

DEPARTMENT OF HOMELAND SECURITY
STRATEGIC SUSTAINABILITY
PERFORMANCE PLAN



June 2012

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Email questions to OCAO-SustainabilityReports@HQ.DHS.GOV

POLICY STATEMENT

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

To this end, sustainability has emerged as a central, organizing concept for DHS. This common conceptual thread ties together diverse mission-related operations, projects, stakeholders, and issues. This concept also addresses the need for responsible expenditure of taxpayers' dollars and the need to proactively evaluate sustainable alternatives for all Department activities and initiatives. Sustainability, therefore, represents a "value system" that is embraced by DHS leadership and that guides mission operations and supporting projects and business processes related to contracting, acquisition, financial planning, information technology, and project and program execution.

At DHS, the approach to sustainability balances cost, schedule, operations, maintenance, and safety requirements, and employee morale while creating and maintaining conditions that fulfill the economic, environmental, and security needs of the American people.

To ensure that the Department's sustainability efforts are well coordinated across the functional lines of business within DHS, the Secretary has tasked the Management Directorate with developing the sustainability program. Secretary Napolitano appointed me, as the Department's Deputy Under Secretary of Management, to serve as the Senior Sustainability Official (SSO) for the Department.

EO 13514, *Federal Leadership in Environmental, Energy, and Economic Performance*, offers the opportunity to develop successful initiatives to strengthen the Department's sustainability and efficiency goals while helping to further secure the nation. EO 13514 requires the Department to develop and maintain the Strategic Sustainability Performance Plan (Sustainability Plan) to guide its implementation efforts toward meeting these goals.

The Management Council leads the sustainability initiatives within the Department. Council membership includes the Departmental Senior Sustainability Officer (SSO), Chief Administrative Officer (CAO), Chief Financial Officer (CFO), Chief Human Capital Officer (CHCO), Chief Information Officer (CIO), Chief Procurement Officer (CPO), Chief Security Officer (CSO), and each Component's representative on the Management Council. The Sustainability Plan assigns the lead for implementation of specific EO goals to the appropriate Chief Executive Officer (CXO).

Additionally, each operational Component has developed an Operational Sustainability Performance Plan (OSPP) that sets forth the Component's plan for integrating sustainability into its mission and that demonstrates how the Component will support the Department's Sustainability Plan. Each Component designated a Senior Accountable Officer (SAO) for Sustainability and formed a council, committee, or work group to guide its efforts. Information from the Component OSPPs was incorporated into the 2012 DHS Strategic Sustainability Performance Plan (SSPP).

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

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

EXECUTIVE SUMMARY

In EO 13514, *Federal Leadership in Environmental, Energy, and Economic Performance*, President Obama made sustainability the policy of the United States Government. At DHS, the approach to sustainability balances cost, schedule, operations, maintenance, and safety requirements and employee morale while creating and maintaining conditions that fulfill the economic, environmental and security needs of the American people.

To comply with EO 13514, the Department must adhere to sustainability principles and implement practices for sustainability throughout DHS. The Secretary issued a Sustainability Policy Letter in February 2011 designed to transform DHS into the nation's leader in sustainable law enforcement operations. The Department's ongoing Efficiency Review Initiatives improve efficiency and streamline decision-making through a series of projects ranging from eliminating non-mission-critical travel to right-sizing vehicle fleets. Full implementation of the efficiency initiatives could save DHS hundreds of millions of dollars. Efficiency Cost Benefit Assessment (CBA) teams will be convened to analyze the proposed initiatives and make implementation recommendations for the DHS Efficiency Review Steering Committee.

The DHS Strategic Sustainability Performance Plan (Sustainability Plan) is aligned with the Department's Efficiency Review Initiative along with efforts to adapt to climate change to improve current and future business practices to save resources.

SUSTAINABILITY AND THE DHS MISSION

DHS is responsible for preventing terrorism and enhancing security, securing and managing the borders, enforcing and administering immigration laws, safeguarding and securing cyberspace, and ensuring resilience to disasters. Based on these mission areas, the

Department is well positioned to develop a new business model for sustainable practices in law enforcement operations and to integrate sustainability into its everyday business practices.

