	Unit	FY 10	FY 11	FY 12	FY 13	FY 14	FY 15	FY 16	FY 20
Buildings	Energy Intensity Reduction Goals (Btu/SF reduced from FY 2003 base year)	%	15	18	21	24	27	30	hold	hold	hold
	Planned Energy Intensity Reduction (Btu/SF reduced from FY 2003 base year)	%	15	18	21	24	27	30	30+	hold	hold
	Renewable Electricity Goals (Percent of electricity from renewable sources)	%	5	5	5	7.5	hold	hold	hold	hold	hold
	Planned Renewable Electricity Use (Percent of electricity from renewable sources)	%	5	5	5	7.5	hold	hold	hold	hold	hold
Fleet	Petroleum Use Reduction Targets (Percent reduction from FY 2005 base year) ⁷	%	10	12	14	16	18	20	22	30
	Planned Petroleum Use Reduction (Percent reduction from FY 2005 base year)	%	10	12	14	16	18	20	22	30
	Alternative Fuel Use in Fleet AFV Target (Percent increase from FY 2005 base year) ⁸	%	61	77	95	114	136	159	hold	hold	hold
	Planned Alternative Fuel Use in Fleet AFV (Percent increase from FY 2005 base year)	%	61	77	95	114	136	159	159+	hold	hold
	Scope 1 & 2 Reduction Target (reduced from FY08 base year) ⁹	%	1	1	1	1	1	2	2	4.3
	Scope 1 & 2 Reduction Target (reduced from DOJ "Business as Usual" scenario) ¹⁰	%	4	4	4	4	4	8	8	16.4

⁷ In fleet vehicles.

⁸ The increased percentage of alternative fuel use is relative to the FY 2005 baseline.

⁹ GHG emissions are measured in MTCO₂e and the percentage reductions are reductions in MTCO₂e.

¹⁰ To account for DOJ's significant growth anticipated through FY 2020, this target (which OMB approved in January 2010) compares DOJ's expected FY 2020 Scope 1 and 2 GHG emissions (from the DART tool) to a "business as usual" baseline, as described in the narrative above.

F. Agency Status

In FY 2009, DOJ awarded five ESPCs that are projected to reduce facility energy use by 194 BBTu per year. DOJ estimates that these energy savings will result in Scope 1 and 2 GHG emission reductions of more than 21,750 MTCO₂e. Thus far in FY 2010, DOJ has awarded an additional six ESPCs with a combined projected savings of 269 BBTu and an accompanying reduction of more than 21,100 MTCO₂e.

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.

DOJ's Fleet Management Committee will continue to meet regularly throughout the year to ensure that fleet managers throughout the Department are aware of all existing federal fleet requirements and to serve as an effective platform for exchanging best practices for further greening DOJ's automotive fleet. To support DOJ's increased use of alternative fuel in its fleet vehicles, DOJ plans to install three new alternative fuel pumps by the end of 2010.

GOAL 2: SCOPE 3 GREENHOUSE GAS REDUCTION

A. Goal Performance: DOJ's Scope 3 Greenhouse Gas Reduction Goals

DOJ is submitting 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 MTCO₂e), 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).

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 FY 2008 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.

Waste and Wastewater Treatment

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 7 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 165,964 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.

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.

Finally, while DOJ has compiled an initial estimate of its Scope 3 GHG emissions, DOJ realizes that there are still significant opportunities to refine these estimates. 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.

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 managers, are responsible for calculating Scope 3 GHG emissions and working with the EWG to develop and implement strategies to reduce them.

E. Planning Table

SCOPE 3 GHG TARGET	Units ¹¹	FY 10	FY 11	FY 12	FY 13	FY 14	FY 20
Overall Agency Scope 3 Reduction Target (reduced from FY 2008 base year)	%	0.3	0.4	0.5	0.7	1.0	3.8
Sub-Target for Federal Employee Travel	%	0.1	0.1	0.2	0.2	0.3	1.3
Sub-Target for Contracted Waste Disposal	%	2.0	2.5	3.0	3.5	3.9	15.4
Sub-Target for Transmission and Distribution Losses From Purchased Energy	%	0.3	0.3	0.6	0.9	1.2	4.8

¹¹ GHG emissions are measured in MTCO₂e and the percentage reductions are reductions in MTCO₂e.

F. Agency Status

During the first half of FY 2010, DOJ utilized CEQ's Scope 3 Target Tool to develop an initial estimate of its Scope 3 GHG emissions. This process represents an important step in helping DOJ better understand the environmental impact of its day-to-day operations, as well as identifying emission sources having the greatest potential for reduction. While DOJ is confident in its current estimate, there are still opportunities for further refinements. The work conducted thus far will help set the stage for these refinements, and will also prepare DOJ for meeting any future requirements related to the accounting and reporting of additional categories of Scope 3 GHG emissions.

