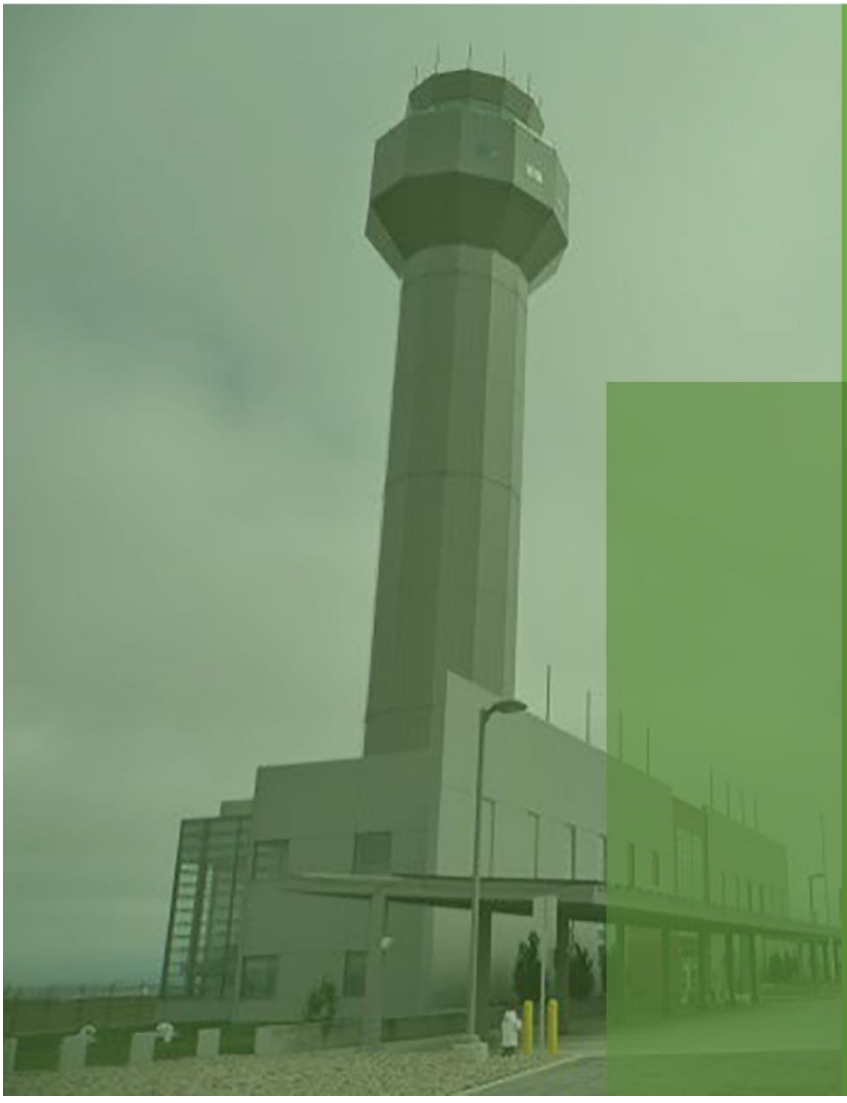
U.S. Department of Transportation

2015 STRATEGIC SUSTAINABILITY PERFORMANCE PLAN

June 2015



Cover photos:

Top-left: Federal Aviation Administration's Northern California TRACON (credit: DOT)
Middle-right: Electric vehicle charging station (credit: U.S. Department of Energy)
Bottom-right: Federal Aviation Administration's Air Traffic Control Tower, Oakland CA (credit: DOT)

United States of America

Department of Transportation

2015 Strategic Sustainability Performance Plan

Submitted June 26, 2015

Office of the Secretary of Transportation | Office of Sustainability and Safety Management

DOTsustains@dot.gov | (202) 366-1210 or (202) 366-7007

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U.S. Department of Transportation
Office of the Secretary of Transportation

Assistant Secretary for Administration

1200 New Jersey Avenue, SE
Washington, DC 20590

June 2015

Every day, the Department of Transportation (DOT) serves the American people by ensuring fast, safe, efficient and accessible skies, roads, railways, seaways, pipelines, vehicles and transit systems. To meet our mission, we are continuously looking for innovative ways to improve the effectiveness and resilience of the national transportation system. In doing so, DOT is poised to elevate the sustainability and resiliency of its own operations on behalf of the public.

DOT is proud of its tremendous progress to date in making its operations more sustainable. DOT reduced its greenhouse gas emissions by 23 percent (Scope 1 & 2) and 31 percent (Scope 3) since 2008, decreased fleet fuel consumption by 23 percent and increased alternative fuel use by nearly 200 percent since 2005. In addition, DOT increased its water efficiency by 19 percent since 2007, and awarded several energy performance contracts worth about $29 million since 2011. These achievements are the result of engagements and partnerships with the general public, States, private sector, and numerous Federal and internal stakeholders—in particular, the hard work and commitment of DOT employees.

Our deep-rooted culture of sustainability will be the driving force to ensure DOT meets the new, enhanced Federal requirements issued by President Obama in Executive Order (EO) 13693, *Planning for Federal Sustainability in the Next Decade*. To support the President's vision, DOT will reenergize our efforts by implementing the strategies and tactics outlined in this Strategic Sustainability Performance Plan (SSPP). EO 13693 requires DOT to break new ground with bold, new sustainability goals, and we will rise to this challenge. DOT has set ambitious plans, which we will refine over time, for all 10 Federal focus areas, linking our strategies and tactics to an overarching focus on reducing greenhouse gas emissions to help mitigate the effects of climate change. Additionally, we will take deliberate steps to ensure our operations are resilient to risks from climate change.

DOT will implement this SSPP by enabling employees to identify barriers to achieving the goals, deploying innovative solutions, leveraging new technologies and best practices, making capital investments, enhancing Department-wide policies for greater effectiveness and consistency, and strengthening the quality and quantity of operational data to guide decision-making.

With the continued leadership of Secretary Foxx, we are on track to build a 21st century Department of Transportation where sustainability continues to be a fundamental part of our organization's fabric. This will support and ensure that DOT's important work continues to make a real difference in the lives of the American people, produce high-impact, long lasting, and measurable results, and support job creation in a stronger economy. Our commitment to sustainability will not only guide us, but will propel us forward.

Jeff Marootian
Chief Sustainability Officer

Executive Summary

Vision

The U.S. Department of Transportation (DOT or the Department) is proud to serve the American people by supporting a fast, safe, efficient, accessible, and convenient national transportation system built for the 21st century. In driving value for the public, the Department is placing renewed emphasis on sustainability throughout its operations, particularly with regard to addressing the goals in Executive Order (E.O.) 13693, *Planning for Federal Sustainability in the Next Decade*.

This Strategic Sustainability Performance Plan (SSPP) outlines DOT's significant accomplishments to date and plans for the future to build a sustainable organization. The strategies and tactics described in this plan will make our work more cost-effective, efficient, resilient, and responsive to the needs of the American public. DOT will continue to ensure sustainability guides its work—as part of a culture of service that promotes the economic, social and environmental vitality of the Nation.

Leadership

Secretary Foxx has challenged DOT leaders to elevate sustainability efforts throughout its operations to achieve greater cost-savings, efficiency, and operational resilience. Jeff Marootian, DOT's Chief Sustainability Officer (CSO) and Assistant Secretary for Administration, along with the internal CSO Council, are responsible for implementing this plan, addressing barriers, and overseeing progress. The Council is responsible for promoting sustainability within the ranks of DOT's 55,000 employees.

Performance Review

DOT has continued to enhance sustainability within its operations. Led by Secretary Foxx and the CSO, these accomplishments are built on a foundation of internal partnerships and a shared vision for sustainability. The Department's successes represent the hard work and commitment of all employees across all DOT organizations:

- Federal Aviation Administration (FAA)
- Federal Highway Administration (FHWA)
- Federal Motor Carrier Safety Administration (FMCSA)
- Federal Railroad Administration (FRA)
- Federal Transit Administration (FTA)
- Maritime Administration (MARAD)
- National Highway Traffic Safety Administration (NHTSA)
- Office of Inspector General (OIG)
- Office of the Secretary of Transportation (OST)
- Pipeline and Hazardous Materials Safety Administration (PHMSA)
- Saint Lawrence Seaway Development Corporation (SLSDC)
- Surface Transportation Board (STB)

Major Accomplishments:

- Awarded 2014 GreenGov Presidential Green Dream Team Award with U.S. Department of Energy
- **23%** ⬇ in Scope 1 and 2 emissions
- **31%** ⬇ in Scope 3 emissions
- **19%** ⬆ energy from renewable sources
- **23%** ⬇ petroleum consumption
- **192%** ⬆ in alternative fuel use
- **19%** ⬆ water use efficiency or **90 million gallons** since 2005
- Diverted over **3,400 tons** of waste from landfills and diverted over **99 percent** of all construction and demolition waste
- Awarded **six** performance-based contracts worth **$29 million** since 2011
- Closed **four** data centers
- Achieved over **95% compliance rate** for sustainable acquisition
- Evaluated over **90 facilities** for on-site renewable energy opportunities

Executive Summary

The following section describes DOT's progress on sustainability in ten focus areas: greenhouse gas (GHG) emissions reduction, sustainable buildings, fleet management, water use, pollution and waste reduction, sustainable acquisition, electronic stewardship, renewable energy, climate change resilience, and energy performance-based contracts.

Goal 1: Greenhouse Gas Reduction

DOT greatly reduced its greenhouse gas (GHG) footprint in the past five years by addressing all sources of emissions.

Integration. Reducing GHG emissions links together many aspects of DOT's sustainability efforts, since many performance measures tracked by the Department contribute to GHG emission reductions. DOT performs annual data collection and reporting on GHG emissions, which supports the President's climate change priorities.

Evaluation Measures. DOT measures its progress through its annual GHG inventory. Scope 1 and Scope 2 emissions are tracked quarterly through building and fleet energy consumption, while Scope 3 emissions are tracked through commuting days and business air travel emissions.

Successes. Since 2008, DOT has reduced its Scope 1 and 2 emissions by 23%, and reduced Scope 3 emissions by 31%, exceeding its FY 2020 targets six years in advance.

Challenges. Achieving reductions going forward may become more difficult and directly compete with mission requirements since DOT has implemented most no- or low-cost tactics. Scope 3 emissions reductions are directly driven by air travel that support critical operations, along with employee commuting behaviors.

Lessons Learned. DOT has learned that internal operating administration (OAs) achieve more when they have a complete picture of their GHG emissions, resulting in targeted improvements and the ability to track their own performance. DOT has higher rates of telework and reduced travel when virtual meeting technology is deployed.

Highlights:

MARAD's Beaumont Reserve Fleet used the 2014 ENTERGY Texas City Smart Program to upgrade occupancy lighting resulting in 97,300 kWh and $9,730 savings, or 28% of its annual electric bill.

NHTSA
www.nhtsa.gov

NHTSA converted teleworking employees from a previous system that required on-site computers to remain powered for access to DOT servers, to a more secure system, resulting in additional electricity use reduction.

Planned Actions – Going Forward

DOT will continue to deploy operations and management best practices for energy consuming and emission generating equipment (i.e. upgrading motors, boilers, HVACs, and chillers), and implement strategies that increase the percentage of employees who telework and use alternate work schedules.

Goal 2: Sustainable Buildings

DOT continues efforts to enhance the sustainability of DOT-owned facilities by using environmental management systems (EMSs) and energy performance-based contracts (PBCs), while partnering with other agencies on upgrades, and providing training opportunities to facilities staff.

Integration. DOT incorporates sustainable building guidelines into its processes for new buildings, major renovations, and leases.

Evaluation Measures. DOT uses Federal systems such as the Compliance Tracking System (CTS) and the ENERGY STAR® Portfolio Manager system to measure performance.

Successes. DOT successfully awarded four PBCs to improve energy performance. DOT also partnered with the U.S. Department of Energy (DOE) to conduct high performance sustainable building (HPSB) site assessments, and supported employees in expanding sustainable building expertise.

Challenges. The vast majority of more than 10,000 buildings owned by DOT contain mission critical equipment supporting the national airspace system (NAS) that have high energy demands and operate 24 hours a day. Budget and resource constraints continue to be barriers to progress.

Lessons Learned. Partnering with other agencies, such as DOE and the U.S. General Services Administration (GSA), is a useful approach in overcoming challenges for this goal. Also, while PBCs are promising strategies, hidden administrative costs may offset projected benefits.

Highlight: Presidential GreenGov Award

In 2014, DOT and DOE were honored with a Presidential GreenGov Award as the "Green Dream Team", exemplifying President Obama's charge to lead by example towards a clean energy economy. The collaboration resulted in many more energy and water audits, increases in alternative fuel use in vehicles and an air traffic control tower designed to meet the HPSB guiding principles. Both OST and FAA staff members were recognized as part of the DOT and DOE Green Dream Team.

Planned Actions – Going Forward

DOT will work to identify innovative solutions to overcome challenges to meeting this goal. DOT will also incorporate HPSB requirements and sustainable location considerations into new construction and renovations, while improving building data quantity and quality. In addition, DOT will support training for facilities staff to expand internal sustainable buildings expertise.

Goal 3: Fleet Management

DOT has made significant improvements in the efficiency and sustainability of its vehicle fleet through reduced petroleum consumption, increased alternative fuel use and reduced GHG emissions.

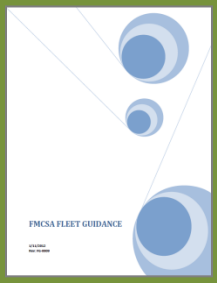
Integration. Many fleet management sustainability activities have been integrated with other sustainability strategies. For example, the CSO reviews all vehicle acquisitions prior to issuance of purchase requests, ensuring the Department continues to meet the President's Federal fleet goals.

Evaluation Measures. DOT evaluates its progress monthly by reviewing acquisitions and fuel consumption data in its fleet management system. Field fleet managers are responsible for taking action on improvement opportunities.

Successes. Since 2005, DOT has reduced petroleum consumption 23% and increased alternative fuel use by 192%.

Challenges. Achieving fuel consumption reductions is challenging since many maintenance and safety inspectors need access to large,

Highlight: Federal Motor Carrier Safety Administration



FMCSA leads the Department with reduced petroleum consumption and increased hybrid electric vehicles to 48% of its entire fleet. Continued analysis of the fleet allows for proper alignment of current alternate fuel vehicles mixed with hybrid electrics, furthering fuel reductions and cost-effectiveness. FMCSA incorporated over a year's worth of research to update the FMCSA Fleet Guidance that had been in use since the inception of FMCSA.

heavy-duty vehicles to complete their mission.

Lessons Learned. DOT has found that using DOE's FleetDASH tool improved its alternative fuel use by minimizing missed opportunities and assisting with the placement of vehicles in locations with alternative fuel infrastructure.

Planned Actions – Going Forward

DOT will build on its successes by continuing efforts to optimize its fleet, use a greater percentage of alternative fuels, and where appropriate, increase the share of fuel-efficient, lower-emission vehicles in its vehicle fleet.

Goal 4: Water Use Efficiency and Management

DOT has made water conservation and management a priority by obtaining better water data, improving operational water efficiency, and finding innovative ways to reduce water used in landscaping.

Integration. Water management strategies are integrated in other sustainability initiatives, including the annual GHG Inventory.

Evaluation Measures. DOT measures its performance through quarterly water efficiency reporting. Performance is shared with senior leadership as part of DOT's internal management performance review process. Data is compiled annually and used to report DOT's performance to the Office of Management and Budget (OMB) and the Council on Environmental Quality (CEQ).