INFORMING SUSTAINABILITY AT DHS

In 2012, the Sustainability and Efficiency Task Force of the Homeland Security Advisory Committee was reestablished to review the progress made on implementing the Task Force's original recommendations and to develop further recommendations. This Task Force comprises representatives from outside the government. The Task Force will continue to identify new sustainability and efficiency initiatives to ensure that the Department's sustainability-related leadership role in national security and law enforcement and its other critical sustainability-related roles are carried forward.

To inform staff of the sustainability and efficiency initiatives, DHS developed and implemented on-line Sustainability Awareness Training. The training was deployed in January of 2012 to all Department On-Line Learning Management Systems.

STRATEGIC SUSTAINABILITY PERFORMANCE PLAN DEVELOPMENT

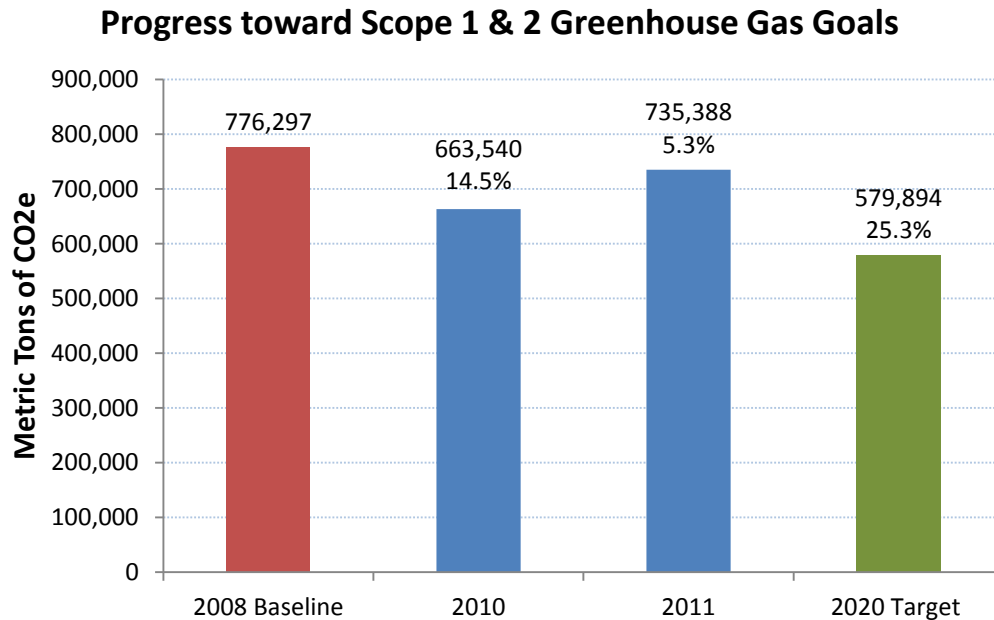
The Sustainability Plan reflects the Department's strategic vision for doing business in a more efficient way. Components develop and deploy tactical implementation plans. Those plans are called Operational Sustainability Performance Plans (OSPPs), and they support the Department's sustainability efforts by helping to drive sustainability at the staff level. The latest versions of OSPPs were incorporated into this revision of the DHS Sustainability Plan. The Component-level plans adhere to a template developed by DHS Headquarters (HQ) that clearly established how the Components will implement their sustainability programs to fully support the Department's efforts to meet the goals of EO 13514. The OSPP template for FY 2012 will be revised to more closely match the revised 2012 SSPP template.

TABLE 1: SIZE AND SCOPE OF DHS OPERATIONS

DHS Size and Scope	FY 2011
Total Number of Employees as Reported in the President's Budget	237,629
Total Acres of Land Managed	97,961
Total Number of Facilities Owned	11,515
Total Number of Facilities Leased (GSA and Non-GSA lease)	2,546
Total Facility Gross Square Feet (GSF)	43,097,808
Operates in Number of Locations Throughout U.S.	1,591
Operates in Number of Locations Outside of U.S.	18
Total Number of Fleet Vehicles Owned	35,950
Total Number of Fleet Vehicles Leased	3,559