GOAL 3: DEVELOP AND MAINTAIN AGENCY COMPREHENSIVE GREENHOUSE GAS INVENTORY

A. Goal Performance: DOJ's Development and Maintenance of an Agency Comprehensive Inventory

To continue to meet its EO 13514 requirements, DOJ will report its inventory of Scope 1, 2, and 3 GHG emissions for both FY 2008 and FY 2010 in January 2011. In doing so, DOJ will report its inventories using the most complete and best available data possible. DOJ will further develop and refine numerous areas of its inventory to improve its accuracy and completeness. 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.

B. Agency Lead for Goal

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

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.
- **Consider development of an inventory management plan:** After DOJ has ensured that its GHG emissions inventory is complete, DOJ will consider developing a comprehensive inventory management plan. 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 is currently compiling its GHG emissions inventory at the Headquarters level through the manual collection and input of activity data into spreadsheets. 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

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

E. 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.

GOAL 4: HIGH-PERFORMANCE SUSTAINABLE DESIGN/GREEN BUILDINGS

A. Goal Performance: DOJ's Green Building Goals

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 complies 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 demonstrate the use of cost-effective, innovative building strategies in new construction to minimize energy, water, and materials consumption.
- DOJ will manage its 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 ensure the use of best practices and technology in rehabilitation of historic federal properties.

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.

C. Implementation Methods

DOJ's FY 2009 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. In addition, 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.

Goal: Beginning in FY 2020, design all new DOJ federal buildings to achieve zero-net energy by FY 2030

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, EPAAct 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.

Goal: Ensure all new construction, major renovation, or repair and alteration of DOJ's federal buildings complies with the Guiding Principles

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 EPAAct 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 recently 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.

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.

Goal: Ensure that at least 15 percent of DOJ's existing buildings and building direct leases over 5,000 GSF will meet the Guiding Principles by FY 2015

As of December 31, 2009, 11.4 percent of DOJ's FY 2009 FRPP building inventory (by number of buildings) met the Guiding Principles. DOJ is committed to meeting the Guiding Principles in 15 percent of its existing building inventory by FY 2015.

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, 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 FY 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.

Year	Number of Buildings	Percent of Buildings
2009	75	3.6
2010	85	4.0
2011	95	5.0
2012	105	6.0
2013	150	7.0
2014	250	12.0
2015	312	15.0

Goal: Demonstrate annual progress toward 100 percent conformance with the Guiding Principles for DOJ's entire FRPP building inventory

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.

Goal: Demonstrate the use of cost-effective, innovative building strategies in new construction to minimize energy, water, and materials consumption

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.

Goal: Manage DOJ's existing building systems to reduce energy, water, and materials consumption in a manner that achieves a net reduction in agency deferred maintenance costs

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; purchasing; 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.

Goal: Optimize the performance of DOJ's real property portfolio by examining opportunities to decrease environmental impact through consolidation, reuse, and disposal of existing assets prior to adding new assets

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.

Goal: Ensure the use of best practices and technology in rehabilitation of historic federal properties

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.

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:

- 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.

E. Planning Table

SUSTAINABLE HIGH PERFORMANCE BUILDINGS (Buildings Meeting Guiding Principles)	Units	FY 10	FY 11	FY 12	FY 13	FY 14	FY 15
Owned Facilities Targets	%	4	5	6	7	12	15
Leased Facilities Targets	%	0	0	0	0	0	0
Total Facilities Targets	%	4	5	6	7	12	15

F. Agency Status

As of December 31, 2009, DOJ was more than two-thirds of the way to its FY 2015 goal to meet the Guiding Principles in 15 percent of its existing buildings. DOJ will continue to meet or exceed the high performance sustainable building requirements for federal agencies by using the implementation methods described in this section.

DOJ owns one LEED certified facility and is constructing four additional owned facilities to achieve LEED certification. DOJ will continue to pursue opportunities to occupy LEED certified facilities.

In October 2009, BOP updated its Technical Design Guidelines to require compliance with EPA Act 2005, EISA, EO 13423, and the Guiding Principles. The Technical Design Guidelines are implemented in all of the bureau's new construction and major renovations.

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.

GOAL 5: REGIONAL AND LOCAL PLANNING

A. Goal Performance: DOJ's Regional and Local Planning Goals

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 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

Because the majority of DOJ's FY 2009 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 or 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.

Goal: Incorporate participation in regional transportation planning (recognition and use of existing community transportation infrastructure) into existing policy and guidance

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.

Goal: Align agency policies to increase effectiveness of local energy planning

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.

Goal: Incorporate sustainable building locations into policy and planning for new federal facilities and leases

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 hardscape 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 hardscape 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.