Successes. Since 2007, DOT has improved its water use efficiency by 19% or 90 million gallons, and exceeded its 2020 water reduction target for the second year in a row.

Challenges. The Department has already implemented many no-cost, low-cost improvements in water use, and others may not be cost-effective. DOT also struggles with availability of actual consumption data to guide decision-making.

Highlight:

FAA's Jeff Hernbloom, winner of a 2014 Federal Energy and Water Award, monitors water savings from his initiative —the Cooling Tower Evaporation Credit Program. This allows the facility to take advantage of an evaporative loss credit from the utility. Jeff helped save FAA over $18,500 in one year.

Lessons Learned. DOT found that some available water conservation measures have a poor return on investment, requiring DOT to reevaluate its internal mandates. DOT also experienced challenges in obtaining high quality data from water utility providers.

Planned Actions – Going Forward

DOT will improve data management and install more meters for water usage. Where possible, DOT will identify ways to minimize outdoor water use, use alternative water sources, and install water efficient technology.

Goal 5: Pollution Prevention and Waste Reduction

The Department has made waste reduction a priority by successfully diverting and reducing waste generated by its operations, reusing materials, and increasing recycling.

Integration. DOT has integrated many waste diversion activities with other sustainability programs. For example, DOT has provided training and guidance for updating waste management contracts to include reporting requirements for procurement experts.

Evaluation Measures. DOT measures its performance through quarterly waste diversion and recycling reporting. Performance data is shared with senior leadership as part of the Department's internal sustainability scorecard. In addition, data is compiled annually and used to report DOT's performance to OMB and CEQ.

Successes. In FY2014, DOT diverted over 3,400 tons of waste from landfills through recycling, composting and reuse. DOT also diverted over 99 percent of reported construction and demolition waste.

Challenges. DOT has had some challenges obtaining waste reduction performance data for local sites since the agency uses a centralized billing and payment process.

Lessons Learned. Periodic waste audits help describe and raise awareness of what is being disposed and can help green teams and/or facility managers develop reduction and diversion strategies.

Highlights:
Saint Lawrence Seaway Development Corporation

SLSDC exceeded the Department's solid waste diversion goals during FY2014 by **diverting 85% of non-hazardous solid waste** and **92% of construction and demolition** (C&D) debris. SLSDC continues to improve non-hazardous solid waste diversion through the use of a zero-sort recycling program and an annual reuse surplus sale.

Office of the Assistant Secretary of Technology & Research

OST-R achieved a solid waste diversion rate of 60%. The Volpe Center modified statements of work (SOWs) with contracts that support facilities in improving C&D waste diversion.

Planned Actions – Going Forward

DOT will take steps to eliminate, reduce, or recover refrigerants and other fugitive emissions. DOT will also work to reduce non-hazardous waste generation through elimination, source reduction, recycling and improving data collection processes for solid waste diversion.

Goal 6: Sustainable Acquisition

DOT is committed to sustainable acquisition practices for all applicable procurements by ensuring employees continue working towards Federal guidelines and requirements.

Integration. DOT has not only integrated sustainable acquisition requirements in Departmental policy orders, but also acquisition workflows such as contract writing systems and increased training. This program also supports the Federal Strategic Sourcing Initiative.

Evaluation Measures. DOT evaluates its progress quarterly through contract reviews. Performance is reported to senior leadership as part of DOT's internal sustainability scorecard.

Successes. The Department continues to exceed its goals for sustainable acquisition. DOT achieved greater than 95% compliance for sustainable acquisition goals and biobased purchasing, an Administration priority.

Challenges. Many DOT employees are involved in acquisition, so ensuring everyone knows and follows the requirements is both important and a challenge. The verification process is also a labor-intensive, manual process that can divert time from implementation.

Lessons Learned. Providing regular and multiple training opportunities throughout the organization is critical to meeting sustainable acquisition requirements, while also communicating the availability of tools, such as GSA's Green Products Compilation. Several OAs now incorporate sustainability clauses in all contracts, which has been effective.

Highlight:
Pipeline and Hazardous Materials Safety Administration (PHMSA)

In FY2014, PHMSA updated all of its procurement guidance documents to include sustainability clauses and/or language in SOWs or as an attachment if the action does not contain a SOW for all contracts.

Planned Actions – Going Forward

The Department will identify new requirements based on E.O. 13693, incorporate them into department-wide guidance, and promote training of acquisition personnel. DOT also plans to increase the use of Federal Strategic Sourcing Initiatives that include sustainable acquisition requirements.

Goal 7: Electronics Stewardship and Data Centers

DOT made progress on initiatives related to acquisition, power management, and end-of-life management for electronics. DOT made gains consolidating or moving data centers to the cloud.

Integration. DOT follows Federal guidance by the Environmental Protection Agency (EPA) and DOE (such as Electronic Product Environmental Assessment Tool (EPEAT) and ENERGY STAR®), and coordinates with other agencies to collaborate on challenges and share best practices.

Evaluation Measures. DOT evaluates its progress by the percentage of electronics purchased (e.g., purchases that are EPEAT or ENERGY STAR® products) and recycled according to Federal requirements.

Successes. DOT has met all three of its electronics stewardship goals for procurement, power management, and disposition. DOT also closed four non-core data centers in FY2014.

Challenges. Capturing data for non-computer equipment procurement (such as printers and televisions) will be challenging due to the decentralized nature of this type of purchasing. Integrating multiple centers into fewer centers has created logistical challenges.

Lessons Learned. Performance improved when automating power management settings for equipment such as printers and copiers.

Highlights: Federal Railroad Administration

In 2014, a team from the **FRA** developed the electronic Grade Crossing Inventory System (GCIS). The new system, which inventories the thousands of railroad crossings in the United States, will result annually in 5,000 fewer hard copy submissions, 1,050 fewer labor-hours processing and manual data entry, and about $55,000 in annual savings. The initiative also increases the data quality through validation rules to ensure that submitted data is complete and accurate.

Office of the Secretary of Transportation

The Department uses over 150 multi-function printers located throughout its headquarters buildings. Each printer defaults to double-sided, black and white printing. Once enacted, the Department reduced the amount of copy paper used for printing by 36%.

Planned Actions – Going Forward

DOT anticipates additional gains in electronic stewardship by (1) ensuring power management techniques are applied to all new electronic equipment, and (2) continuing efforts to consolidate or move data centers to the cloud (i.e. using FedRAMP). DOT will also continue to strive for 100% ENERGY STAR®/EPEAT-certified electronics purchases and ensure recyclers are R2 or eSteward-certified.

Goal 8: Renewable Energy

The Department increased its use of renewable energy in FY2014, installing on-site renewable energy systems, using power purchase agreements (PPAs), and purchasing renewable energy certificates (RECs).

Integration. DOT has leveraged DOE grant opportunities and assistance to both evaluate and implement several renewable energy projects. Renewable energy is also a key component of the PBC program.

Evaluation Measures. DOT evaluates its performance primarily with the percentage of renewable energy used in relation to total electrical power consumption.

Successes. MARAD installed six geothermal heat pump systems as part of dormitory renovations at the U.S. Merchant Marine Academy, while FAA evaluated 88 facilities for on-site renewable energy opportunities. FAA also awarded two utility energy service contracts (UESCs) that included a combined 1,939 kW renewable energy installation and is installing a 200kW solar array on top of a new covered parking structure.

Challenges. Many DOT buildings have limited options for renewable energy integration due to their small size or mission-related energy requirements, combined with technological limitations of available renewable energy options. Budget and resource constraints continue to be barriers to progress.

Lessons Learned. DOT has found many different pathways, including PBCs, to increase renewable energy use depending on the nature of the operations and facility limitations.

Highlight:

Through an August 2014 UESC, FAA's Southern California TRACON will install a 950kW Photovoltaic system, upgrade aging infrastructure, and provide a high efficiency lighting system (including LED lighting), which also support's DOT's building and PBC goals.

Planned Actions – Going Forward

DOT will prioritize on-site renewable energy installations where feasible and lifecycle cost-effective. Where on-site installations are not possible due to technological limitations, mission requirements, or resource constraints, DOT will purchase renewable electricity directly or purchase RECs to achieve Federal renewable energy goals.

Goal 9: Climate Change Resilience

DOT proactively integrated climate change resilience into its planning and operations, helping to strengthen the nation's transportation system.

Integration. OAs have started to incorporate climate risks into their overall emergency and continuity of operations planning. DOT is working with Amtrak to find ways to improve climate resilience in the nation's rail system.

Evaluation Measures. DOT evaluates its performance for climate change resiliency by evaluating the effectiveness of its internal policies and infrastructure advancements over time, especially with regard to extreme weather events.

Successes. DOT published a synthesis report presenting the collective findings for seven pilot projects which identify climate impacts on transit systems. In 2015, DOT released Phase II of the Gulf Coast Study, a multi-year program to assess climate vulnerability in the Mobile, Alabama region. DOT also conducted an internal case study that evaluated the impacts of Superstorm Sandy on national airspace system (NAS) infrastructure and facilities, and it developed best practices from the lessons learned during recovery. In 2014, DOT published an updated climate adaptation plan to help ensure transportation infrastructure and system resilience.

Challenges. Improving transportation resilience is challenging without the legal authorities and funding such as that included in the President's surface transportation reauthorization proposal.

Lessons Learned. DOT has found that improving telework infrastructure enhances its ability to continue supporting the public during extreme weather events.

Highlight:

Two members of the Gulf Coast Climate Impacts Study Team, part of **FHWA**, examine a culvert in Mobile, AL to assess its vulnerability to climate impacts and to analyze possible adaptation options.

Planned Actions – Going Forward

DOT looks forward to continued enhancements to emergency procedures, updated guidance on agency programs and projects, leadership-sponsored internal communications, and reviews of the latest climate science. DOT will seek to increase climate change resilience of the nation's transportation system by incorporating climate adaptation into airport planning and environmental guidance, and conducting studies that address vulnerable communities.

Goal 10: Energy Performance Contracts

DOT uses energy PBCs to aid the adoption of innovative technologies and improve building energy and water efficiency. Since 2011, DOT has awarded six PBCs and is currently pursuing five additional contracts.

Integration. PBCs are one of the primary financing mechanisms used by DOT to achieve green buildings. These contract vehicles are recommended for use by DOT internal policy orders.

Evaluation Measures. DOT measures its performance by evaluating the effectiveness of existing PBCs by identifying contracts that are the most cost effective for achieving energy and water savings.

Successes. Since 2011, DOT has awarded six performance-based contracts worth $29 million.

Challenges. Limited future opportunities exist for PBCs within DOT because the Department has already implemented most projects with a low cost and short term payback. In addition, many Federal HPSB requirements have poor return on investment values, and are not usually offered by PBC vendors.

Highlight:

Energy Performance Contracts (FY2014)

Awarded in FY2014	Project Investment Value (Millions)
Mike Monroney Aeronautical Center (UESC)	$2.4
Southern CA TRACON (UESC)	$6.4
Oakland Air Route Traffic Control Center (UESC)	$5.8
Los Angeles Air Route Traffic Control Center (UESC)	$5.1
Total	**$19.7**

Lessons Learned. DOT has found that bundling multiple locations under one PBC creates additional risks and can be unwieldy. This is due to the potential for significant, hidden administrative costs that may extend the payback period. It also takes longer than anticipated to identify, review, evaluate, and award contracts, increasing administrative costs borne by DOT.

Planned Actions – Going Forward

DOT will fulfill existing agency commitments towards the $40 million goal by the end of 2016 and prioritize projects providing the greatest energy savings potential. DOT will also identify opportunities for PBCs that offer the potential for on-site renewable energy.

Progress on Administration Priorities

DOT continues to incorporate requirements into its operations related to specific Administration priorities, including sustainable locations, sustainable landscapes, water management, performance contracting and climate change.

Though not currently constructing or relocating many facilities, choosing sustainable building locations is an important consideration for the Department, and it follows applicable Federal guidance. In addition, DOT has been working to implement a Presidential Memorandum aimed at supporting pollinator health. The Office of Sustainability and Safety Management conducted an inventory in 2014 of landscape management practices that documented widespread use of native plants and minimal insecticide use on DOT-managed properties, and identified three facilities totaling approximately 50 acres that will serve as "Flagship Pollinator Habitats" (see Highlight above-right).

Highlight:

DOT Flagship Pollinator Habitats

- Turner-Fairbank Highway Research Center (McLean, VA)
- Volpe National Transportation Systems Center (Cambridge, MA)
- Mike Monroney Aeronautical Center (Oklahoma City, OK)

DOT actively addresses Federal implementing instructions related to water management by developing comprehensive metering plans for all utilities including water, exploring the use of Green Button for utility information, and through active participation in the Interagency California Drought Workgroup.

In addition, DOT is fulfilling existing agency commitments towards its $40 million goal by the end of the President's Performance-based Contracting Challenge (PPCC), December 2016. In FY2014, DOT awarded four PBCs worth over $19 million. To date, DOT has awarded over $29 million in PBCs with an estimated additional $15 to $20 million in contracts in the pipeline.

Going forward, DOT will prioritize projects with the greatest energy savings potential, but many low-cost, low level-of-effort projects with a short term payback have been already been implemented. For the second phase of the President's Challenge, all DOT projects in the pipeline have completed the preliminary assessment phase of the performance contracting process.

Highlight:

In FY2014, FTA completed the training portion of the fourth round of its Environmental Management Systems (EMS) Technical Assistance and Training Program. Ten transit agencies, each participating with teams of four or more staff members, successfully completed four three-day workshops. FTA also initiated an evaluation of the first three rounds of the EMS program. In these three rounds, 26 transit agencies successfully completed the program and 9 are ISO 14001 certified.

DOT progressed in assessing and responding to climate change impacts, which is an important factor in how DOT will support the national transportation system. For example, DOT released Phase II of the Gulf Coast Study in January 2015, a groundbreaking, multi-year program to assess the climate vulnerability of the Mobile, Alabama region. The study developed tools to help transportation agencies understand risks and plan for resilient infrastructure.

In addition, FHWA is funding 19 adaptation and vulnerability assessment pilots in communities around the nation, a scenario planning case study in New Mexico, and a post-Superstorm Sandy resiliency assessment. FHWA also published Order 5520 in December 2014, establishing FHWA's policy on resilience to climate change. In addition, FTA published a report in August 2014 synthesizing the findings of seven transit agency climate adaptation assessment pilots. Funded by FTA and completed between 2010 and 2013, the pilots have increased knowledge of climate adaptation within the transit industry, improved practices, and allowed the transit industry to better prepare for current and future climate impacts.

DOT is also addressing internal operational vulnerabilities to climate change that would impact the integrity of the national transportation system. For example, FAA identified a priority action in the 2014 DOT adaptation plan to analyze the impacts of Superstorm Sandy on FAA NAS infrastructure. The first phase of this study analyzed the impact of the storm on FAA NAS assets and addressed the cost of recovering those assets. See DOT's Operational Climate Resiliency Plan (Appendix C) for more information.

Going Forward: Building a 21st Century Department of Transportation

Over the next year, DOT will build on its sustainability achievements through strategies listed in the following pages, which incorporate E.O. 13693 requirements into its operations. DOT looks forward to supporting America through continued investments in a sustainable, modern transportation system.

Size & Scope of Agency Operations

Table 1: Agency Size & Scope
Instructions: Enter the appropriate FY 2013 data for your agency.