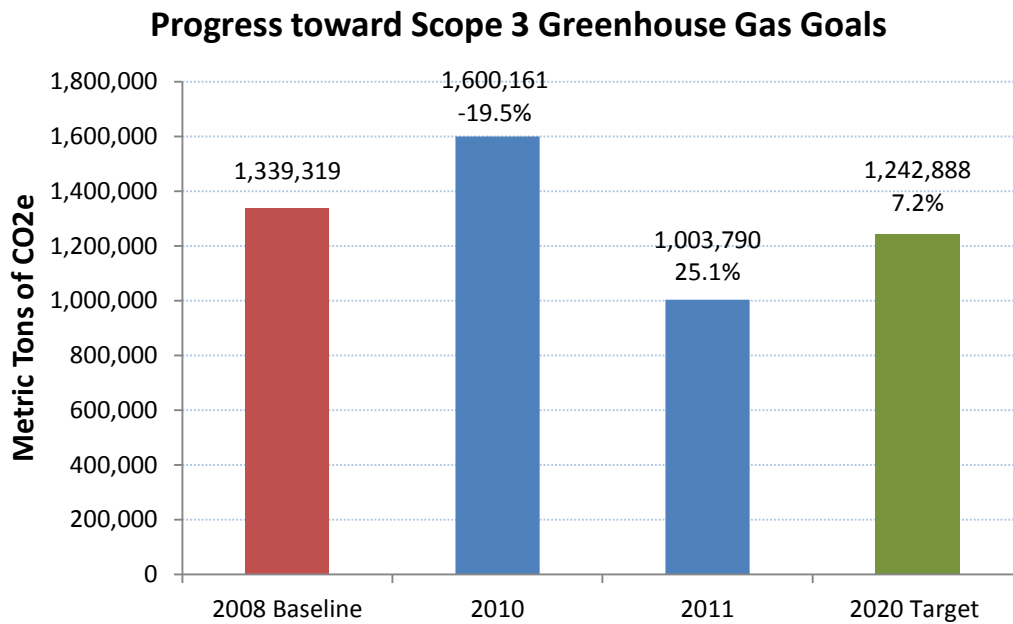
GOAL 1: GREENHOUSE GAS REDUCTION AND MAINTENANCE OF DHS COMPREHENSIVE GREENHOUSE GAS INVENTORY

DHS-Specific Performance Metrics for Scope 1 & 2 GHG Emissions Reduction:



Note: E.O. 13514 requires each agency to establish a scope 1 & 2 GHG reduction target for FY2020. The target for this agency is 25.3% compared to FY2008. The red bar represents DHS's FY2008 baseline. The green bar represents the FY2020 target reduction. The blue bars show actual status in relationship to the target. The percentage on each bar shows the reduction or increase from the FY2008 baseline.

DHS-Specific Performance Metrics for Scope 3 GHG Emissions Reduction:

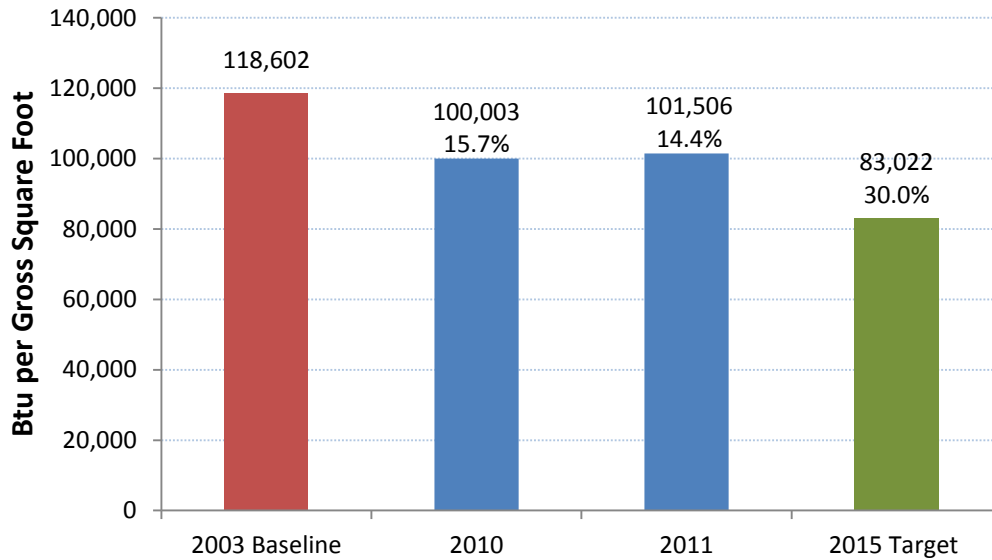


Note: E.O. 13514 requires each agency to establish a scope 3 GHG reduction target for FY2020. The FY2020 target for this agency is 7.2% compared to the FY2008 baseline. The red bar represents DHS's FY2008 baseline. The green bar represents the FY2020 target reduction. The blue bars show actual status in relationship to the target. The percentage on each bar shows the reduction or increase from the FY2008 baseline. A negative percentage reflects an increase in scope 3 GHG emissions.