Goal: Update agency policy and guidance to ensure that all environmental impact statements (EISs) and environmental assessments required under NEPA for proposed new or expanded federal facilities identify and analyze impacts associated with energy usage and alternative energy sources

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.

Goal: 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

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

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

REGIONAL AND LOCAL PLANNING	Units	FY 10	FY 11	FY 12	FY 13	FY 20

F. Agency Status

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 hardscape in environmentally sensitive areas. BOP’s new FCI McDowell, built on a reclaimed strip mine, is expected to open 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.

GOAL 6: WATER USE EFFICIENCY AND MANAGEMENT

A. Goal Performance: DOJ's Water Use Efficiency and Management Goals

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

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. 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. Approximately 10 contracts are anticipated to be awarded by the end of FY 2010. 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. Over the longer term, DOJ and its bureaus will install meters in facilities where feasible to improve the accuracy of estimated data. DOJ will use facility-level assessments to identify and implement project opportunities to reduce non-potable water use.

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.
- **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.

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. 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 and Management	Units	FY 10	FY 11	FY 12	FY 13	FY 14	FY 15	...	FY 20
Potable Water Reduction Targets (gallons/SF reduced from FY 2007 base year)	%	6	8	10	12	14	16	...	26
Planned Potable Water Reduction (gallons/SF reduced from FY 2007 base year)	%	6	8	10	12	14	16		26
Industrial, Landscaping, and Agricultural Water Reduction Targets (gallons reduced from FY 2010 base year)	%	-	2	4	6	8	10	...	20
Planned Industrial, Landscaping, and Agricultural Water Reduction (gallons reduced from FY 10 base year)	%	-	2	4	6	8	10		20

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 include 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 will conduct 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 will establish a metering or measurement plan to calculate an FY 2010 baseline of the non-potable water uses, to be reported in FY 2011. Beginning in FY 2011, DOJ will consider facility-level assessments implemented through its EMSs to identify and implement project opportunities to reduce non-potable water use.

In FY 2010, DOJ will 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.

GOAL 7: POLLUTION PREVENTION AND WASTE ELIMINATION

A. Goal Performance: DOJ's Pollution Prevention and Waste Elimination Goals

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

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 8 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 facility 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.

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 4 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 9 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 8 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. 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 Chemicals¹² 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.

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, 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,

¹² Priority Chemicals, Wastes - Hazardous Waste - Waste Minimization, U.S. EPA. www.epa.gov/wastes/hazard/wastemin/priority.htm

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 Elimination	Units	FY 10	FY 11	FY 12	FY 13	FY 14	FY 15
Nonhazardous 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

*Note: Funding for pollution prevention and waste elimination efforts is covered by facility EMS support.

F. Agency Status

In FY 2009, DOJ continued to identify environmentally preferable alternative products that can replace hazardous or toxic chemicals in use at DOJ facilities. At the completion of a pilot phase, BOP began encouraging all of its institutions to procure environmentally preferable janitorial solvents in 2009 and began exploring environmentally preferable laundry detergents and food service chemicals using the same approach. In FY 2009, many DOJ facilities continued to operate basic recycling programs, with certain facilities implementing extensive and innovative programs. Additional DOJ facilities still need to expand their recycling programs into comprehensive waste reduction programs with corresponding employee education to ensure employee participation.

Also in FY 2009, 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 2011. DEA is also conducting environmental audits.

In FY 2010, priority projects include 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 IPM. 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.

GOAL 8: SUSTAINABLE ACQUISITION

A. Goal Performance: DOJ's Sustainable Acquisition Goals

DOJ's sustainable acquisition goals include:

- Update the Department's GPP, policies, and programs to ensure that all federally mandated designated products and services are included in all relevant acquisitions.
- Work to ensure that 95 percent of new contract actions require the supply or use of products or 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

Goal: Update agency affirmative procurement plans, policies, and programs to ensure that all federally mandated designated products and services are included in all relevant acquisitions

To ensure that all federally mandated designated products and services are included in relevant acquisitions, DOJ will continue to develop affirmative procurement policies and plans, and will work with the bureaus to develop similar policies to govern their procurement. DOJ will evaluate whether it needs to update its GPP to include the requirements of EO 13514 that are not currently covered. BOP finalized and began implementing a GPP in April 2009. Other bureaus and components are in the process of developing or updating their own GPPs, contract language, or procedures and will evaluate whether the requirements of EO 13514 are included. For example, DEA is in the process of updating its GPP to include new FAR and EO 13514 requirements.

In addition to developing GPPs, each bureau will establish appropriate EMS aspects or working groups to ensure that environmentally preferable acquisition of products and services is implemented in its bureau. For example, BOP has an environmental task force committee that addresses a number of environmental issues such as purchasing. The EWG will consider developing a work group, including bureau procurement representatives, that will focus specifically on green purchasing for the purpose of sharing best practices and strategies for training, tracking, and employee education across the bureaus.