Agency Size and Scope	FY 2013	FY 2014
Total Number of Employees as Reported in the President's Budget	55,883	54,132
Total Acres of Land Managed	139,929	152,256
Total Number of Buildings Owned	10,015	10,188
Total Number of Buildings Leased (GSA and Non-GSA Lease)	1,402	1,399
Total Building Gross Square Feet (GSF)	32,303,213	32,570,700
Operates in Number of Locations Throughout U.S.	51	51
Operates in Number of Locations Outside of U.S.	9	9
Total Number of Fleet Vehicles Owned	393	405
Total Number of Fleet Vehicles Leased	5,753	5,725
Total Number of Exempted-Fleet Vehicles (Tactical, Law Enforcement, Emergency, Etc.)	85	125
Total Amount Contracts Awarded as Reported in FPDS ($Millions)	6,054	6,191

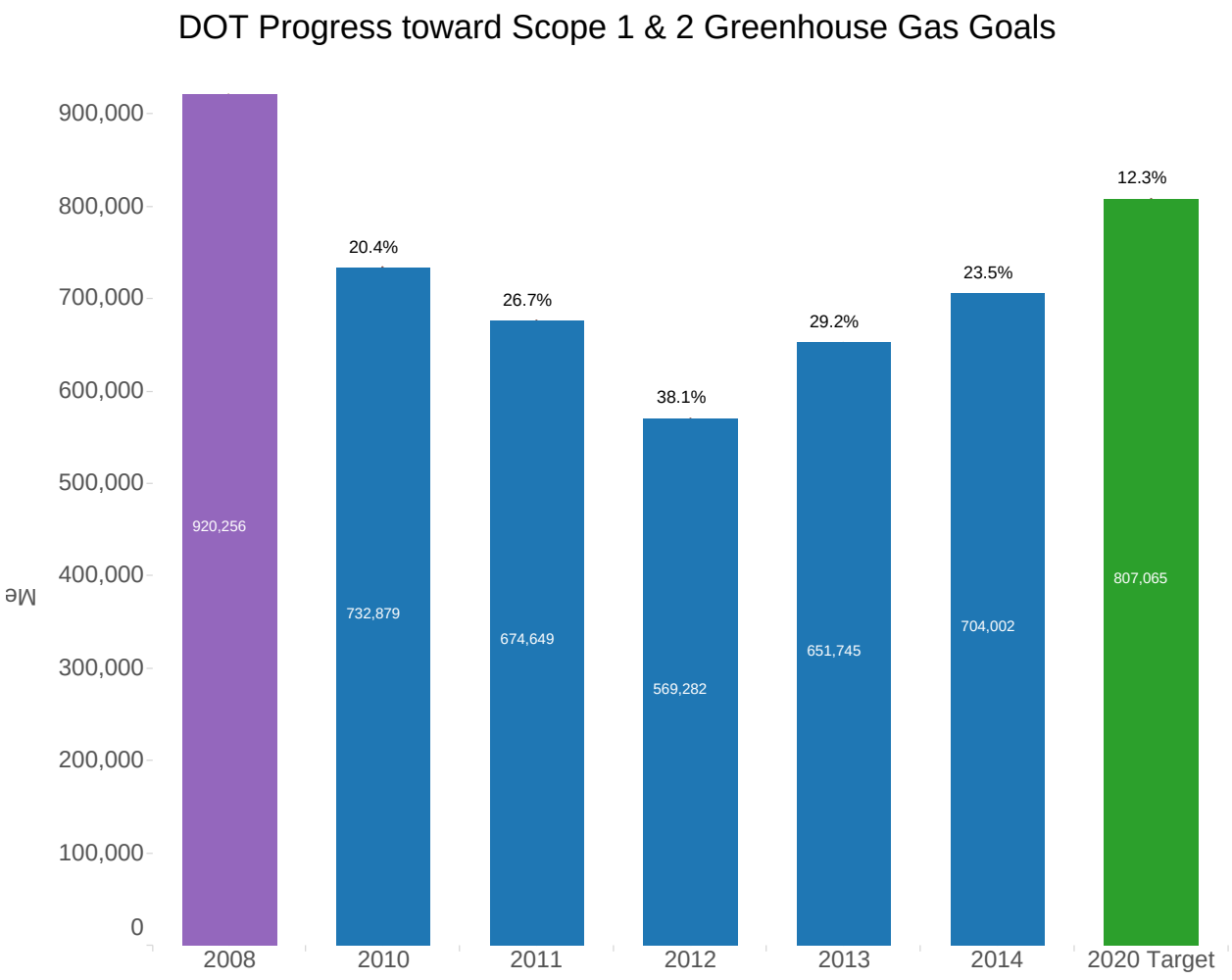
Department of Transportation

Goal 1: Greenhouse Gas (GHG) Reduction

Agency Progress Toward Scope 1 & 2 GHG Goal

E.O. 13514 required each agency establish a Scope 1 & 2 GHG emission reduction target to be achieved by FY 2020. The purple bar represents the agency's FY 2008 baseline. The green bar represents the FY 2020 target reduction. The blue bars represent annual agency progress towards achieving this target. The percentage at the top of each bar represents the reduction or increase from the FY 2008 baseline.

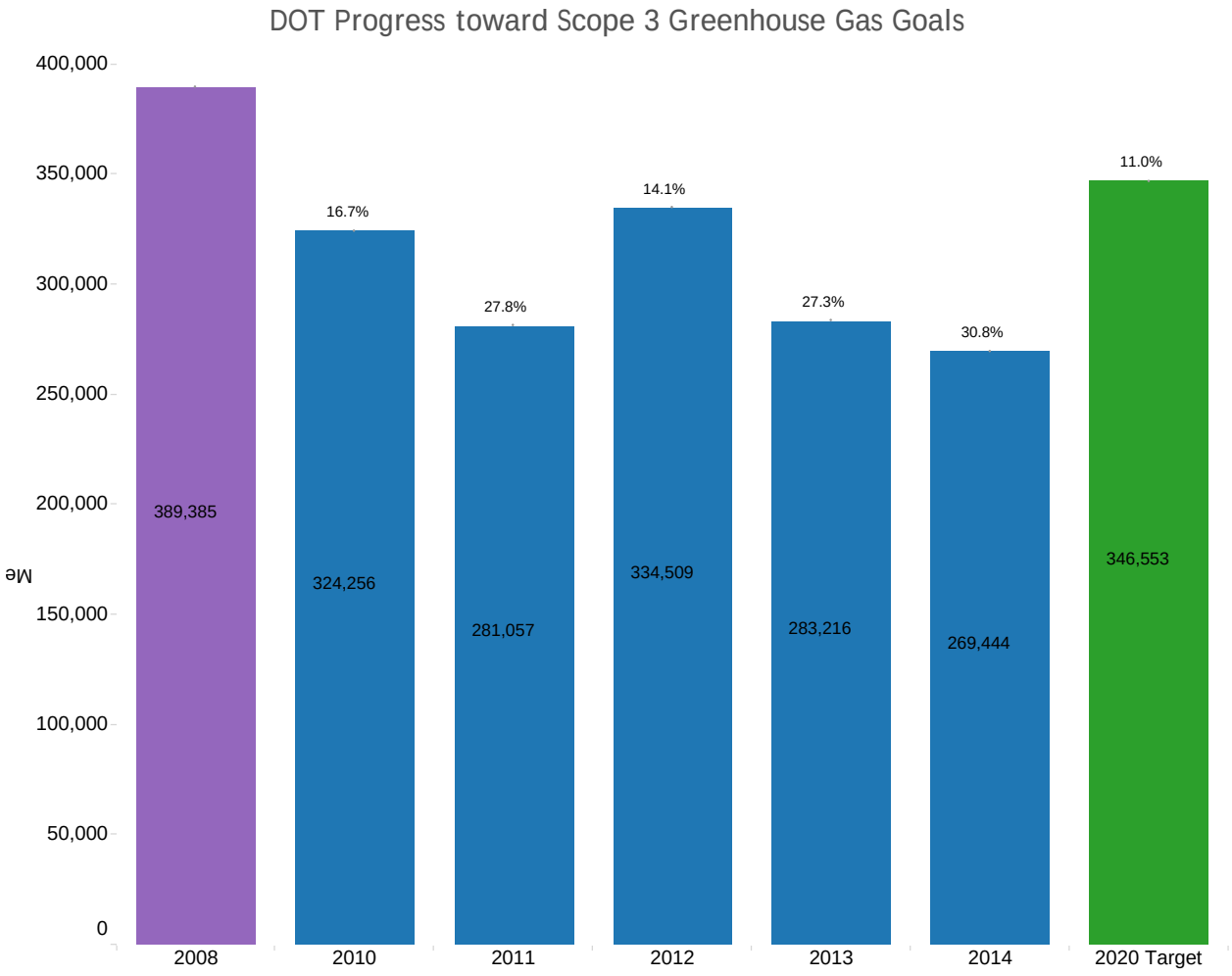
Figure 1-1



Agency Progress towards Scope 3 GHG Goal

E.O. 13514 required each agency establish a Scope 3 GHG emission reduction target to be achieved by FY 2020. The purple bar represents the agency's FY 2008 baseline. The green bar represents the FY 2020 reduction target. The blue bars represent annual agency progress on achieving this target. The percentage at the top of each bar represents the reduction or increase from the FY 2008 baseline.