GOAL 2: BUILDINGS

DHS-Specific Performance Metrics for Facility Energy Intensity Reduction:

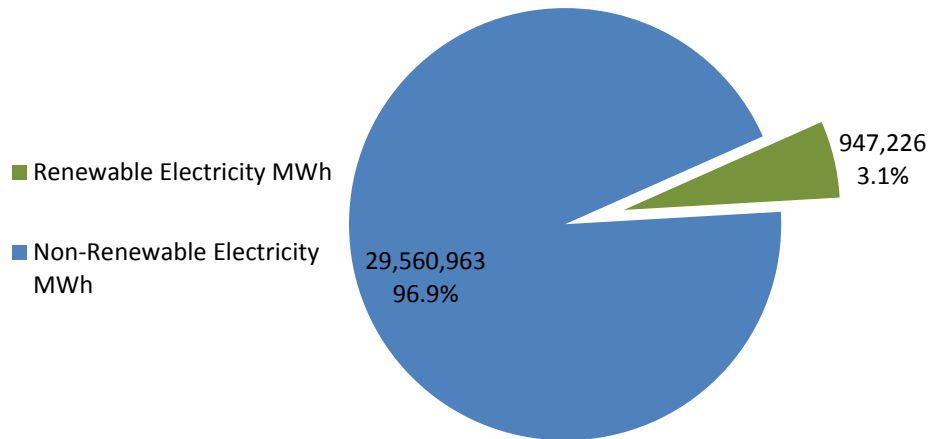
Progress toward Facility Energy Intensity Reduction Goals



Note: EISA requires agencies to reduce energy intensity by 18% for FY2011, compared to an FY2003 baseline; a 30% reduction is required by FY2015. The red bar represents DHS's FY2003 baseline. The green bar represents the FY2015 target reduction. The blue bars show actual status in relationship to the target. The percentage on each bar shows the reduction or increase from the FY2003 baseline.

DHS-Specific Performance Metrics for Renewable Energy:

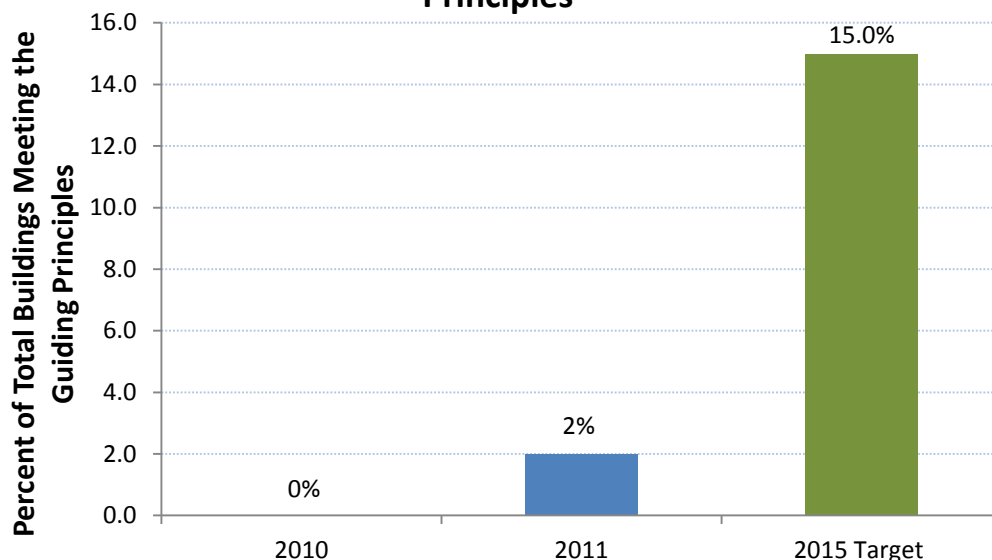
Use of Renewable Energy as a Percentage of Electricity Use



Note: EAct requires agencies to increase the use of renewable energy as a percentage of electricity use to 5% by FY2010-2012 and 7.5% by FY2013 and beyond.