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 purchasing requirements and on how to acquire green products and services; make it simple for procurement staff to do so; and design a streamlined tracking and reporting system in this area, as described below.

Education and Training

DOJ has established Department-wide policies to require procurement of environmentally preferable 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 environmentally preferable products and services, and how to track these purchases and report results.

All DOJ procurement staff, including purchase card holders, will be required to attend a two-hour online training on green procurement administered by the Defense Acquisition University (DAU) by June 30, 2010, as noted in a memorandum from DOJ's Senior Procurement Executive to bureau procurement chiefs in March 2010. Employees who complete the course will receive two continuous learning points and a certificate of training. In July, each bureau or component must report the number and percentage of staff that have completed the training to DOJ procurement staff. Additionally, all new acquisition staff will be required to complete the DAU course, and components must report the number and percentage of staff that have completed the training to DOJ procurement staff each quarter beginning in October 2010. DOJ procurement staff will discuss in the EWG the percentage of acquisition staff that has completed the training, and bureau and procurement representatives will facilitate increasing the percentage of acquisition staff trained.

To make it easier for procurement staff to identify sources of green products and federal requirements for environmental attributes in products, JMD 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.

Bureaus also conduct education, outreach, and training on green purchasing. FBI provided a green purchasing training module to contracting officers, purchase card holders, contracting officers' technical representatives (COTRs), and task managers who are the primary product specifiers. Thus far, 100 percent of the more than 1,000 FBI contracting specialists have completed the training, and about 50 percent of the COTRs have completed it. FBI will continue to work to ensure that all acquisition personnel and purchase card holders are trained. Additionally, FBI will continue to use its intranet site to communicate green requirements, guidance, and resources, as well as publish articles on green purchasing in newsletters that are distributed to thousands of employees.

BOP will continue posting case studies in green purchasing to its Sallyport intranet site, adding GPP training modules to procurement officials' training courses, publishing facts and articles in BOP newsletters, and including GPP requirements in operational or procedural manuals. The bureaus will share information and best practices for green purchasing education and outreach through the EWG, adopting successful models used by other bureaus.

Tracking Sustainable Acquisitions

DOJ is working to develop a way to track the procurement of environmentally preferable products and services and to notify purchasers when there is a requirement for the product they are purchasing. DOJ plans to use its 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 sustainable acquisitions and will require procurement specialists to consider green purchasing requirements before making a purchase. UFMS is currently being piloted in certain bureaus and is scheduled to be established across DOJ by 2013.

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. DOJ will continue 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 environmentally preferable.

D. Positions

DOJ's work on sustainable acquisitions is completed by a number of procurement staff, JMD employees, and bureau-level employees, as part of their other duties. DOJ will consider the need for staffing in JMD to update 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. Bureau-level staff will also develop bureau GPPs, policies, and procedures for green purchasing and oversee progress and tracking.

E. Planning Table

SUSTAINABLE ACQUISITION	Units	FY 10	FY 11	FY 12	FY 20
New Contract Actions Meeting Sustainable Acquisition Requirements	%	35	95	hold	hold
Energy-Efficient Products (ENERGY STAR, FEMP-designated, and low standby power devices)	%	35	95	hold	hold
Water-Efficient Products	%	35	95	hold	hold
Biobased Products	%	35	95	hold	hold
Recycled Content Products	%	35	95	hold	hold
Environmentally Preferable Products/Services (excluding EPEAT)	%	35	95	hold	hold
SNAP/non-ozone depleting substances	%	35	95	hold	hold

F. Agency Status

In FY 2009, DOJ issued a requirement that all DOJ procurement staff participate in green purchasing online training in 2010. In addition, DOJ began piloting the UFMS system, which will provide more comprehensive tracking of sustainable acquisitions.

FY 2010 priority projects include ensuring that all procurement staff complete the required training and that components report on training participation to DOJ procurement staff. Additionally, DOJ will continue to deploy UFMS and refine the green codes to make the system simple and effective. By FY 2011, DOJ bureaus will firmly establish their EMSs, which provide a framework for continued improvement in the area of sustainable acquisitions. By FY 2011, DOJ bureaus will develop or update GPPs, purchasing policies, and procedures as necessary to reflect sustainable acquisition requirements included in EO 13514.

GOAL 9: ELECTRONIC STEWARDSHIP AND DATA CENTERS**A. Goal Performance: DOJ's Electronic Stewardship and Data Center Goals**

Through its Electronic Stewardship Implementation Plan, completed in December 2007, DOJ established the following goals for electronics acquisition, O&M, end-of-life management, and data center management.