Figure 1-2

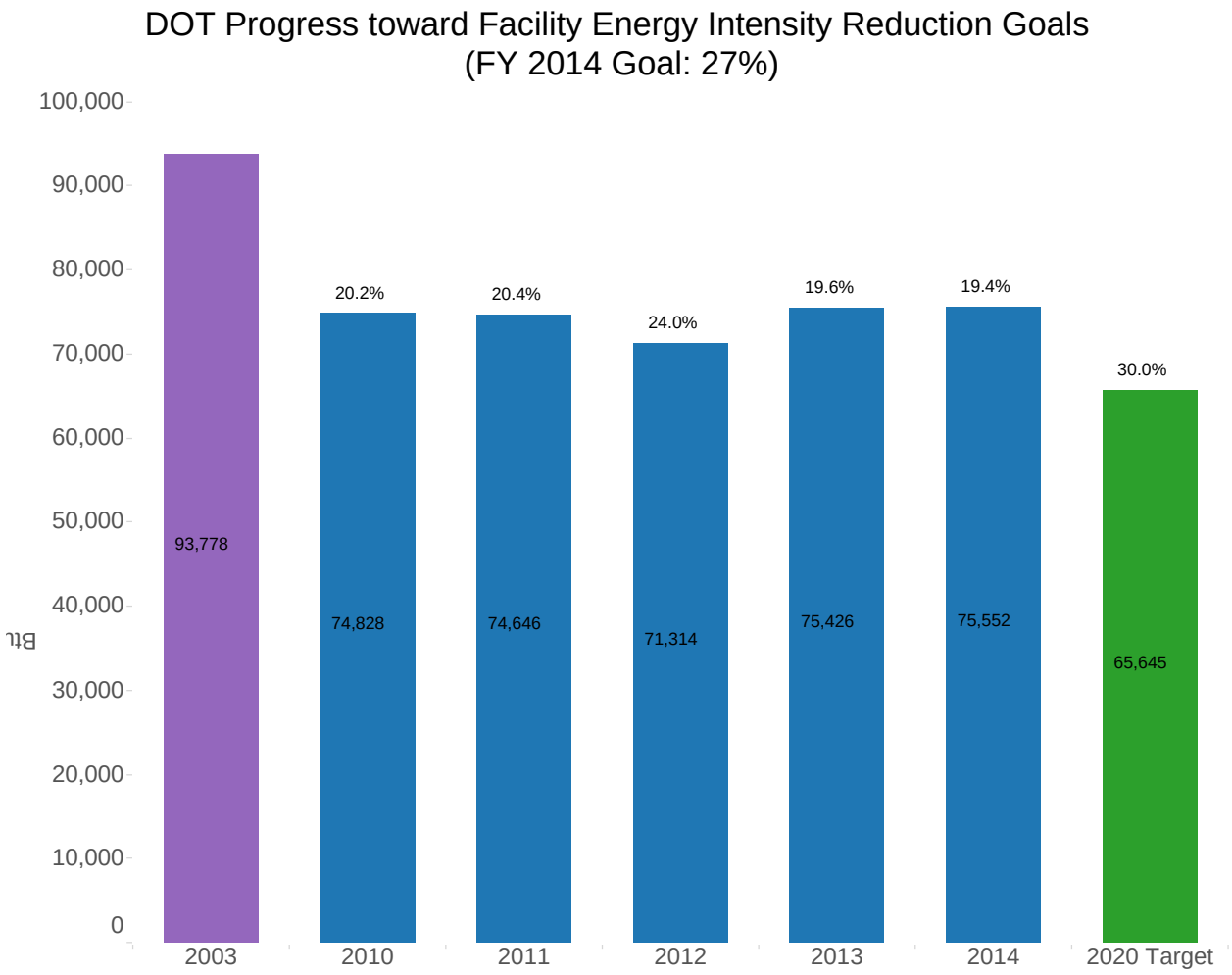


Goal 2: Sustainable Buildings

Agency Progress toward Facility Energy Intensity Reduction Goal

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

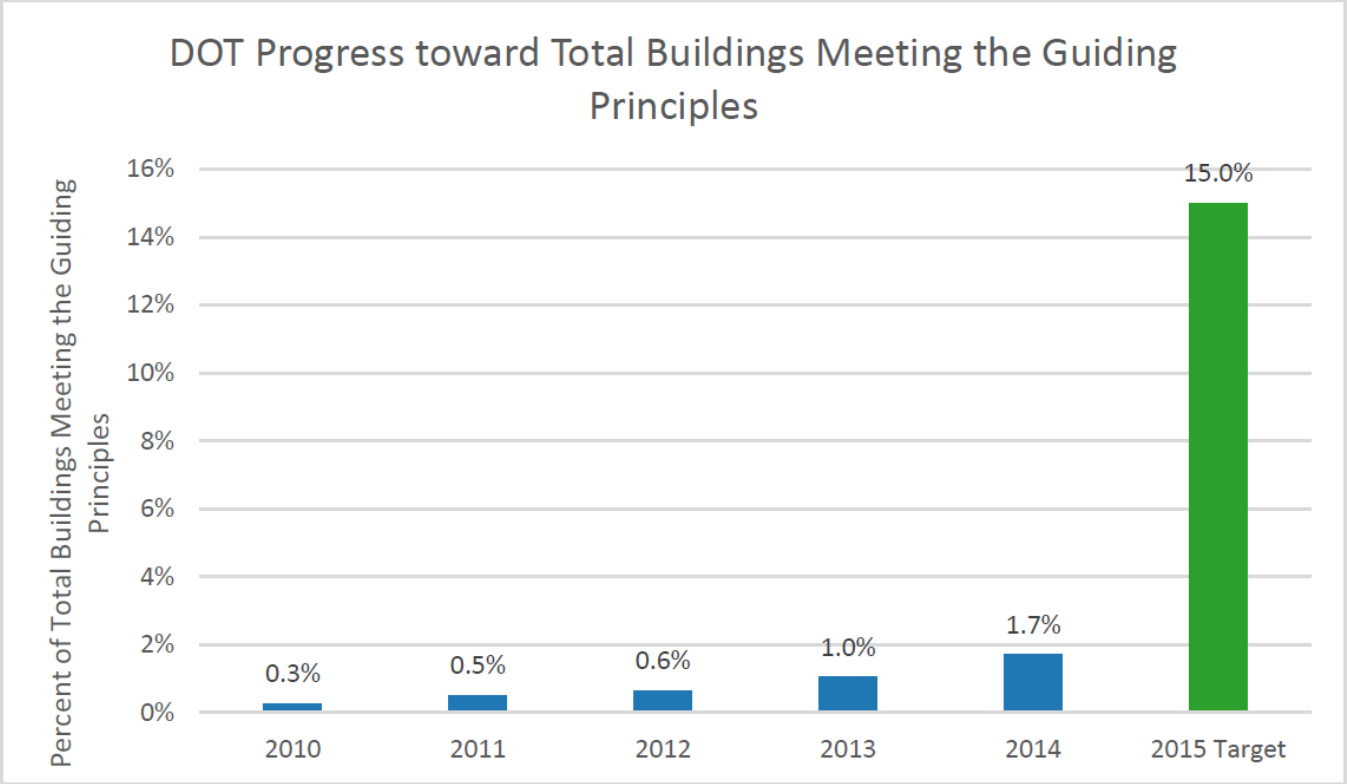
Figure 2-1



Agency Progress toward Total Buildings Meeting the Guiding Principles

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

Figure 2-2

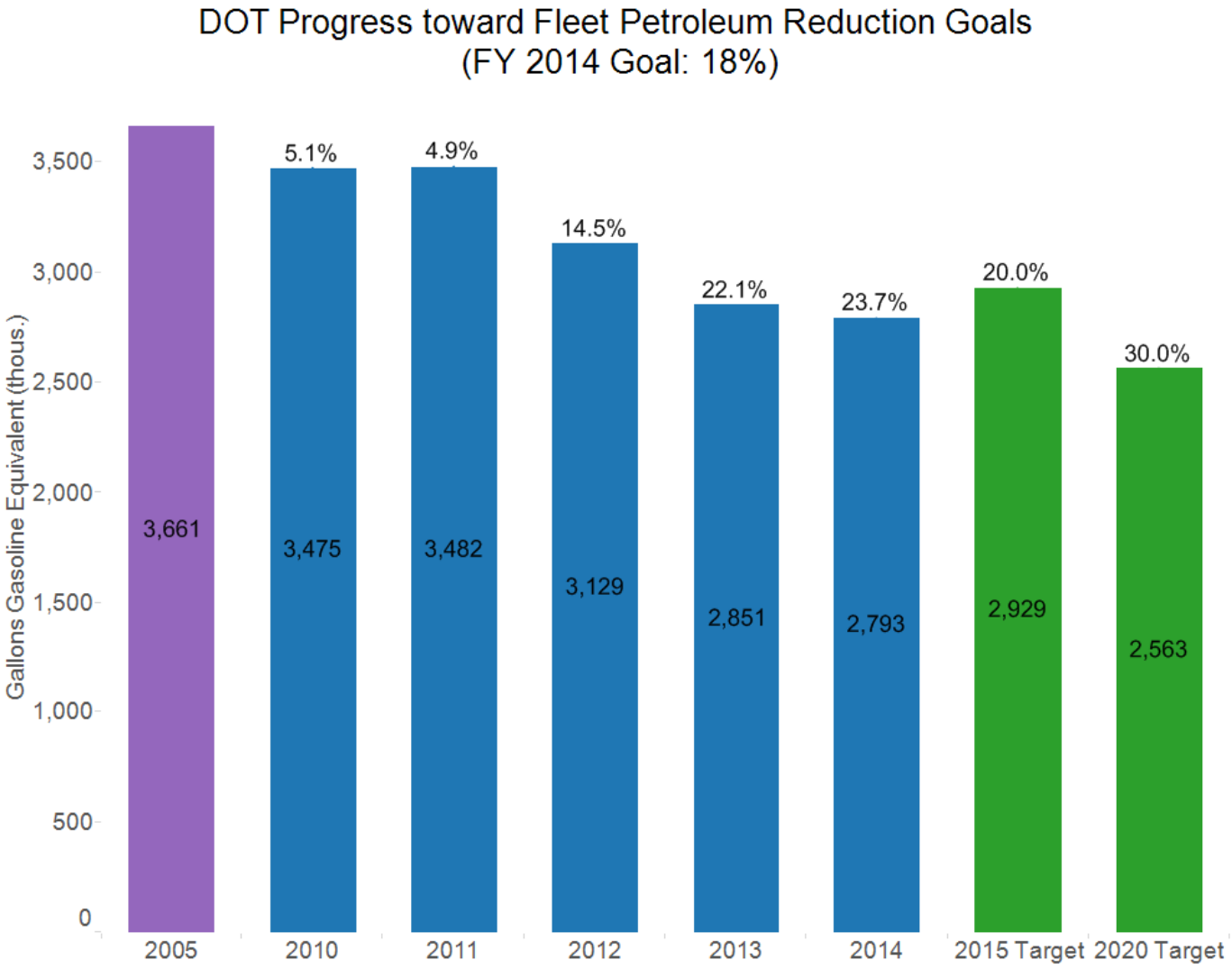


Goal 3: Fleet Management

Agency Progress toward Fleet Petroleum Use Reduction Goal

E.O. 13514 and the Energy Independence and Security Act of 2007 (EISA) required that by FY 2015 agencies reduce fleet petroleum use by 20 percent compared to a FY 2005 baseline. Agencies were expected to achieve at least a 2 percent annual reduction. The purple bar represents the agency's FY 2005 baseline. The green bars represent the FY 2015 target reduction. The blue bars represent annual agency progress on achieving these targets. The percentage at the top of each bar represents the reduction or increase from the FY 2005 baseline.

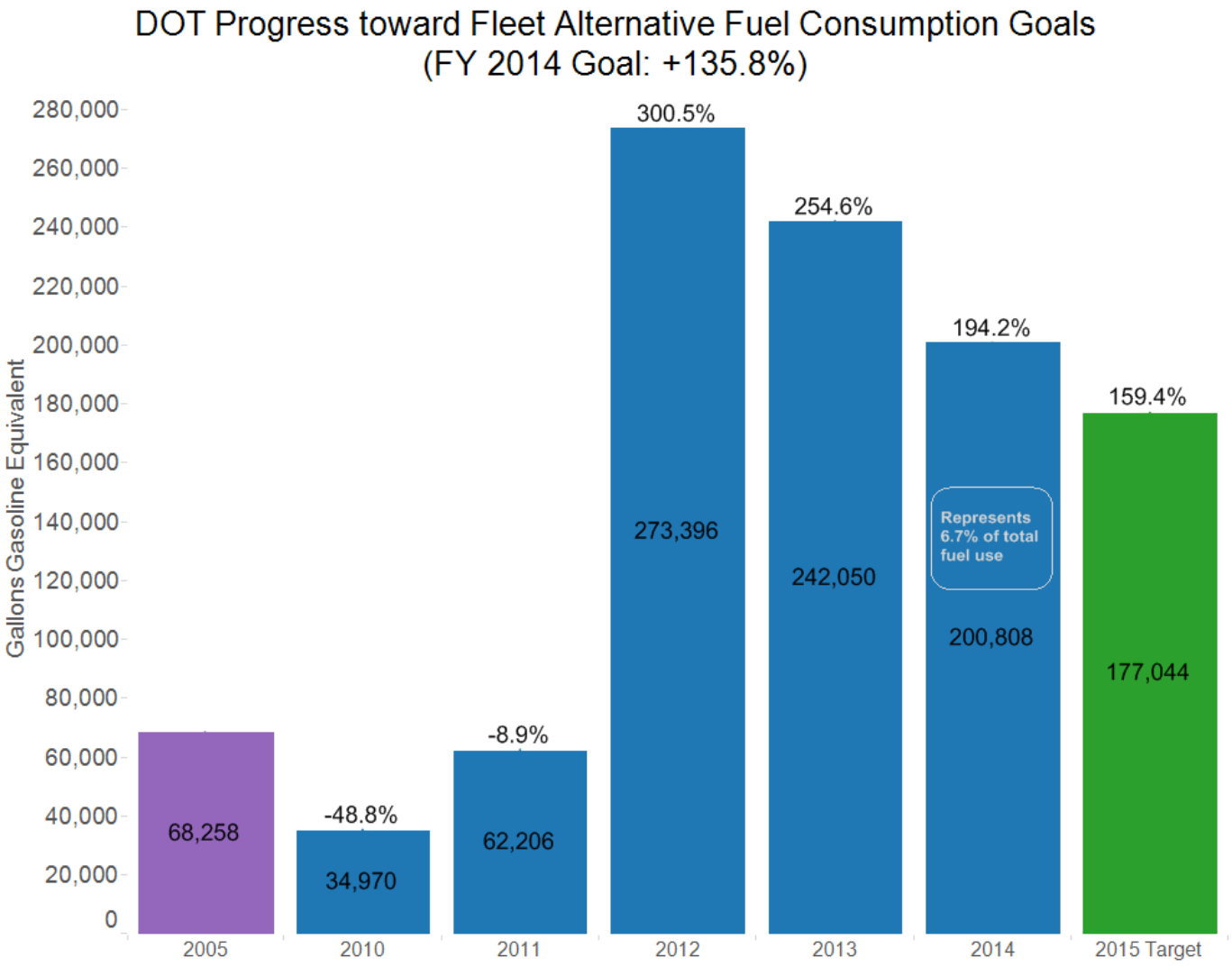
Figure 3-1



Agency Progress toward Fleet Alternative Fuel Consumption Goal

E.O. 13423 required that agencies increase total alternative fuel consumption by 10 percent annually from the prior year starting in FY 2005. By FY 2015, agencies must have increased alternative fuel use by 159.4 percent, relative to FY 2005. The purple bar represents the agency's FY 2005 baseline. The green bar represents the FY 2015 target. The blue bars represent annual agency progress on achieving this target. The percentage at the top of each bar represents the reduction or increase from the FY 2005 baseline.

Figure 3-2

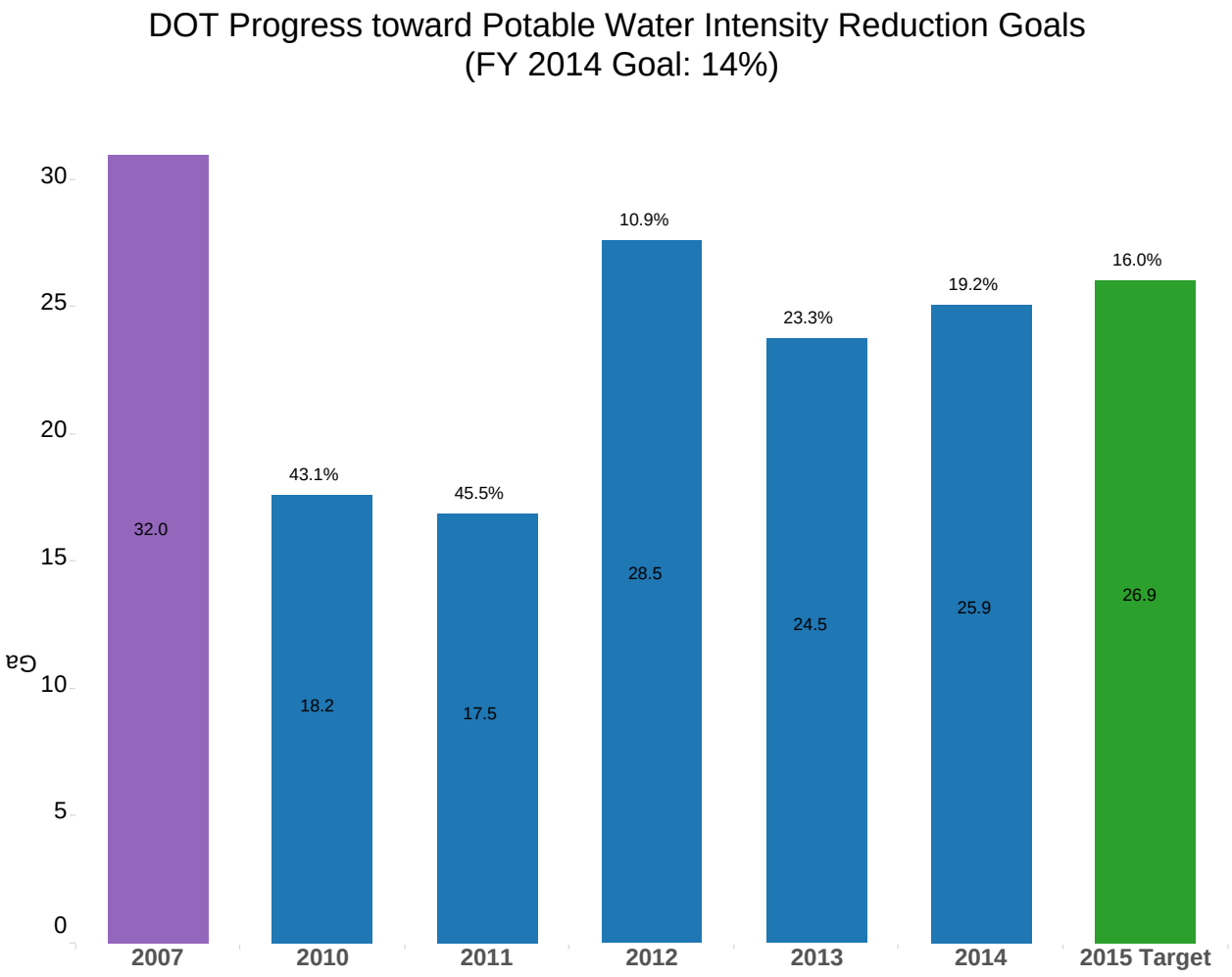


Goal 4: Water Use Efficiency & Management

Agency Progress toward Potable Water Intensity Reduction Goal

E.O. 13514 required agencies to reduce potable water intensity by 2 percent annually through FY 2020 compared to a FY 2007 baseline. A 16 percent reduction was required by FY 2015 and a 26 percent reduction was required by FY 2020. The purple bar represents the agency's FY 2007 baseline. The green bars represent the FY 2015 and FY 2020 target reductions. The blue bars represent annual agency progress on achieving these targets. The percentage at the top of each bar represents the reduction or increase from the FY 2007 baseline.

Figure 4-1



Goal 5: Pollution Prevention & Waste Reduction

Agency Progress toward Pollution Prevention & Waste Reduction

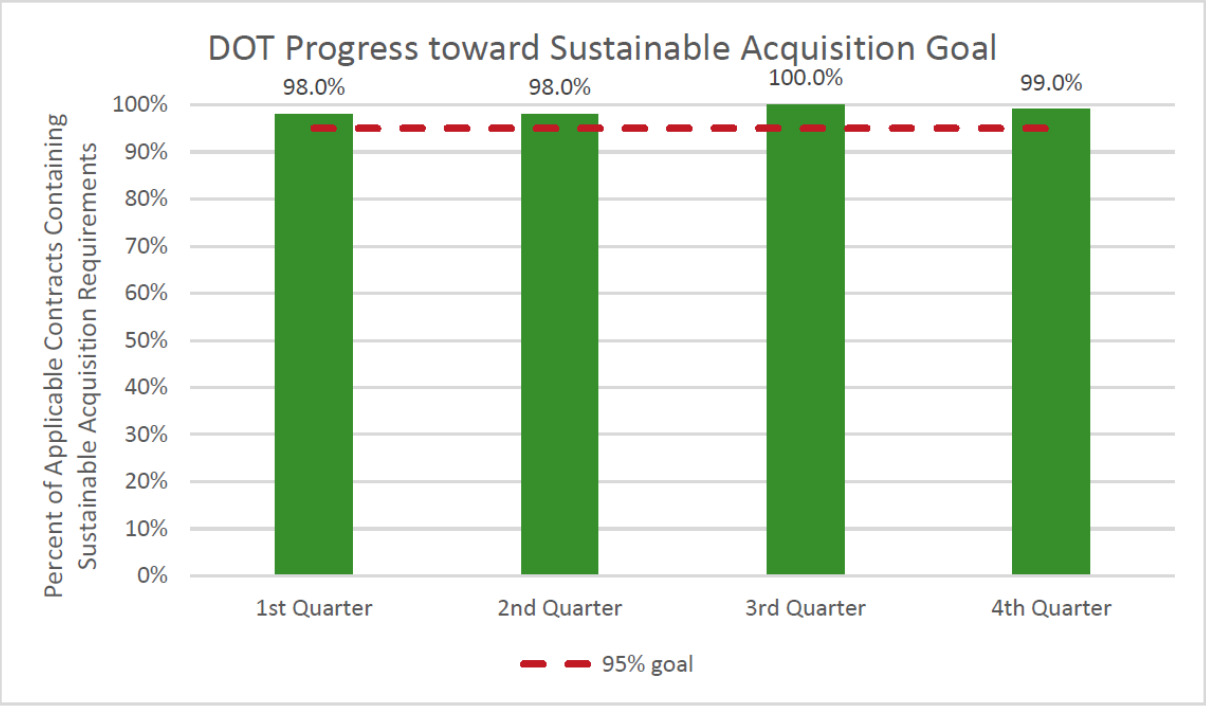
E.O. 13514 required that Federal agencies promote pollution prevention and eliminate waste. The E.O. required agencies to minimize the use of toxic and hazardous chemicals and pursue acceptable alternatives. It also required agencies minimize waste generation through source reduction, increase diversion of compostable materials, and by the end of FY 2015 divert at least 50% of non-hazardous and 50% of construction and demolition debris. FY 2014 data is not available. Accounting and data reporting for waste reduction will begin in FY 2016. Progress on the waste reduction goal is discussed in the Executive Summary.