DHS-Specific Performance Metrics for Total Buildings Meeting the Guiding Principles:

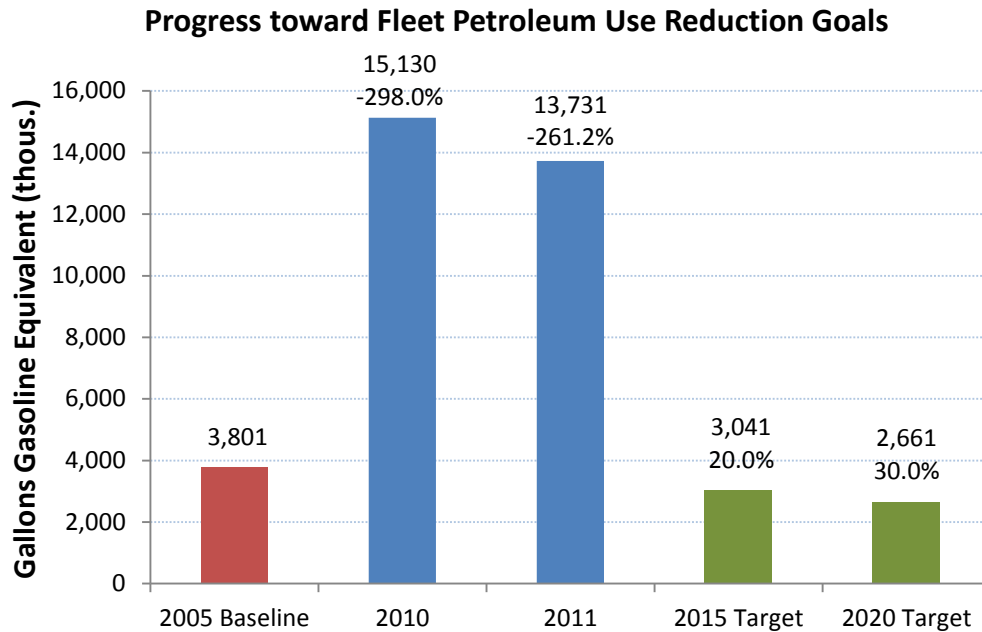
Progress toward Total Buildings Meeting the Guiding Principles



Note: E.O. 13514 requires that by FY2011 agencies have 7% of new, existing, and leased buildings >5,000 square feet meet the Guiding Principles; the requirement increases to 15% by FY2015. The green bar represents the FY2015 target. The blue bars show actual progress toward the target.

GOAL 3: FLEET MANAGEMENT

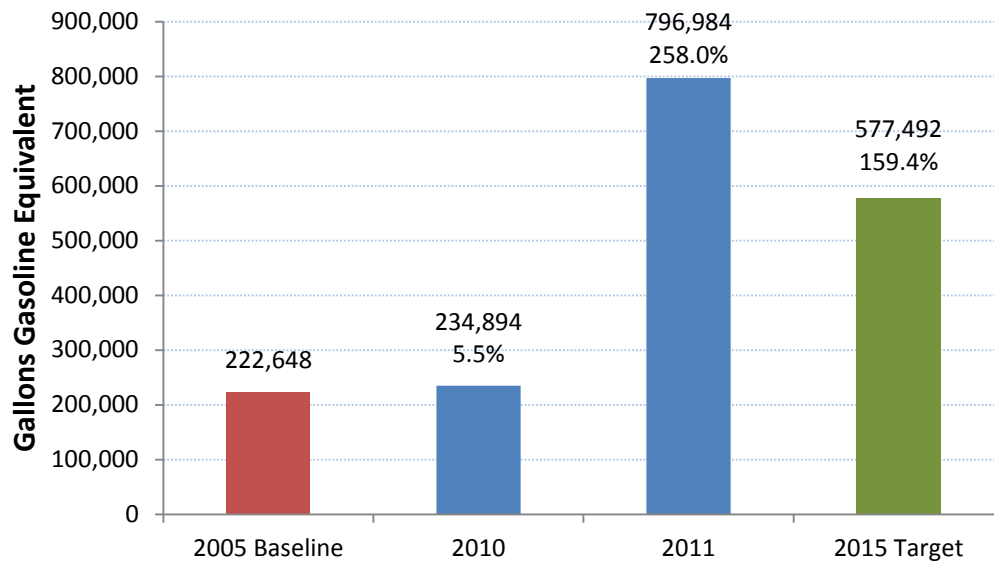
DHS-Specific Performance Metrics for Fleet Petroleum Reduction:



Note: E.O. 13514 and EISA require that by FY2011 agencies reduce fleet petroleum use by 12%, compared to an FY2005 baseline. A 20% reduction is required by FY2015 and a 30% reduction is required by FY2020. The red bar represents DHS's FY2005 baseline. The green bars represent the FY2015 and FY2020 target reductions. The blue bars show actual status in relationship to the target. The percentage on each bar shows the reduction or increase from the FY2005 baseline. A negative percentage reflects an increase in fleet petroleum use.

DHS-Specific Performance Metrics for Fleet Alternative Fuel Use:

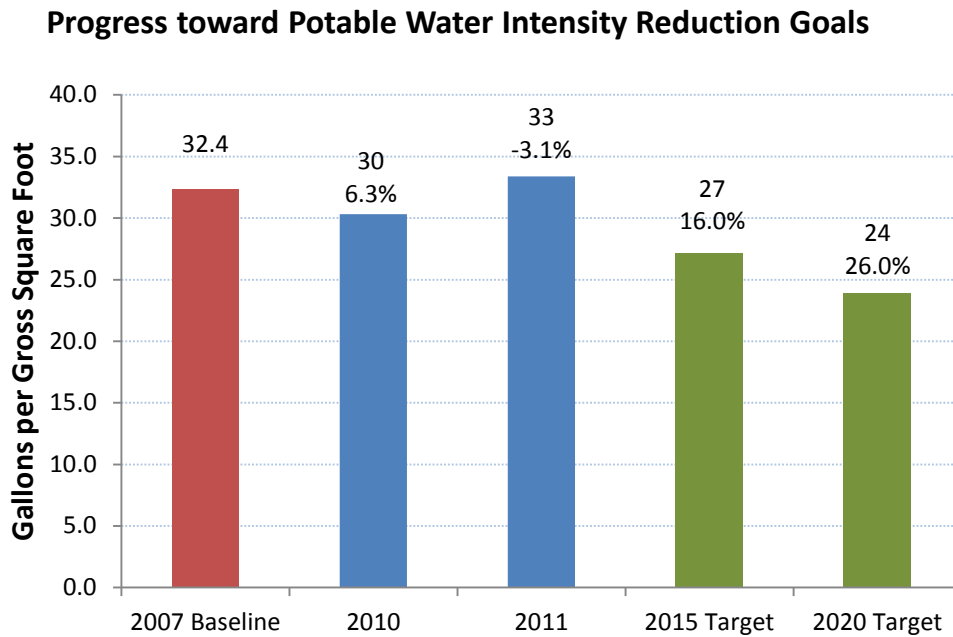
Progress toward Fleet Alternative Fuel Consumption Goals



Note: E.O. 13423 requires that agencies increase total non-petroleum-based fuel consumption by 10% annually compared to an FY2005 baseline. Consequently, by FY2011 agencies must increase alternative fuel use by 77%, compared to an FY2005 baseline. By FY2015, agencies must increase alternative fuel use by 159.4%. The red bar represents DHS's FY2005 baseline. The green bar represents the FY2015 target. The blue bars show actual status in relationship to the target. The percentage on each bar shows the reduction or increase from the FY2005 baseline.