Acquisition goals:

- Purchase EPEAT-registered electronic equipment that is rated Silver or higher, for products where EPEAT standards exist, unless exempt for mission-critical considerations.
- Ensure that applicable IT contracts incorporate appropriate language for the procurement of EPEAT-registered equipment.

O&M:

- 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 electronic equipment to four or more years.
- Use EPA's guidance to improve the O&M of electronics products.
- Implement procedures to ensure the timely reuse and donation of equipment Department-wide.

End-of-life management:

- Ensure that all non-usable electronic products are reused, donated, sold or recycled using environmentally sound management practices at end of life.
- Comply with GSA procedures for transfer, donation, sale, and recycling of electronic equipment.
- Use national standards, best management practices, or a national certification program for recyclers.
- Comply with GSA's Computers for Learning Program (CFL) under EO 12999 when transferring computers and other eligible equipment.
- Ensure that 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.

B. Agency Lead for Goal

DOJ's SSO, the Assistant Attorney General for Administration, is responsible for meeting DOJ's electronics stewardship goals in coordination with DOJ's CIO, the Deputy Assistant Attorney General for Information Resource Management, who is in charge of DOJ's Office of the CIO (OCIO) and oversees IT resources, policies, and strategic plans. A representative of JMD's

FASS will continue to participate in the Federal Electronics Stewardship Work Group (FESWG), while a representative from OCIO will participate in the Federal Partnership for Green Data Centers.¹³ A representative from OCIO will also continue to participate in the FESWG as needed.

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 staff, became the Justice Electronics Stewardship Team (JEST). JEST will update DOJ's Electronic Stewardship Implementation Plan on an ongoing basis to ensure that strategies for addressing new electronic stewardship requirements are incorporated into the plan.

JEST will examine the potential for DOJ to utilize the Federal Electronics Challenge (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. Currently DOJ does not have participation from all DOJ entities that should become FEC partners in order for DOJ to be covered under the FEC framework. If JEST decides to pursue this option, the team will analyze which DOJ entities should become FEC partners, then coordinate with the EWG to educate the appropriate individuals about FEC and ensure that their facilities become active FEC participants. More information on how DOJ will utilize the FEC program is described below.

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 September 2009, the DOJ CIO issued the Information Technology Standard, Power Management Version 1.0 to component CIOs. This policy requires the enabling of ENERGY STAR power management features on all new and in-use desktop and laptop computers and monitors. The policy also recommends that DOJ components encourage employees to power down their computers and monitors at the conclusion of the work day and recommends using wake-on-LAN, an Ethernet computer networking standard that allows a computer to be turned on or woken remotely, to deploy system updates after business hours. To track implementation of power management settings, the policy requires DOJ components to report the number of exempt and non-exempt desktop and laptop computers and monitors, including a report on enabling power management features, by November 30 each year. With this policy in place, DOJ is working to educate component CIOs, IT contractors, and employees to realize full implementation of the policy.

As enumerated in the policy, DOJ will explore, to the extent possible considering mission-specific operational requirements, the options to power down computers at night. The OCIO will consider options to perform system updates after business hours such as using BigFix system and

¹³ More information on the Partnership is available at www1.eere.energy.gov/femp/program/fpgdc.html

security management, which has the capability to remotely power on and off computers to push updates. OCIO will work with DOJ component CIOs to identify opportunities to improve power management through such solutions.

In addition, OCIO will collaborate with component CIOs to examine the desktop configuration settings that IT contractors and support staff must follow when deploying new computers. They will ensure that enabling power management settings is incorporated into the desktop configuration settings and into the contract language for all IT support contracts.

JEST will evaluate options for increasing duplex printing by influencing printer duplex capabilities and settings and will coordinate with the EWG to implement these options across DOJ components.

Employee education about power management settings, duplex printing, and other behaviors that will help DOJ meet the electronic stewardship goals will occur through DOJ's EMS framework. JEST will work with the EWG to evaluate which EMSs within the bureaus currently include the 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 electronic stewardship requirements.

Procurement of EPEAT-Registered Electronics

In February 2008, DOJ's Procurement Executive issued a memo to bureau procurement chiefs requiring the purchase of environmentally preferable products, including EPEAT-registered computers. The policy instructed contracting officers to review with appropriate contractors their role in the procurement of EPEAT-registered products. It also required all desktops, laptops, and computer monitors to be EPEAT Bronze-registered or higher, with additional consideration given for products that have achieved EPEAT Silver and Gold registration.

In addition, DOJ's GPP, discussed in the Goal 8 Sustainable Acquisitions chapter of this Strategic Sustainability Performance Plan, requires a preference for EPEAT-registered products. DOJ's Electronic Stewardship Implementation Plan provides sample contract language for contracting officers to insert into contracts requiring the purchase of EPEAT Silver or higher.