Goal 6: Sustainable Acquisition

Agency Progress toward Sustainable Acquisition Goal

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

Figure 6-1



Goal 7: Electronic Stewardship & Data Centers

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

E.O. 13514 required agencies to promote electronics stewardship by: ensuring procurement preference for EPEAT-registered products; implementing policies to enable power management, duplex printing, and other energy-efficient features; employing environmentally sound practices with respect to the disposition of electronic products; procuring Energy Star and FEMP designated electronics; and, implementing best management practices for data center operations.

Figure 7-1

EPEAT	POWER MANAGEMENT	END-OF-LIFE	COMMENTS
			

EPEAT:

	95% or more Monitors and PCs/Laptops purchased in FY2013 was EPEAT Compliant Agency-wide
	85-94% or more Monitors and PCs/Laptops purchased in FY2013 was EPEAT Compliant Agency-wide
	84% or less Monitors and PCs/Laptops purchased in FY2013 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:

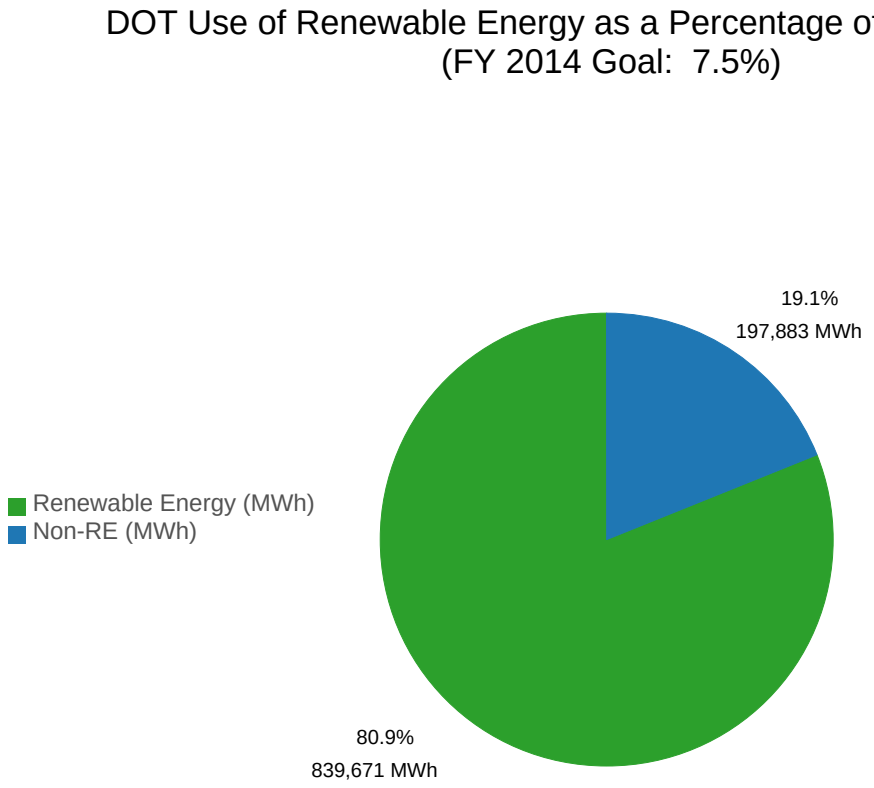
	100% of electronics tracked at end-of life, demonstrating 100% disposal through GSA Xcess, CFL, Unicor, USPS Recycling Program or Certified Recycler (R2, E-Stewards). *Submitted annual report to GSA for Federal Electronics Assets furnished to non-Federal recipients.*
	100% of electronics tracked at end-of life, demonstrating 100% disposal through GSA Xcess, CFL, Unicor, USPS Recycling Program and/or non-Certified Recycler. Submitted annual report to GSA for Federal Electronics Assets furnished to non-Federal recipients.
	100% of electronics not tracked at end-of-life or less than 100% disposal through GSA Xcess, CFL, Unicor, USPS Recycling Program or non-Certified Recycler. *No annual report submitted to GSA for Federal Electronics Assets furnished to non-Federal recipients.*

Goal 8: Renewable Energy

Agency Renewable Energy Percentage of Total Electricity Usage

E.O. 13514 required that agencies increase use of renewable energy. Further, EPACT 2005 required agencies to increase renewable energy use such that 7.5 percent of the agency's total electricity consumption is generated by renewable energy sources for FY 2014 and beyond. In 2013, a Presidential Memorandum entitled Federal Leadership on Energy Management revised the Federal agency target for agency renewable energy percentage of total electricity usage to reflect a goal of 20% by 2020.

Figure 8-1



Goal 9: Climate Change Resilience

Agency Climate Change Resilience

E.O. 13514 required each agency to evaluate agency climate change risks and vulnerabilities to identify and manage the effects of climate change on the agency's operations and mission in both the short and long term. This goal is addressed through qualitative commitments on the part of each agency and a summary of progress may be found in the Executive Summary at the beginning of this document.

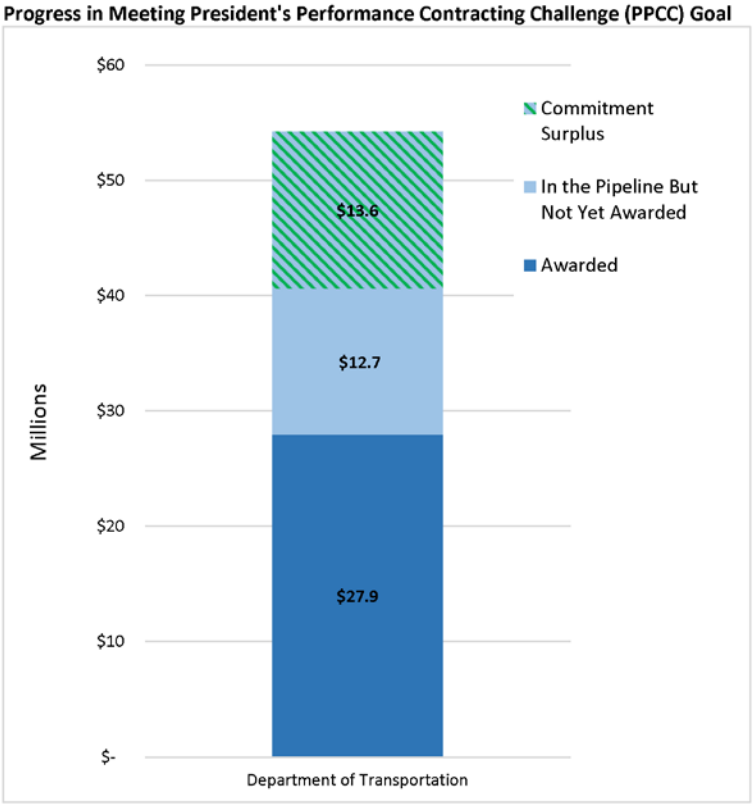
Goal 10: Energy Performance Contracts

Agency Progress In Meeting President's Performance Contracting Challenge (PPCC) Goal

Energy Performance Contracts, including both Energy Savings Performance Contracts (ESPCs) and Utility Energy Service Contracts (UESCs), enable agencies to obtain energy efficiency investments in buildings and deploy on-site renewable energy through long-term contracts with the private sector, which are in turn paid through savings derived from those investments. The chart below represents the agency's performance contracting commitment and progress toward that commitment as reported through April 15, 2014 (for agencies subject to the 2011 President's Performance Contracting Challenge). The bar graph shows the total dollar value (in millions) of (1) already awarded projects, (2) projects in the pipeline but not yet awarded, and (3) the pipeline shortfall or surplus depending on whether the agency has reached their commitment goal. Note: All agencies were expected to meet or exceed their initial target no later than June 30, 2014.

Figure 10-1

Figure 10-1: Department of Transportation
Progress in Meeting President's Performance Contracting Challenge (PPCC) Goal



Note: This chart indicates agency progress toward the 2016 Performance Contracting goal as of April 15, 2015.

Agency Strategies to Meet Goals of E.O. 13693

Goal 1 Strategies: Greenhouse Gas (GHG) Reduction

Table 1-1: Scope 1 & 2 GHG Reductions

(A) Strategy	(B) Top Five? Yes/No/NA	(C) Strategy Narrative (100 word limit)	(D) Specific targets/metrics to measure success including milestones in next 12 months
Required Strategies under E.O. 13693			
Use the FEMP GHG emission report to identify/target high emission categories and implement specific actions to resolve high emission areas identified.	No	Although DOT will identify high emission categories and associated actions, primarily energy, it is not a top five strategy at this time.	
Identify alternative sources of data or alternative methods of analysis not set forth in E.O. 13693, but with the potential to support its goals.	No	DOT is supportive of using alternative sources of data to support the goals of EO 13693 and will continue to examine future opportunities but it is not a top five strategy at this time.	
Identify and support management practices or training programs that encourage employee sustainability and greenhouse gas consideration.	Yes	At the Departmental level, begin to identify additional training opportunities or management practices from across the Federal government to address the requirements of EO 13693.	Identify and communicate at least 3 training opportunities and/or management practices to help OA employees better understand and execute the new requirements.
Conceptualize the goals of E.O. 13693 within a projected cost-benefit framework to identify low-hanging fruit.	No	DOT applies a cost-benefit approach for all proposed projects as part of the decision-making process; however, this is not one of DOT's top five strategies at this time.	
Isolate successful measures	Yes	DOT will begin the process	Conduct an analysis of

(A) Strategy	(B) Top Five? Yes/No/NA	(C) Strategy Narrative (100 word limit)	(D) Specific targets/metrics to measure success including milestones in next 12 months
applied toward the goals of E.O. 13514 that could be expanded to meet the goals of E.O. 13693.		of evaluating current and planned practices for alignment with EO 13693 requirements. This will serve as a first step in beginning implementation of the new requirements.	existing and planned sustainability practices which may include determination of successful and unsuccessful programs.
Determine unsuccessful programs or measures to be discontinued to better allocate agency resources, human and otherwise.	No	This is captured as part of the previous strategy.	
Determine which goals set forth in E.O. 13693 represent unambitious targets given past agency performance, identify by how much they could be exceeded, and establish new within-agency target	No	DOT will conduct periodic reviews of current performance against goals set forth in EO 13693; however, this is not one of DOTs top five strategies at this time.	
Employ operations and management best practices for energy consuming and emission generating equipment.	Yes	Complete EISA Section 432 energy and water audits and continue to implement identified, cost-effective energy conservation measures (ECMs), maintain and execute EMSs and operational plans where proven effective, and install computerized maintenance management systems at certain sites. Empower internal working groups to identify and implement practices that support improved data.	(1) Complete remaining Section 432 energy and water audits, (2) complete recommissioning audits at least 3 sites and (3) obtain better data through efforts of internal working groups.
Reduce grid-supplied electricity consumption by	Yes	Continue the process of awarding several	(1) Award 2-3 PBCs in FY15 that will reduce grid-

(A) Strategy	(B) Top Five? Yes/No/NA	(C) Strategy Narrative (100 word limit)	(D) Specific targets/metrics to measure success including milestones in next 12 months
improving/upgrading motors, boilers, HVAC, chillers, compressors, lighting, etc.		performance-based contracts and other planned renovations and system upgrades at various sites to reduce electricity use and increase renewable energy use.	supplied electricity use, (2) install new chillers at the USMMA and (3) complete lighting projects at several sites.
Install building utility meters and benchmark performance to track energy and continuously optimize performance.	Yes	Several OAs are actively installing building level utility meters and will begin to monitor and benchmark performance based on those meters. Many of the meters being installed are advanced meters.	Three OAs will complete planned installation of advanced utility meters and two OAs will complete their evaluation of installing advanced meters. Several of the OAs will also begin tracking the data generated by the meters, once installed.

Table 1-2: Scope 3 GHG Reductions

(A) Strategy	(B) Top Five? Yes/No/NA	(C) Strategy Narrative (100 Word Limit)	(D) Specific targets/metrics to measure success including milestones in next 12 months
Required Strategy Under E.O. 13693			
Reduce employee business ground travel.	No	This strategy has been incorporated with DOT's efforts to reduce employee business air travel.	
Reduce employee business air travel and ground travel.	Yes	OAs are implementing a range of practices to support a reduction in business travel (ground and air) including maintaining travel budget restrictions, installing technologies to facilitate remote meetings, ensuring field sites are near mass transit and adding language to travel request forms to ensure that alternatives to travel	Continued reductions in travel related emissions and additional metrics to track the success of initiatives in each OA.

(A) Strategy	(B) Top Five? Yes/No/NA	(C) Strategy Narrative (100 Word Limit)	(D) Specific targets/metrics to measure success including milestones in next 12 months
		were considered.	
Develop and deploy employee commuter reduction plan.	No	This is covered in the strategy below.	
Use employee commuting survey to identify opportunities and strategies for reducing commuter emissions.	Yes	Analyze results of 2014 commuter survey at DOT and OA level; look for opportunities to reduce commuting emissions through technology, policy, promotion of transit benefits and communication of best practices. The Volpe Center is piloting an onsite transportation demand management service.	(1) Continue to observe an increase in average commute days avoided per employee and an increase in transit benefits participation, (2) specific communication materials related to reducing commuting emissions, and (3) updates on Volpe pilot.
Increase number of employees eligible for telework and/or the total number of days teleworked and support AWS schedules.	Yes	DOT promotes both telework and flexible work schedules to all eligible employees. DOT and its OAs will continue to strengthen telework policies, use a wide range of communication channels to reach managers and employees, and encourage a dialogue about the benefits and challenges of workplace flexibilities. DOT and its OAs will continue to track progress quarterly through sustainability scorecards.	(1) Observe an increase in average commute days avoided per employee in most OAs compared to previous years, (2) issue two updated telework policies, and (3) develop materials to promote recently revised telework policies in several OAs.
Develop and implement bicycle commuter program.	Yes	DOT provides bicycle commuter benefits via the transit benefits program; however, OAs will encourage increased awareness and participation especially during Bike to Work Month and through informal bicycle groups. In addition, OAs will maintain and/or expand bike infrastructure at field sites.	(1) Distribute periodic communications to promote bicycle commuting benefits and (2) increased bike infrastructure at field sites.
Provide bicycle commuting infrastructure.	No	This is covered as part of the Department's "Develop and implement bicycle commuter	

(A) Strategy	(B) Top Five? Yes/No/NA	(C) Strategy Narrative (100 Word Limit)	(D) Specific targets/metrics to measure success including milestones in next 12 months
		program" strategy above.	
Plan to begin FY 2016: Report scope 3 greenhouse gas emissions for leases over 10,000 E.O. 3(h)(v) rentable square feet.	Yes	DOT will work with its OAs to determine the scope and impact of this requirement and develop a plan to report these lease emissions for FY16.	Develop a list of likely sites that will have to be reported and a plan for completing this reporting requirement.