GOAL 4: WATER USE EFFICIENCY AND MANAGEMENT

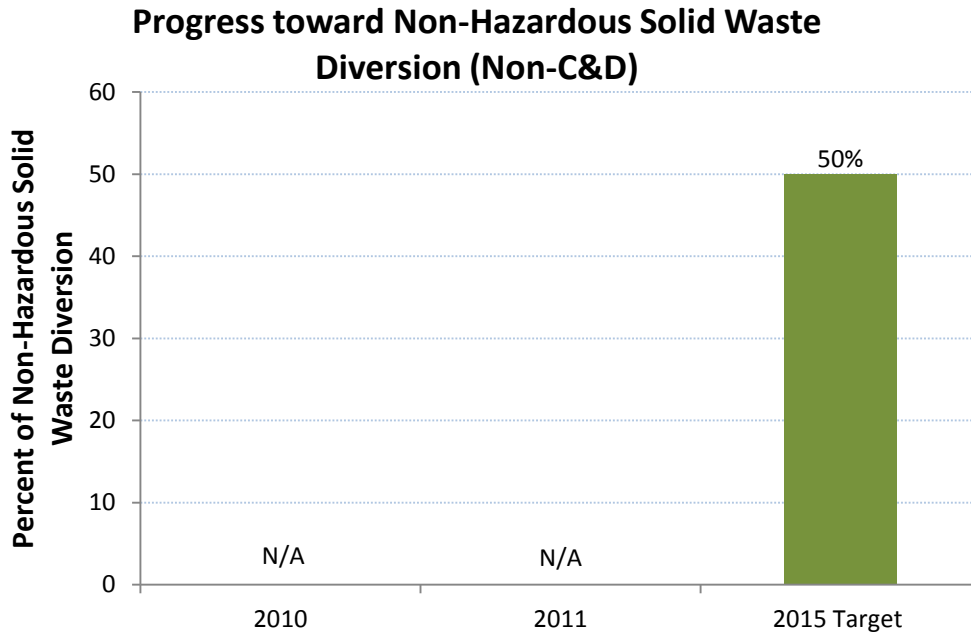
DHS-Specific Performance Metrics for Potable Water Intensity Reduction:



Note: E.O. 13514 requires agencies to reduce potable water intensity by 2% annually through FY2020, compared to an FY2007 baseline. Consequently, by FY2011 agencies are required to reduce potable water intensity by 8%, compared to an FY2007 baseline. A 16% reduction is required by FY 2015 and a 26% reduction is required by FY2020. The red bar represents DHS's FY2007 baseline. The green bars represent the FY2015 and FY2020 target reductions. The blue bars show actual status in relationship to the target. The percentage on each bar shows the reduction or increase from the FY2007 baseline. A negative percentage reflects an increase in potable water intensity.




GOAL 5: POLLUTION PREVENTION AND WASTE REDUCTION

DHS-Specific Performance Metrics for Non-Hazardous Solid Waste Diversion (Non-C&D):






Note: E.O. 13514 requires that by FY2015 agencies annually divert at least 50% of non-hazardous solid waste from disposal. The green bar represents the FY2015 target. The blue bars show actual progress toward the target.




GOAL 7: ELECTRONIC STEWARDSHIP AND DATA CENTERS

EPEAT	POWER MANAGEMENT	END-OF-LIFE	COMMENTS
			




EPEAT:

	95% or more Monitors and PCs/Laptops purchased in FY2011 was EPEAT Compliant Agency-wide
	85-94% or more Monitors and PCs/Laptops purchased in FY2011 was EPEAT Compliant Agency-wide
	84% or less Monitors and PCs/Laptops purchased in FY2011 was EPEAT Compliant Agency-wide

Power Management:

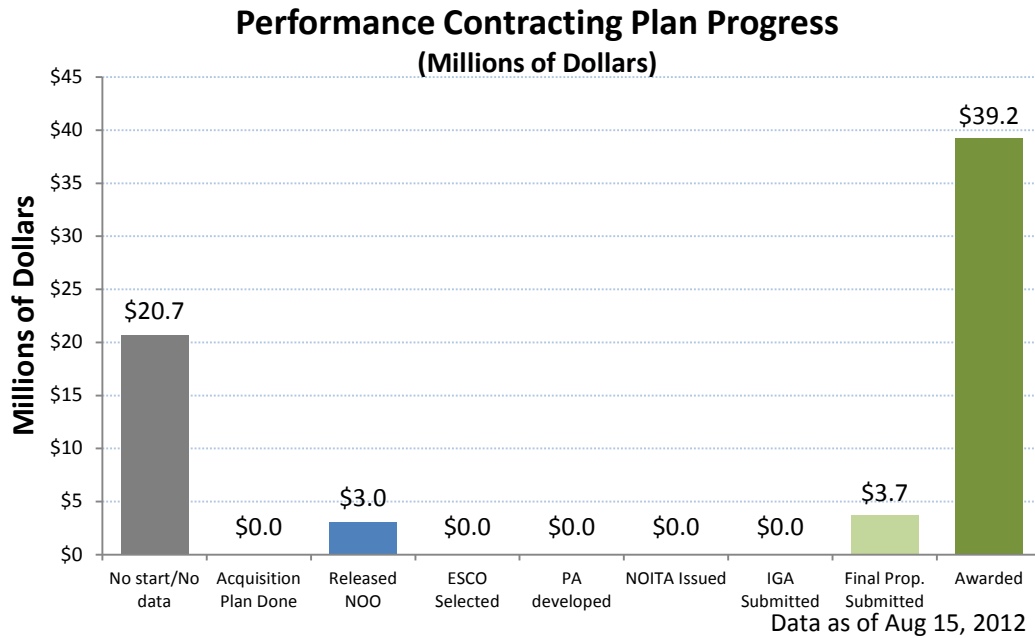
	100% Power Management Enabled Computers, Laptops and Monitors Agency-wide
	90-99% Power Management Enabled Computers, Laptops and Monitors Agency-wide
	89% or less Power Management Enabled Computers, Laptops and Monitors Agency-wide

End-of-Life:

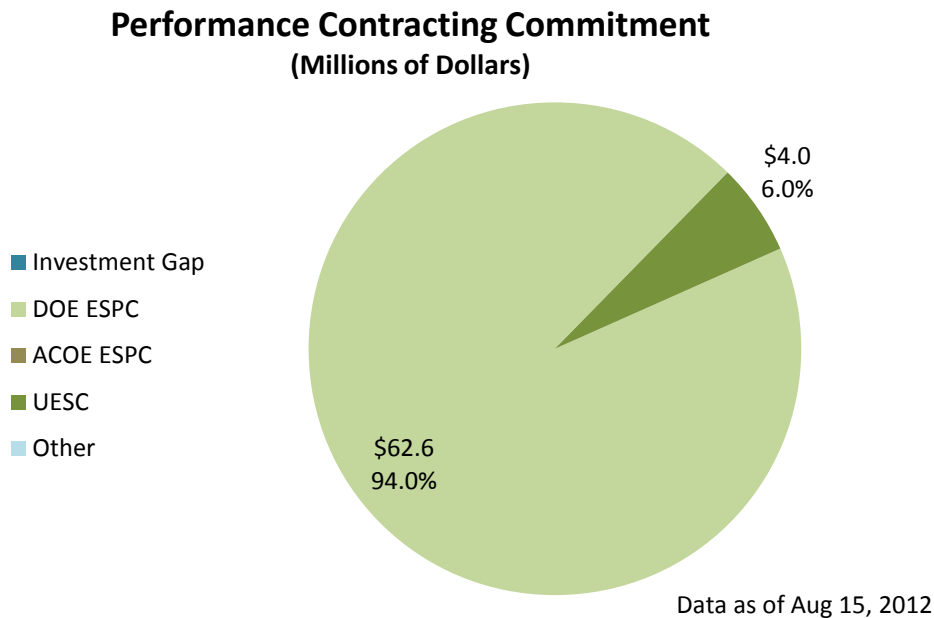
	100% of Electronics at end-of-life disposed through GSA Xcess, CFL, Unicorn or Certified Recycler (R2, E-Stewards)
	100% of Electronics at end-of-life disposed through GSA Xcess, CFL, Unicorn or non-Certified Recycler
	Less than 100% of Electronics at end-of-life disposed through GSA Xcess, CFL, Unicorn or non-Certified Recycler

PRESIDENT'S PERFORMANCE CONTRACTING COMMITMENT

DHS-Specific President's Performance Contracting Commitment Metrics:



DHS-Specific President's Performance Contracting Commitment Metrics:



APPENDIX A: CLIMATE CHANGE ADAPTATION PLAN

APPENDIX B: FLEET MANAGEMENT PLAN

APPENDIX C: BIOBASED PURCHASING STRATEGY