DOJ will pursue two strategies to establish a system for tracking the purchase of EPEAT-registered electronics. DOJ is implementing UFMS across the bureaus as an integrated financial management system. The "green codes" included in the system will help procurement specialists following green purchasing requirements to track the purchase of green products. More information on how UFMS will be used to track green purchases can be found in the Goal 8 Sustainable Acquisitions chapter of this plan.

UFMS is currently being rolled out in certain bureaus and is scheduled to be established across DOJ by 2013. Before UFMS is implemented Department-wide, DOJ will consider the FEC reporting framework as a mechanism to track the purchase of EPEAT-registered electronics.

The FEC reporting forms require reporting on purchase of EPEAT-registered computers at the Gold, Silver, and Bronze levels.

In the area of training and education, all DOJ contract specialists and purchasing officers were required to complete green procurement training that includes information on purchasing EPEAT-registered electronics. More information on this training can be found in the Goal 8 Sustainable Acquisitions chapter of this plan.

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

DOJ policy states that all electronic equipment must be reused or recycled at the end of its useful life. DOJ is working to educate the necessary personnel in real property and IT services on this policy to ensure compliance. More information on DOJ's strategies to improve end-of-life management is provided in the discussion of that goal below.

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

DOJ is in the process of developing the Department's Data Center Consolidation Plan. When the plan is finalized, DOJ will update and issue a policy as necessary to ensure that components are aware of and meet the requirements and strategies outlined in that plan.

DOJ's OCIO is taking the lead on the Data Center Consolidation Plan, which will outline DOJ's plan to meet the technology energy reduction goals in its data centers. OCIO is conducting an inventory of data center assets to understand the scope and size of its data centers, and is reviewing the inventory data to inform the development of this plan. DOJ's Data Center Consolidation Plan will identify: Potential areas for consolidation; areas where optimization through server virtualization or cloud computing alternatives may be used; and a strategy for achieving a consolidated end-state architecture.

DOJ will incorporate the plan's requirements into its fiscal year budgets and will also conduct ongoing tracking and reporting to update the asset inventory annually, report progress on implementing the data center consolidation plans, and account for execution of data center consolidation plans in subsequent years' budgets.

DOJ has developed a "Green IT" Initiative within OCIO that will inform 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 OCIO will participate in the Federal Partnership for Green Data Centers, an interagency work group designed to advance the energy efficiency and renewable energy use goals of EISA 2007 as they relate to data centers.

Goal: Increase the quantity of electronic assets disposed through sound disposition practices

DOJ policy requires that DOJ components reuse or recycle electronic equipment when obsolete, as long as doing so does not conflict with security and confidentiality concerns. DOJ will

continue to pursue strategies to ensure that 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 CFL program.

As DOJ strives to ensure that electronic equipment is managed in the most environmentally preferable manner across its components, DOJ will educate property managers and IT support staff on how to make determinations about the most appropriate option for unneeded equipment in several ways.

- **Disposition options:** OCIO will coordinate with component CIOs to develop a workflow management protocol for IT staff that outlines proper procedures for determining the best option for disposition of electronic equipment no longer needed by the component. Component CIOs will incorporate this workflow management protocol into IT support contracts and will educate DOJ IT staff on the protocol.
- **FEC participation:** JEST and EWG will recruit the necessary DOJ entities to become FEC partners in order to cover more facilities under the FEC framework. DOJ facilities will receive information on options for end-of-life disposition through GSA Xcess, UNICOR, Computers for Learning, and recycling through private recyclers certified under the EPA Responsible Recycler guidelines through FEC technical assistance.
- **End-of-life management:** JEST will 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.

The FASS Real Property Group has collected reports on electronic equipment disposition across DOJ components, but the information is not compiled in a way that can be used to monitor and evaluate whether equipment is managed following GSA procedures for transfer, donation, sale, and recycling of electronic equipment. DOJ will rely on broad participation among DOJ facilities in the FEC as a mechanism for collecting accurate data on how electronic equipment is managed at end-of-life.

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, interact with bureau leads, and share strategies and information with all DOJ employees, especially with regard to monitoring, tracking, education, and training.

E. Planning Table

ELECTRONIC STEWARDSHIP & DATA CENTERS	Units	FY 10	FY 11	FY 12	FY 13
% of device types covered by current Energy Star specifications that must be energy-star qualified	%	50	90	95	hold
% of electronic assets covered by sound disposition practices	%	70	90	100	hold
% of cloud activity hosted in a data center ¹⁴	%	100	hold	hold	hold
% of agency data centers independently metered or advanced metered and monitored on a weekly basis ¹⁵	%	0	20	50	hold
Reduction in the number of agency data centers	%	0	0	0	10
% of agency eligible electronic products with power management and other energy-environmentally preferable features (duplexing) actively implemented and in use	%	75	95	100	hold
% of agency data centers operating with an average CPU utilization of 60-70% ¹⁶	%	0	TBD	TBD	TBD
% of agency data centers operating at a PUE range of 1.3 – 1.6 ¹⁷	%	TBD	TBD	TBD	TBD
% of covered electronic product acquisitions that are EPEAT- registered	%	75	95	95	hold
% of agency data center activity implemented via virtualization ¹⁸	%	TBD	TBD	TBD	TBD

F. Agency Status

In FY 2009, DOJ began piloting UFMS as a mechanism to track green purchases, including the purchase of EPEAT-registered computers. All BOP contract specialists completed green procurement training, which included information on purchasing EPEAT-registered electronics.