Goal 2 Strategies: Sustainable Buildings

Building Energy Conservation, Efficiency, and Management

Section 3(a) of E.O. 13693 states that agencies will promote building energy conservation, efficiency, and management. Section 3(a)(i) requires agencies to reduce building energy intensity by 2.5% annually through the end of FY 2025 (measured in British thermal units per square foot), relative to a FY 2015 baseline and taking into account agency progress to date, except where revised pursuant to section 9(f) of E.O. 13693.

Table 2-1: Sustainable Buildings

(A) Strategy	(B) Top Five? Yes/No/NA	(C) Strategy narrative (100 word limit)	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 months
Required Strategy Under E.O. 13693			
Use remote building energy performance assessment auditing technology 3(a)(A)	No	DOT will explore using remote building energy performance auditing technology; however, this is not one of DOT's top five strategies at this time.	
Participate in demand management programs 3(a)(B)	No	DOT will explore using demand management programs; however, this is	

(A) Strategy	(B) Top Five? Yes/No/NA	(C) Strategy narrative (100 word limit)	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 months
		not one of DOT's top five strategies at this time.	
Ensure that monthly performance data is entered into the Environmental Protection Agency (EPA) ENERGY STAR Portfolio Manager 3(a)(C)	No	DOT has already made this part of its internal policy orders; therefore, this is not one of DOT's top five strategies at this time.	
Where feasible: Incorporate Green Button data access system into reporting, data analytics, and automation processes 3(a)(D)	No	DOT has attempted to utilize the Green Button data access system; however, DOT has experienced challenges identifying utility providers for federal facilities that support the Green Button system, or registered Green Button utility providers that fully support the system.	
Implement space utilization and optimization practices and policies 3(a)(E)	No	DOT is exploring implementing space utilization and optimization practices and policies; however, this is not one of DOT's top five strategies at this time.	
Identify opportunities to transition test-bed technologies to achieve the goals of this section 3(a)(F)	No	DOT is exploring test-bed technologies to achieve sustainable building goals; however, this is not one of DOT's top five strategies at this time.	
Where feasible: Conform to city energy performance benchmarking and reporting requirements 3(a)(G)	No	DOT is committed to meet all federal, state, and local requirements for new construction; however, this is not one of DOT's top five strategies at this time.	

(A) Strategy	(B) Top Five? Yes/No/NA	(C) Strategy narrative (100 word limit)	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 months
Begin planning for FY 2020 requirement: Ensure all new construction of Federal buildings greater than 5,000 gross square feet that enters the planning process be designed to achieve energy net-zero and, where feasible, water or waste net-zero by FY 2030 3(h)(i)	Yes	DOT will continue to incorporate green building design, where feasible, for major renovations and new buildings with the goal of meeting energy, water, or waste net-zero goals by FY2030.	For OAs that own buildings, begin reviewing planned designs for new buildings and major renovations for meeting energy, water, or waste net-zero goals.
In all new agency lease solicitations over 10,000 rentable square feet, include criteria for energy efficiency as a performance specification or source selection evaluation factor 3(h)(iv)	No	DOT will take the first steps to incorporate these requirements into its policies; however, this is not one of DOT's top five strategies at this time.	
In all new agency lease solicitations over 10,000 rentable square feet, include requirements for building lessor disclosure of carbon emission or energy consumption data for leased portion of building 3(h)(iv)	No	DOT will take the first steps to incorporate these requirements into its policies; however, this is not one of DOT's top five strategies at this time.	
In planning new facilities or leases, include cost-effective strategies to optimize sustainable space utilization and consideration of existing community transportation planning and infrastructure, including access to public transit	Yes	DOT will incorporate strategies to optimize sustainable space utilization and consideration of existing community transportation planning and infrastructure into the planning process for new facilities as part of integrating HPSB requirements and green	Ensure that proposed new facilities are evaluated for including design elements that meet the goal and intent of this strategy, including, as applicable, working with GSA to ensure that "Principles for Sustainable Federal Location Decisions" are factored into relocation

(A) Strategy	(B) Top Five? Yes/No/NA	(C) Strategy narrative (100 word limit)	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 months
3(h)(vi)		building best practices.	decisions.
Ensure that all new construction, major renovation, repair, and alteration of agency buildings includes appropriate design and deployment of fleet charging infrastructure 3(h)(vii)	No	DOT is supportive of the design and deployment of fleet charging infrastructure for agency buildings and has generally included these requirements where practicable, while accounting for mission requirements and the technological limitations of electric vehicles.	
Include climate resilient design and management into the operation, repair, and renovation of existing agency buildings and the design of new buildings 3(h)(viii)	No	DOT will continue to include climate resilient design and management considerations; however, this is not one of DOT's top five strategies at this time.	
Recommended Strategy			
Install and monitor energy meters and sub-meters as soon as practicable.	No		
Collect and utilize building and facility energy use data to improve building energy management and performance.	Yes	DOT will continue to implement and/or utilize energy management systems (EMSs) at DOT-owned facilities to collect and utilize data to improve building energy management and performance.	DOT will continue to implement EMSs at relevant organizational levels and facilities while analyzing data to improve performance wherever feasible.
Incorporate green building specifications into all new construction and major renovation projects.	No		
Redesign or lease interior space to reduce energy use	No		

(A) Strategy	(B) Top Five? Yes/No/NA	(C) Strategy narrative (100 word limit)	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 months
by implementing daylighting, space optimization, sensors/control system installation, etc.			
Develop and deploy energy and sustainability training for all facility and energy managers.	Yes	DOT will continue efforts to improve compliance with energy and sustainability requirements by (1) directly supporting training for facilities operations and energy managers, and (2) raising awareness of available external training programs, such as those provided by DOE, FEMP and the building management industry.	Incorporate energy and sustainability training into both DOT and OA-level training management systems and document completion rates where possible to ensure applicable employees are receiving the training. Distribute information about upcoming free training provided by DOE/FEMP and other building management industry authorities and encourage relevant employees to join identified mailing lists for additional training opportunities.
Include in every construction contract all applicable sustainable acquisition requirements for recycled, biobased, energy efficient, and environmentally preferable products.	No		
Utilize performance based contracts (PBC) to achieve green buildings.	Yes	DOT will continue to use performance-based contracts where feasible to achieve sustainability goals and requirements for buildings owned by DOT.	Continued efforts to award 2-3 PBCs.

Building Efficiency Performance, and Management

Section 3(h) of E.O. 13693 states that agencies will improve building efficiency, performance, and management. Section 3(h)(iii) requires that agencies identify, as a part of the planning requirements of section 14 of this order, a percentage of the agency's existing buildings above 5,000 gross square feet intended to be energy, waste, or water net-zero buildings by FY 2025 and implementing actions that will allow those buildings to meet that target. Targets will be established in 2016. Section 3(a)(ii) of E.O. 13693 states that agencies must improve data center efficiency at agency facilities. Section 3(a)(ii)(C) requires that agencies establish a power usage effectiveness target in the range of 1.2-1.4 for new data centers and less than 1.5 for existing data centers.

Table 2-2: Strategies - Data Center Efficiency

(A)Strategy	(B) Top Five? Yes/No/NA	(C) Strategy Narrative (100 word limit)	(D) Specific targets/metrics to measure success including milestones in next 12 months
Required Strategy under E.O. 13693			
Ensure the agency chief information officer promotes data center energy optimization, efficiency, and performance 3(a)(ii)(A)	Yes	Ensure that all devices are in compliance with Green Star ratings. This includes conducting reviews of device power consumption rates and compliance with energy efficiency standards and upgrades to more efficient equipment as appropriate. Evaluate power consumption rates, converting 110v20 amp single phase inputs to 208v30 amp circuits.	Identify high power consumption devices through Data Center Infrastructure Management (DCIM) by September 2015. Submit CRs to convert to more efficient power sources on existing devices by October 2015. Ensure new devices meet energy constraints.
Install and monitor advanced energy meters in all data centers by fiscal year 2018 3(a)(ii)(B)	Yes	Investigate opportunities for installing energy metering capacity within DOT HQ Data Centers.	Request quote from PMO for individual energy metering for installation in DOT HQ Data Centers that includes defining electrical and chilled water consumption per data center. Request quote from PMO by June 2015.

(A)Strategy	(B) Top Five? Yes/No/NA	(C) Strategy Narrative (100 word limit)	(D) Specific targets/metrics to measure success including milestones in next 12 months
Recommended Strategy			
Optimize agency Data Centers across total cost of ownership metrics.	Yes	Identify opportunities to improve data center optimization by analyzing current usage and projecting future usage.	Utilize DCIM toolset to promote space and capacity planning, identify available power sources.
Improve data center temperature and air-flow management.	Yes	Implement modifications related to measuring heat and humidity levels, improving air-flow, and reducing heat spots. Measure heat and humidity through sensors deployed in DOT HQ Data Centers.	Complete heat and humidity sensor integration by June 2015. Monitor through DCIM toolset. Install rear door fans by June 2015 to increase plenum throughput. Integrate DCIM toolset and dashboard by July 2015. Identify and relocate assets to avoid overcrowding/ heat spots within cabinets by Feb 2016.
Identify and consolidate obsolete and underutilized agency computer servers into energy efficient data centers.	Yes	Evaluate applications and hosting services for inclusion in Catalog of Services with economy on similar platforms while continuing virtualization and decommissioning processes, as applicable.	Complete data call with OAs to identify multiple existing services that may be offered as a central Catalog of Services platform. Decommission/ virtualize servers that are beyond End of Life/End of Service.

Goal 3 Strategies: Clean & Renewable Energy

Agency Clean Energy Share of Total Electric and Thermal Energy Goal

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

Agency Renewable Energy Share of Total Electricity Consumption Goal

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

Table 3: Strategies - Clean & Renewable Energy

(A) Strategy	(B) Top Five? Yes/No/NA	(C) Strategy Narrative (100 word limit)	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 months
Required Strategy under E.O. 13693			
DoD only: Include in DoD accounting, fulfillment of the requirements of DoD goals under section 2852 of the National Defense Authorization Act of 2007 3(e)(vi)	NA	Does not apply to DOT.	
Recommended Strategy			
Install agency-funded renewable on-site and retain corresponding renewable energy certificates (RECs) or obtaining replacement RECs 3(d)(i)	Yes	DOT will continue to prioritize on-site renewable energy generation where feasible.	Evaluate feasibility of installing onsite renewable energy at least 7 sites. Implement at least 3 renewable energy projects.
Contract for the purchase of energy that includes installation of renewable energy on or off-site and retain RECs or replacement RECs for the term of the contract 3(d)(ii)	Yes	DOT will continue to contract for the purchase of energy that includes installation of renewable energy where on-site renewable energy	Award at least two PBCs that include installation of renewable energy. Evaluate at least one PPA that relies only on renewable energy sources.

(A) Strategy	(B) Top Five? Yes/No/NA	(C) Strategy Narrative (100 word limit)	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 months
		generation and direct purchase of renewable energy is not feasible.	
Purchase electricity and corresponding RECs or obtaining equal value replacement RECs 3(d)(iii)	Yes	DOT will continue to prioritize direct purchase of renewable energy in combination with RECs where on-site renewable energy generation is not feasible.	Utilize a combination of direct renewable electricity purchases and REC purchases to ensure that at least 10% of total electricity consumed by DOT annually comes from renewable sources.
Purchase RECs 3(d)(iv)	Yes	DOT will continue to purchase RECs to meet its renewable energy requirement when needed to meet renewable energy targets.	Purchase RECs to ensure that at least 10% of total electricity consumed by DOT annually comes from renewable sources.
Install thermal renewable energy on-site at Federal facilities and retain corresponding renewable attributes or obtain equal value replacement RECs 3(e)(i)	No		
Install combined heat and power processes on-site at Federal facilities 3(e)(ii)	Yes	DOT will continue to identify opportunities to deploy combined heat and power processes within its direct-owned facilities.	FAA Only: Pursue the DOE AFFECT funding opportunity, for the development of combined heat and power or renewable energy capital projects at Federal agency facilities.
Identify opportunities to install fuel cell energy systems on-site at Federal facilities 3(e)(iii)	No		
Identify opportunities to utilize energy from small modular	No		

(A) Strategy	**(B) Top Five? Yes/No/NA**	**(C) Strategy Narrative (100 word limit)**	**(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 months**
nuclear reactor technologies 3(e)(iv)			
Identify opportunities to utilize energy from small modular nuclear reactor technologies 3(e)(iv) Identify opportunities to utilize energy from a new project that includes the active capture and storage of carbon dioxide emissions associated with energy generation 3(e)(v)	No		
Implement other alternative energy approaches that advance the policy set forth in section 1 and achieve the goals of section 2 of E.O. 13693 3(e)(vii)	No		
Consider opportunities to install or contract for energy installed on current or formerly contaminated lands, landfills, and mine sites.	No		

Goal 4 Strategies: Water Use Efficiency & Management

Potable Water Consumption Intensity Reduction Goal

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

Table 4: Water Use Efficiency & Management

(A) Strategy	(B) Top Five? Yes/No/NA	(C) Strategy narrative (100 word limit)	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 months
Required Strategy under E.O. 13693			
Install appropriate green infrastructure features to help with storm- and wastewater management (such as rain gardens, rain barrels, green roofs, or impervious pavement) 3(f)(iv)	No	DOT will continue to support green infrastructure features; however, this is not one of the Departments top five priorities at this time.	
Install and monitor water meters; collect and utilize building and facility water data for conservation and management 3(f)(ii)	No	This is covered under the strategy related to advanced meters below.	
Recommended Strategy			
Install high efficiency technologies (e.g., WaterSense).	Yes	Replace water fixtures with water efficient ones at several sites.	Upgrade water fixtures such as showerheads and others at a minimum of three facilities.
Prepare and implement a water asset management plan to maintain desired level of service at lowest life cycle cost (for best practices from the EPA, go to http://go.usa.gov/KvbF).	No		

(A) Strategy	(B) Top Five? Yes/No/NA	(C) Strategy narrative (100 word limit)	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 months
Minimize outdoor water use and use alternative water sources as much as possible.	Yes	Reduce landscaping water use at key facilities and employ other water saving initiatives such as rainwater harvesting.	(1) Plant vegetation with low water requirements; (2) use weather sensing irrigation; (3) FAA MMAC to complete new master landscape plan.
Design and deploy water closed-loop, capture, recharge, and/or reclamation systems.	No		
Install advanced meters to measure and monitor (1) potable and (2) industrial, landscaping and agricultural water use.	Yes	Increase the amount of flow meters and submeters at several DOT facilities.	(1) Complete installation of planned meters; (2) enter annual data from advanced meters, as available, in ENERGY STAR® Portfolio Manager (ESPM).
Develop and implement programs to educate employees about methods to minimize water use.	Yes	Develop and implement employee training programs focused on minimizing water use at various field sites across DOT.	Water use reductions as a result of new employee engagement efforts.
Assess the interconnections and dependencies of energy and water on agency operations, particularly climate change's effects on water which may impact energy use.	No		
Consistent with State law, maximize use of grey-water and water reuse systems that reduce potable and ILA water consumption.	No		
Consistent with State law, identify opportunities for aquifer storage	No		

(A) Strategy	(B) Top Five? Yes/No/NA	(C) Strategy narrative (100 word limit)	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 months
and recovery to ensure consistent water supply availability.			
Ensure that planned energy efficiency improvements consider associated opportunities for water conservation.	No		
Where appropriate, identify and implement regional and local drought management and preparedness strategies that reduce agency water consumption including recommendations developed by Regional Federal Executive Boards.	No		
Perform required EISA Audits to identify water conservation measures.	Yes	Coordinate and complete energy and water evaluations and document ECMs in the Compliance Tracking System (CTS).	Complete additional energy and water audits through ESPC Investment Grade Audits (IGAs), low cost facility audits, and other mechanisms.
Improve data management.	Yes	DOT OAs plan to gather water consumption data in a format that is easily accessible and compatible with other energy data, with a focus on improving quality of actual data, monitoring consumption trends using ESPM and improving tracking systems.	(1) Input and benchmark water data from advanced meters, as available, in ESPM; (2) conduct analysis of collected data for errors and trends; and (3) assess improved tracking systems.

ILA Water Consumption Reduction Goal

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

Goal 5 Strategies: Fleet Management

Fleet Per-Mile Greenhouse Gas Emissions Goal

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

E.O. 13693 section 3(g)(i) requires that, as a part of the Sustainability Planning process agencies should determine the optimum fleet inventory, emphasizing eliminating unnecessary or non-essential vehicles. This information is generally available from the agency Vehicle Allocation Methodology (VAM) process that is completed each year.

Table 5: Fleet Management

(A) Strategy	(B) Top Five? Yes/No/NA	(C) Strategy narrative (100 word limit)	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 months
Required Strategy under E.O. 13693			
Collect and utilize agency fleet operational data through deployment of vehicle telematics " as soon as is practicable, but not later than two years after date of order 3(g)(iii)	No	DOT has tested vehicle telematics and will continue to examine utilization options; however, this is not a top five strategy at this time.	
Ensure that agency annual asset-level fleet data is properly and accurately accounted for in a formal Fleet Management System as well as submitted to the Federal Automotive	Yes	DOT is 93% lease and 7% owned. Twice per year DOT requests inventory data for owned vehicles for OAs and monthly for leases from GSA Drive-thru. This data is uploaded into the	DOT will use data requests and the Department FMIS to update the DOE FAST system, GSA FMVRS, and DOE FleetDash system monthly, quarterly, semi-annually or annually as

(A) Strategy	(B) Top Five? Yes/No/NA	(C) Strategy narrative (100 word limit)	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 months
Statistical Tool reporting database, the Federal Motor Vehicle Registration System, and the Fleet Sustainability Dashboard (FLEETDASH) system 3(g)(iv)		Department FMIS and used for reporting purposes.	appropriate.
Plan for agency fleet composition such that 20% of passenger vehicle acquisitions are zero emission or plug-in hybrid vehicles by 2020, and 50% by 2025. Vehicles acquired in other vehicle classes count double toward this target 3(g)(v)	No	DOT will continue to work with GSA to test zero emission and/or plug-in hybrid vehicles; however, this is not a top five strategy at this time.	
Plan for appropriate charging or refueling infrastructure for zero emission or plug-in hybrid vehicles and opportunities for ancillary services to support vehicle-to-grid technology 3(g)(vi)	Yes	Clarify guidance and policy related to charging infrastructure to include lease and utility contract modifications, selection of appropriate type of charging station, and cellular service. Identify and promote the development of charging or refueling infrastructure for zero emission or plug-in hybrid vehicles.	Issue new Departmental policy on fleet charging infrastructure. At the OA level: Identify three or more locations suitable for charging stations or refueling infrastructure for zero emission or plug-in hybrid vehicles.
Recommended Strategy			
Optimize/Right-size the composition of the fleet (e.g., reduce vehicle size, eliminate underutilized vehicles, acquire and locate vehicles to match local fuel infrastructure).	Yes	In developing its annual fleet plan, DOT will review the size and composition of its fleet to identify opportunities to fulfill mission requirements using less fuel and producing fewer emissions.	Eliminate all underutilized vehicles (if any) and balance the fleet needs in order to accomplish the Agencys mission while realizing a 10% fleet reduction by the end of FY2015. As applicable, continue to monitor staff fuel usage and

(A) Strategy	(B) Top Five? Yes/No/NA	(C) Strategy narrative (100 word limit)	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 months
			provide guidance (as needed) to maintain alternative fuel usage.
Increase utilization of alternative fuel in dual-fuel vehicles.	Yes	Continue using NRELs FleetDash tool to identify and reduce the number of missed opportunities for using alternative fuel. Continue to review the monthly fuel data to ensure alternative fuel uses and provide guidance/policy if alternative fuel is not being fully utilized.	Achieve a 159.4% increase in alternative fuel consumption in FY2015, compared to FY2005 baseline. Some OAs continue to explore options to use alternative fuels and installation of alternative fuel stations.
Use a Fleet Management Information System to track fuel consumption throughout the year for agency-owned, GSA-leased, and commercially-leased vehicles.	No		
Increase GSA leased vehicles and decrease agency-owned fleet vehicles, when cost effective.	No		
Implement vehicle idle mitigation technologies.	No		
Minimize the use of "law enforcement" vehicle exemption and implementing the GSA Bulletin FMR B-33, Motor Vehicle Management, Alternative Fuel Vehicle Guidance for Law Enforcement and Emergency Vehicle Fleets of November 15, 2011.	No		

(A) Strategy	**(B) Top Five? Yes/No/NA**	**(C) Strategy narrative (100 word limit)**	**(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 months**
Where State vehicle or fleet technology or fueling infrastructure policies are in place, conform with the minimum requirements of those policies.	No		
Reduce miles traveled (e.g., share vehicles, improve routing with telematics, eliminate trips, improve scheduling, use shuttles, etc.).	No		
Acquire only highly fuel-efficient, low greenhouse gas-emitting vehicles and alternative fuel vehicles (AFVs).	Yes	Evaluate vehicle requirements and purchase or lease highly fuel-efficient, low GHG emitting vehicles when available vehicles meet requirements. Evaluate fuel infrastructure when purchase of new vehicles is required to optimize opportunities to purchase alternative fuel and electric vehicles when feasible.	Review 100% of planned vehicle acquisitions to ensure that the most fuel-efficient vehicles that meet the agency requirements are acquired. Additionally, some OAs will (1) acquire more hybrid vehicles and pilot test hydrogen fuel cell vehicles and (2) increase the fleet average miles per gallon by 1% compared to 2012.

Goal 6 Strategies: Sustainable Acquisition

Sustainable Acquisition Goal

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

Table 6: Sustainable Acquisition

(A) Strategy	(B) Top Five? Yes/No/NA	(C) Strategy narrative (100 word limit)	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 month
Required Strategy under E.O. 13693			
Meet statutory mandates that require purchase preference for recycled content products designated by EPA 3(i)(i)(A)	No	This is considered a sub-strategy of the fourth strategy listed and will be approached in a comprehensive way by DOT.	
Meet statutory mandates that require purchase preference for energy and water efficient products and services, such as ENERGY STAR qualified and FEMP-designated products, identified by EPA and DOE 3(i)(i)(B)	No	This is considered a sub-strategy of the fourth strategy listed and will be approached in a comprehensive way by DOT.	
Meet statutory mandates that require purchase preference for Biopreferred and biobased designated products designated by the USDA 3(i)(i)(C)	No	This is considered a sub-strategy of the fourth strategy listed and will be approached in a comprehensive way by DOT.	
Purchase sustainable or products and services identified by EPA programs such as the ones outlined in 3(i)(ii)	Yes	At the Departmental level, the sustainability and procurement policy offices will work together to educate the DOT workforce	(1) Updated Departmental communication documents to reflect the new requirements, and (2) OA-level updates to

(A) Strategy	(B) Top Five? Yes/No/NA	(C) Strategy narrative (100 word limit)	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 month
		on all new requirements in EO 13963, ensuring that employees involved in acquisitions follow the new requirements.	acquisition policies and procedures.
Purchase Significant New Alternative Policy (SNAP) chemicals or other alternatives to ozone-depleting substances and high global warming potential hydrofluorocarbons, where feasible 3(i)(ii)(A)	No	This is considered a sub-strategy of the fourth strategy listed and will be approached in a comprehensive way by DOT.	
Purchase WaterSense certifie4d products and services (water efficient products) 3(i)(ii)(B)	No	This is considered a sub-strategy of the fourth strategy listed and will be approached in a comprehensive way by DOT.	
Purchase Safer Choice labeled products (chemically intensive products that contain safer ingredients) 3(i)(ii)(C)	No	This is considered a sub-strategy of the fourth strategy listed and will be approached in a comprehensive way by DOT.	
Purchase SmartWay Transport partners and Smartway products (fuel efficient products and services) 3(i)(ii)(D)	No	This is considered a sub-strategy of the fourth strategy listed and will be approached in a comprehensive way by DOT.	
Purchase environmentally preferable products and services that meet or exceed specifications, standards, or labels recomme4nded by EPA that have been determined to assist agencies in meeting their	No	This is considered a sub-strategy of the fourth strategy listed and will be approached in a comprehensive way by DOT.	

(A) Strategy	(B) Top Five? Yes/No/NA	(C) Strategy narrative (100 word limit)	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 month
needs and further advance sustainable procurement goals of this order 3(i)(iii)(A)			
Meet environmental performance criteria developed or adopted by voluntary consensus standards bodies consistent with section 12(d) of the National Technology Transfer and Advancement Act of 1995 3(i)(iii)(B)	No	This is considered a sub-strategy of the fourth strategy listed and will be approached in a comprehensive way by DOT.	
Ensure contractors submit timely annual reports of their BioPreferred and biobased purchases 3(i)(iv)(B)	No	DOT has written this into its policies; therefore, it is not a top five strategy at this time.	
Reduce copier and printing paper use and acquiring uncoated printing and writing paper containing at least 30 percent postconsumer recycled content or higher as designated by future instruction under section 4(e) of E.O. 13693 3(i)(v)	No	DOT has written this into its policies, therefore it is not a top five strategy at this time.	
Recommended Strategy			
Update and deploy agency procurement policies and programs to ensure that federally- mandated designated sustainable products are included in all relevant procurements and services.	Yes	Update OA-level contract writing systems as needed and issue guidance at OA level to be consistent with Departmental policy orders.	(1) Increased visibility of sustainability requirements through policy and tools such as training, messaging and other distribution channels, and (2) maintain compliance with sustainable acquisition requirements.
Deploy corrective actions to	NA	DOT is compliant, therefore	

(A) Strategy	(B) Top Five? Yes/No/NA	(C) Strategy narrative (100 word limit)	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 month
address identified barriers to increasing sustainable procurements with special emphasis on biobased purchasing.		no corrective actions needed at this time.	
Include biobased and other FAR/AMS sustainability clauses in all applicable construction and other relevant service contracts.	Yes	The Department will continue to include biobased and other FAR/AMS sustainability clauses in all applicable contracts and SOWs. This will be supported by reviews, guidance, and quarterly tracking.	All relevant contracts have appropriate sustainability language, and DOT remains compliant on the OMB Scorecard.
Review and update agency specifications to include and encourage biobased and other designated green products to enable meeting sustainable acquisition goals.	No		
Use Federal Strategic Sourcing Initiatives, such as Blanket Purchase Agreements (BPAs) for office products and imaging equipment, which include sustainable acquisition requirements.	Yes	Expand the use of Federal Strategic Sourcing Initiatives such as the FAA SAVES Contract and DOT BPAs, and Staples Link. Increase use of GSA's Green Procurement Tool to identify the best vehicles for office supplies.	(1) Increase the use of sustainable products through Strategic Sourcing vehicles by at least 5-10%. (2) Use strategically sourced vendors for all or most office supplies. (3) FAA only: Increase purchase of EPEAT certified imaging equipment to 99% through SAVES contract.
Report on sustainability compliance in contractor performance reviews.	No		
Ensure that agency purchase-card holder policies direct the	No		

(A) Strategy	(B) Top Five? Yes/No/NA	(C) Strategy narrative (100 word limit)	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 month
exclusive use of the GSA Green Procurement Compilation where desired products are listed in the Compilation.			
Employ environmentally sound disposal practices with respect to agency disposition of excess or surplus electronics.	No		
Promote training for all personnel involved in the acquisition process.	Yes	FAA will complete a FAA-specific sustainable acquisition training module. Other OAs will require a combination of Federal, OA and DOT training for the entire acquisition workforce. Green purchasing training is required for Contracting Officers Representatives (CORs) throughout the department to maintain their COR certification.	(1) FAA expects to make the training available by February 2016. (2) Provide multiple formal and informal opportunities throughout the year for training to all staff involved with acquisition. (3) Ensure at least 90% of CORs have completed required training.

Goal 7 Strategies: Pollution Prevention & Waste Reduction

Pollution Prevention & Waste Reduction Goal

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

Table 7: Pollution Prevention & Waste Reduction

(A) Strategy	(B) Top Five? Yes/No/NA	(C) Strategy narrative (100 word limit)	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 months
Required Strategy under E.O. 13693			
Report in accordance with the requirements of sections 301 through 313 of the Emergency Planning and Community Right-to-Know Act of 1986 (42 U.S.C 11001-11023) 3(j)(i)	No	This requirement is part of the Department's compliance process documented in internal policy orders; however, this is not a top five strategy at this time.	
Reduce or minimize the quantity of toxic and hazardous chemicals acquired, used, or disposed of, particularly where such reduction will assist the agency in pursuing agency greenhouse gas reduction targets established in section 2 of E.O. 13693 3(j)(iv)	No	This requirement is part of the Department's internal policy order governing pollution prevention and waste management; however, this is not a top five strategy at this time.	
Recommended Strategy			
Eliminate, reduce, or recover refrigerants and other fugitive emissions.	Yes	Continue to eliminate, reduce, or recover refrigerants and other fugitive emissions.	DOT will strive to capture all refrigerants during routine operations and maintenance of equipment. Ensure on-site equipment is

(A) Strategy	(B) Top Five? Yes/No/NA	(C) Strategy narrative (100 word limit)	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 months
			permitted and is operated by licensed personnel to ensure proper recovery operations.
Reduce non-hazardous waste generation through elimination, source reduction, and recycling.	Yes	Distribute waste reduction and recycling guidance along with best practices and training materials to field offices to help them better manage waste generation.	Determine if an on-site recycling program is feasible for three or more locations.
Implement integrated pest management and improved landscape management practices to reduce and eliminate the use of toxic and hazardous chemicals/materials.	No		
Establish a tracking and reporting system for construction and demolition debris elimination.	Yes	Continue to work with site POCs, construction contractors, and waste management companies to develop system for tracking construction and demolition debris.	Create template and guidance for tracking construction debris to deliver to contractors at project initiation. Track construction and demolition debris removal by contractors and by waste management companies.
Develop/revise Agency Chemicals Inventory Plans and identify and deploy chemical elimination, substitution, and/or management opportunities.	No		
Inventory of current HFC use and purchases.	Yes	As part of the ongoing preventive maintenance programs, take inventory of current HFC use and	Create template to record all HFC use and purchases.