DOJ developed a policy in FY 2009 requiring the deployment of ENERGY STAR power management features on all new and in-use desktop and laptop computers and monitors. DOJ facilities made a concerted effort to reuse or recycle outdated electronics in FY 2009 through the Electronics Reuse and Recycling Campaign (ERRC), winning the ERRC award for centralized agency level participation.

FY 2010 priority projects include requiring all procurement staff, including purchase card holders, to attend an online Defense Acquisition University sustainable acquisitions training. DOJ will educate component CIOs, IT contractors, and employees on the September 2009 power

¹⁴ DOJ recommends that in the future this metric be revised to obtain the amount of data center activity that is serviced or provided by cloud computing.

¹⁵ DOJ recommends that this metric be revised to include “metering or modeling,” and that future DCCI data collections include a query about whether a data center is managed and metered by the Agency or GSA.

¹⁶ DOJ recommends that this metric be revised to align with the DCCI data collection, which includes “average server utilization” and that the definition of “server” be confined to include only “physical servers” and not to include “virtual servers.” DOJ cannot complete this goal until the second DCCI data collection.

¹⁷ DOJ cannot complete this goal until the second DCCI data collection.

¹⁸ DOJ cannot complete this goal until the second DCCI data collection.

management policy to make sure all employees are aware of the policy and their role in implementation. DOJ plans to charge JEST in FY 2010 with examining the FEC as a framework for educating and training appropriate DOJ leads about their electronic stewardship responsibilities, as well as tracking progress toward electronic stewardship requirements.

By FY 2011, DOJ will develop a Data Center Consolidation Plan to outline a strategy for transitioning to a consolidated end-state architecture that will meet federal data center energy efficiency requirements. In conjunction with this plan, DOJ will establish a structure for ongoing monitoring and reporting to update the Department's data center asset inventory and progress annually.

GOAL 10: AGENCY INNOVATION

A. Goal Performance: DOJ's Agency Innovation Goals

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

In 2009, UNICOR began its latest greening venture: a 25-megawatt PV panel manufacturing operation in Otisville, New York, making solar panels so that federal agencies can capitalize on the sun's energy to replace traditional energy generation associated with Scope 2 GHG emissions. UNICOR is planning to initiate design of a second, 50-megawatt PV panel manufacturing plant in Sheridan, Oregon, in FY 2011.

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. DOJ will examine opportunities for expanding wind- and solar-energy generation in new locations.

On the recycling side, at two of its electronics recycling factories, UNICOR will work to achieve certification with EPA's Responsible Recycler (R2) best practices, a set of six voluntary e-cycling standards that were developed through a multi-stakeholder process.

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

Because UNICOR generates revenue from the sale of products such as PV systems to the federal government, the prison industries' program is self-funded, and therefore does not require a budget line item in DOJ's Strategic Sustainability Performance Plan.

F. Agency Status

In FY 2010 and 2011, DOJ will continue its successful prison industries and other "green" initiatives. In late FY 2010, UNICOR intends to triple its annual manufacturing capacity with the planned initiation of a new PV plant in BOP's FCI in Sheridan, Oregon. DOJ will work with UNICOR to evaluate the potential for solar installations throughout the Department's nationwide facility inventory.

Section 3: Agency Self-Evaluation

DOJ has answered the following questions regarding its Strategic Sustainability Performance Plan:

Does your plan provide/consider overarching strategies and approaches for achieving long-term sustainability goals?	Yes
Does your plan identify milestones and resources needed for implementation?	Yes
Does your plan align with your agency's 2011 budget submission?	Yes
Is your plan consistent with your agency's FY 2011 budget and appropriately aligned to reflect your agency's planned FY 2012 budget submission?	Yes
Does your plan integrate existing EO and statutory requirements into a single framework and align with other existing mission and management related goals to make the best use of available resources?	Yes
Does your plan provide methods for obtaining data needed to measure progress, evaluate results, and improve performance?	Yes

GOAL 1: SCOPE 1 AND 2 GREENHOUSE GAS REDUCTION

Between July 1, 2010, and December 31, 2010, DOJ plans to achieve the following milestones:

- Install three new alternative fuel pumps, one at the FBI training academy and two at FCIs
- Establish a DEA policy for mandatory E-85 use where available
- Replace DEA's Vehicle Management Information System to track data more accurately
- Award a methane recovery project at Allenwood FCC

Between January 1, 2011, and June 30, 2011, DOJ plans to complete the following:

- Initiate four new ESPCs to save energy and/or provide onsite renewable energy

GOAL 2: SCOPE 3 GREENHOUSE GAS REDUCTION

Between July 1, 2010, and December 31, 2010, DOJ plans to achieve the following milestones:

- Complete transmission of DOJ's appropriate travel data to GSA's Travel MIS
- Establish a green travel working group
- Review DOJ-wide inventory of videoconferencing equipment and webinar capability/use

Between January 1, 2011, and June 30, 2011, DOJ plans to complete the following:

- Evaluate the potential for refining the Scope 3 target related to employee commuting

GOAL 3: DEVELOP AND MAINTAIN AGENCY COMPREHENSIVE GREENHOUSE GAS INVENTORY

Between July 1, 2010, and December 31, 2010, DOJ plans to achieve the following milestones:

- Develop inventory estimates of GHG emissions for identified sources not yet included

Between January 1, 2011, and June 30, 2011, DOJ plans to complete the following:

- Refine initial estimates of GHG emissions for all identified sources, as necessary
- Develop an initial inventory management plan
- Examine ways to streamline data collection, management, and reporting

GOAL 4: HIGH-PERFORMANCE SUSTAINABLE DESIGN/GREEN BUILDINGS

Between July 1, 2010, and December 31, 2010, DOJ plans to achieve the following milestones:

- Complete a self-assessment for compliance with the Guiding Principles in BOP facilities
- Edit the BOP Technical Design Guidelines to include additional EO 13514 requirements

Between January 1, 2011, and June 30, 2011, DOJ plans to complete the following:

- Initiate organizational EMSs as a framework for implementing sustainable practices

GOAL 5: REGIONAL AND LOCAL PLANNING

Between July 1, 2010, and December 31, 2010, DOJ plans to achieve the following milestones:

- Update site selection and facility planning guidance and policies as necessary and appropriate

Between January 1, 2011, and June 30, 2011, DOJ plans to complete the following:

- Research possibility of analyzing energy use impacts and alternative sources in NEPA

GOAL 6: WATER USE EFFICIENCY AND MANAGEMENT

Between July 1, 2010, and December 31, 2010, DOJ plans to achieve the following milestones:

- Implement plumbing retrofits with more efficient fixtures and fittings in seven facilities
- Conduct a data call on non-potable (industrial, landscaping, or agricultural) water uses

Between January 1, 2011, and June 30, 2011, DOJ plans to complete the following:

- Complete three ESPCs with water conservation measures
- Add examination of non-potable water use to facility EMS assessments

GOAL 7: POLLUTION PREVENTION AND WASTE ELIMINATION

Between July 1, 2010, and December 31, 2010, DOJ plans to achieve the following milestones:

- Examine EMSs existing and in development to address pollution prevention and waste

Between January 1, 2011, and June 30, 2011, DOJ plans to complete the following:

- Continue initial EMS audits of all BOP institutions for completion by the end of CY 2011
- Develop guidance on duplex printing, C&D/other types of waste diversion, and IPM

GOAL 8: SUSTAINABLE ACQUISITION

Between July 1, 2010, and December 31, 2010, DOJ plans to achieve the following milestones:

- Ensure that procurement staff complete the required sustainable acquisition training

Between January 1, 2011, and June 30, 2011, DOJ plans to complete the following:

- Develop or update DOJ or bureau-level GPPs, policies, and procedures where necessary
- Continue to refine UFMS green codes to make the system simple and effective

GOAL 9: ELECTRONIC STEWARDSHIP AND DATA CENTERS

Between July 1, 2010, and December 31, 2010, DOJ plans to achieve the following milestones:

- Educate component CIOs, IT contractors, and employees on power management policy
- Complete asset management inventory for DOJ Data Center Consolidation Plan
- Complete the Data Center Consolidation Plan

Between January 1, 2011, and June 30, 2011, DOJ plans to complete the following:

- Update the Electronic Stewardship Implementation Plan as necessary
- Update data center asset inventory
- Report progress on Data Center Consolidation Plan

GOAL 10: AGENCY INNOVATION

Between January 1, 2011, and June 30, 2011, DOJ plans to achieve the following milestones:

- Initiate design of the new PV manufacturing plant in BOP's FCI in Sheridan, Oregon.
- Evaluate potential for solar installations throughout BOP facility inventory, including installation of solar panels on the roof of UNICOR's Central Office building
- Achieve R2 certification at two UNICOR electronics recycling factories.