(A) Strategy	(B) Top Five? Yes/No/NA	(C) Strategy narrative (100 word limit)	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 months
		purchases.	
Require high-level waiver or contract approval for any agency use of HFCs.	No		
Ensure HFC management training and recycling equipment are available.	No		
Improve data collection process for solid waste diversion.	Yes	Strive to achieve 95% reporting compliance and increase actual data.	Continue to work towards 100% of facilities with on-site waste removal. Review contracts prior to renewal for possible enhancements in recycling and waste stream reporting.

Goal 8 Strategies: Energy Performance Contracts

Energy Performance Contracting Goal

E.O. 13693 section 3(k) requires that agencies implement performance contracts for Federal buildings. E.O. 13693 section 3(k)(iii) also requires that agencies provide annual agency targets for performance contracting to be implemented in FY 2017 and annually thereafter as part of the planning of section 14 of this order.

Table 8: Energy Performance Contracting

(A) Strategy	(B) Top Five? Yes/No/NA	(C) Strategy Narrative (100 word limit)	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in next 12 months
Required Strategy under E.O. 13693			
Utilize performance contracting to meet identified energy efficiency and management goals while deploying life-cycle cost effective energy and clean energy technology and water conservation measures 3(k)(i)	No	This requirement is included in the Department's internal policy order on sustainable buildings and is covered under Goal 3; however, this is not a top five strategy at this time.	
Fulfill existing agency performance contracting commitments towards the $4 billion by the end of calendar year 2016 goal established as part of the GPRA Modernization Act of 2010, Climate Change Cross Agency Priority process 3(k)(ii)	Yes	Continue to prioritize existing performance tracking commitments through internal project management scorecard.	Report performance on quarterly basis to senior leadership.
Recommended Strategy			
Evaluate 25% of agency's most energy intensive buildings for use with energy performance contracts.	No		
Prioritize projects which will	Yes	Continue efforts to award	Continued efforts to award

(A) Strategy	(B) Top Five? Yes/No/NA	(C) Strategy Narrative (100 word limit)	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in next 12 months
provide greatest energy savings potential.		additional PBCs that will result in reduced energy consumption.	2-3 additional PBCs.
Cut cycle time of performance contracting process by at least 25%.	No		
Assign agency lead to participate in strategic sourcing initiatives.	No		
Devote 2% of new commitments to small buildings (<20k sq. ft.)	No		
Identify onsite renewable energy projects in energy performance contracts.	Yes	Continue working with ESCOs and local utility companies to identify on-site renewable energy projects.	Conduct detailed cost assessments and feasibility studies of installing on-site renewable energy at facilities as part of the Investment Grade Audit process.
Ensure relevant legal and procurement staff are trained by FEMP ESPC/ UESC course curriculum	Yes	Include requirement in sustainable acquisition training that contracting officers executing PBCs must complete appropriate DOE FEMP courses.	Have 100% of applicable staff involved with the DOE ESPC/UESC procurement process participate in appropriate DOE FEMP training.
Provide measurement and verification data for all awarded projects.	Yes	Continue to receive measurement and verification data for all awarded ESPC and UESC projects.	Submit appropriate measurement and verification data for all awarded PBCs.
Enter all reported energy savings data for operational projects into MAX COLLECT (max.gov).	Yes	Continue to track energy project performance.	Enter appropriate energy savings data in MAX COLLECT after design and installation tasks are complete.

Goal 9 Strategies: Electronic Stewardship

Electronics Stewardship Goal

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

Table 9: Electronics Stewardship & Data Centers

(A) Strategy	(B) Top Five? Yes/No/NA	(C) Strategy Narrative (100 word limit)	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 months
Required Strategy under E.O. 13693			
Establish, measure, and report procurement preference for environmentally sustainable electronic products 3(l)(i)	Yes	DOT and its OAs will strive to reach 100% acquisition goals for environmentally preferable electronic office products.	Maintain, review and evaluate policies. Monitor performance and address barriers. At the OA level: continue to train acquisition staff, utilize GSA-approved vendors for ENERGY STAR equipment, and deploy Virtual Desktop Infrastructure (VDI) where possible. FAA only: Increase the percentage of EPEAT certified imaging equipment purchased through SAVES to 99%.
Establish, measure, and report policies to enable power management, duplex printing, and other energy-efficient or environmentally sustainable features on all eligible agency electronic products 3(l)(ii)	Yes	DOT will continue to ensure that environmentally preferable options and features are enabled, including power management and duplex printing, and that requirements are formalized within policy.	Maintain, review and evaluate policies. Monitor performance and address barriers. At the OA level: ensure 100% of new contract solicitation for IT products and services are environmentally preferable using EPEAT and ENERGY STAR® acquisition preferences; communicate

(A) Strategy	(B) Top Five? Yes/No/NA	(C) Strategy Narrative (100 word limit)	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 months
			with IT and other administrators to ensure correct settings for equipment; consolidate printers and scanners for shared use; correct deviations from policy.
Establish, measure, and report sound practices with respect to the agency's disposition of excess or surplus electronic products 3(l)(iii)	Yes	DOT will continue its efforts to ensure 100% of excess electronic products, after being appropriately screened and assigned condition codes, are transferred according to GSA property regulations or recycled using eSteward and/or R2-certified electronics recyclers. DOT will formalize this practice in policy where gaps exist.	Maintain, review and evaluate policies and practices. Monitor performance and address barriers. At the OA level: Monitor use of R2 and eSteward-certified recyclers using inventory systems; educate employees on requirements; request reporting from sites to verify correct recycling techniques are utilized; utilize UNICOR for recycling where possible.
Recommended Strategy			
Update and deploy policies to use environmentally sound practices for disposition of all agency excess or surplus electronic products and monitor compliance.	No		
Pilot new technologies for telework.	Yes	DOT will continue to look for ways to further maximize telework by deploying both hardware and software enhancements.	Review current procedures and telework rates for opportunities to expand telework. At the OA level: explore and implement technologies that enhance and support the productivity of DOT employees such as VDI and virtual meeting software; test use of techniques such as

(A) Strategy	(B) Top Five? Yes/No/NA	(C) Strategy Narrative (100 word limit)	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 months
			hoteling spaces for shared on-site work areas; reduce employee time on-site by 5% through expanded use of telework.
Implement sustainable data management and storage strategies.	Yes	DOT will develop data storage solutions (data centers) to reduce the number of total servers required and utilize Electronic Document Storage Systems (EDMS) to more efficiently manage data and documents.	Evaluate success of strategies to improve data management practices and identify opportunities for improvement. At the OA level: reduce the number of required data storage systems; utilize EDMSes where proper to reduce the use of paper documents and improve efficiency of record keeping and document management.

Goal 10 Strategies: Climate Change Resilience

Table 10: Strategies - Climate Change Resilience

(A) Strategy	(B) Top Five? Yes/No/NA	(C) Strategy Narrative (100 word limit)	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 months
Required Strategy under E.O. 13693			
Update agency external programs and policies (including grants, loans, technical assistance, etc.) to incentivize planning for, and addressing the impacts of, climate change. (In column C, identify names of agency programs or policies)	Yes	DOT will evaluate existing programs and policies and look for opportunities to improve incentives for planning for climate change and, as applicable, evaluate effectiveness of funds targeted for enhancing climate resilience. FAA only: FAA will evaluate recommendations for incorporating climate adaptation and resilience into airport guidance and airport policy documents.	DOT continues to incentivize planning for and addressing impacts of climate change by updating programs and policies that are external facing and appropriate for integrating climate change resiliency. For example, FTA will announce $29M for Innovative Safety, Resiliency, and All-Hazards Emergency Response and Recovery Research Grant Funds in FY2015. In addition, FAA is developing adaptation guidance for airports.
Recommended Strategy			
Update agency emergency response procedures and protocols to account for projected climate change, including extreme weather events.	No		
Ensure workforce protocols and policies reflect projected human health and safety impacts of climate change.	No		
Update agency external programs and policies	NA	This strategy is covered by the first strategy in this list.	

(A) Strategy	(B) Top Five? Yes/No/NA	(C) Strategy Narrative (100 word limit)	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 months
(including grants, loans, technical assistance, etc.) to incentivize planning for, and addressing the impacts of, climate change.			
Ensure agency principals demonstrate commitment to adaptation efforts through internal communications and policies.	Yes	DOT principals will continue to demonstrate commitment to adaptation efforts through internal communications and policies including participation in Earth Day activities, regular messages, official memos, and continued coordination with program staff to meet targets for and evaluate established adaptation plans.	Agency principals will continue to find opportunities to communicate information about DOT studies and tools relevant to climate adaptation, and at least once annually, visibly promote their commitment to adaptation efforts, both within the Department and to transportation stakeholders. Principals will review internal communications and policies and update as appropriate.
Identify vulnerable communities that are served by agency mission and are potentially impacted by climate change and identify measures to address those vulnerabilities where possible.	Yes	DOT will continue to evaluate the implications of climate change on vulnerable communities by conducting research and analysis, where appropriate, to identify intersections with DOT mission areas with the goal of identifying opportunities to address vulnerabilities.	OAs will complete at least two studies that address vulnerable communities related to DOT mission areas.
Ensure that agency climate adaptation and resilience policies and programs reflect best available current climate change science, updated as necessary.	Yes	DOT will continue to incorporate the latest climate change science through literature reviews into internal and external operations as appropriate.	DOT will conduct annual reviews of relevant programs and operations along with annual reviews of climate change science literature to identify opportunities to update or modify policies and programs.

(A) Strategy	(B) Top Five? Yes/No/NA	(C) Strategy Narrative (100 word limit)	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 months
Design and construct new or modify/manage existing agency facilities and/or infrastructure to account for the potential impacts of projected climate change.	No		
Incorporate climate preparedness and resilience into planning and implementation guidelines for agency-implemented projects.	Yes	DOT will continue to evaluate the extent that preparedness and resiliency-related activities are incorporated into guidelines for agency-implemented projects while identifying opportunities to add new or enhance existing guidelines.	DOT will issue at least three different updated guidance documents related to considering climate change resilience for agency implemented projects.
Ensure climate change adaptation is integrated into both agency-wide and regional planning efforts, in coordination with other Federal agencies as well as state and local partners, Tribal governments, and private stakeholders.	No		

Appendices

Appendix A: Vehicle Allocation Methodology Survey Results

DOT's VAM Survey questions are categorized into four VAM objectives. Each question helps answer at least one VAM objective or requirement. Below are the four VAM objective categories and results of the survey.

1. **Determine the optimal fleet inventory to meet the Agency's mission requirements.**
   The survey indicated that 29% of the vehicles that took the survey are low greenhouse gas models and 62% are not. It also identified 0.7% of the vehicles can be eliminated, 2% of the vehicles can be changed to smaller size vehicles, 9% can be changed to AFVs and 8% can be replaced by low greenhouse gas models.

2. **Identify resources necessary to operate those fleets effectively and efficiently.**
   The survey results identified how DOT vehicles are being used on a daily basis: 39% of DOT vehicles transport cargo, 56% transport maintenance materials, 8% transport hazardous materials and 63% transport passengers. This identifies why DOT's fleet inventory portion of 4x4s and medium duty vehicles is a sizable portion. By reviewing the survey, we also realized that 34% of these vehicles are only assigned to one person, therefore consolidating ridership can be considered for these vehicles. Based on the results, DOT knows which vehicles can be replaced by an AFV due to availability of alternative fuel infrastructure. The VAM survey indicated that 22% of DOT vehicles are within 5 miles or 15 minutes from an E85 station and 75% are not.

3. **Eliminate unnecessary or non-essential vehicles from the Agency's domestic light duty fleet inventory.**
   The survey identified 20% of the vehicles as underutilized or non-essential vehicles that have less than 300 miles per month. These vehicles could potentially be eliminated from the fleet if further justification isn't provided.

4. **Promote the cost effectiveness of maintaining the fleet throughout the lifecycle.**
   The survey resulted in identifying other effective and efficient transportation means and vehicle types that can replace the current vehicles. Of all surveyed government vehicle users,10% can use personally owned vehicles, 5% can use short term rentals, 8% can use bio fueled vehicles, 8% can use hybrid vehicles, 2% can use plug in electric vehicles, 4% can use CNG/LNG/LPG fueled vehicles, 2% can use a smaller size vehicle and 0.3% can use public transportation. The survey also identified that 6.8% of vehicles used for home-to-work are in compliance with DOT's 10 mile policy requirement. The survey identified why DOT needs 4x4 vehicles: 71% go through extreme climate conditions and 72% go through off-road, unpaved or rugged terrains. Also, DOT effectively maintains these vehicles through their lifecycle through GSA's acquisitions and leasing program.

Appendix B: FY2015 Fleet Management Plan and Budget Narrative for Department of Transportation

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

DOT occupies a leadership role in global transportation with nearly 55,000 dedicated professionals stationed in the U.S. and around the world. Since its first official day of operation in 1967, DOT's programs have evolved to meet the social and economic demands of the Nation.

DOT's mission is described in its original enabling legislation: "The national objectives of general welfare, economic growth and stability, and the security of the United States require the development of transportation policies and programs that contribute to providing fast, safe, efficient, and convenient transportation at the lowest cost, consistent with those and other national objectives, including the efficient use and conservation of the resources of the United States."

To fulfill its mission, the DOT maintains a fleet of more than 6,100 vehicles, the majority of which are used by DOT aviation, highway, railroad, and pipelines safety inspectors and law enforcement officials across the U.S. and U.S. territories.

DOT's fleet is comprised of 140 heavy-duty vehicles, 1,122 medium-duty vehicles, 3,426 light-duty vehicles (minivans, pickup, etc.), 1,421 sedans and 2 ambulances. Employees who conduct investigations or interviews use sedans. The large passenger vehicles operate as shuttles to carry employees to central locations. The agency utilizes trucks and trailers to provide compliance inspections, maintenance and transport large equipment.
DOT is composed of the Office of the Secretary, the Surface Transportation Board, the Office of the Inspector General, and the 9 operating administrations listed below.

- Federal Aviation Administration (FAA)
- Federal Highway Administration (FHWA)
- Federal Motor Carrier Safety Administration (FMCSA)
- Federal Railroad Administration (FRA)
- Federal Transit Administration (FTA)
- Maritime Administration (MARAD)
- National Highway Traffic Safety Administration (NHTSA)
- Pipeline and Hazardous Materials Safety Administration (PHMSA)
- Saint Lawrence Seaway Development Corporation (SLSDC)

(B) Criteria for justifying and assigning vehicles (including home-to-work vehicle assignments).

DOT vehicles are acquired for specific mission needs based on the following criteria: (list of justifications including mission, terrain, utilization, and much more). The majority of DOT home-to-work vehicles are field work assigned which requires a business case to accompany the request that is reviewed by a senior official before submission to the head of the agency.

On September 15, 2009, the DOT Assistant Secretary for Administration sent a memorandum to the heads of the Operating Administrations with the subject: "Right-Sizing and Cost-Saving Initiatives for the Department Vehicle Fleet Program." The second paragraph states, ***"As the Operating Administration (OA) Senior Official, you, or your designated representative, is responsible for ensuring that your vehicle fleet program is limited to the minimum number required to meet operational requirements. Your fleet should consist of the smallest, most economical and fuel-efficient vehicles which meet your operational needs".***

DOT OA fleet managers will work to ensure that EISA requirements are met, only the most fuel efficient vehicles are acquired, bi-fueled (CNG, E85) vehicles will not be placed in areas void of alternate fuel, and that vehicles are sized appropriately to routine mission requirements. If the OAs cannot meet the EISA requirements, they must

submit a waiver request through their Associate Administrator to the Deputy Assistant Secretary for Administration for approval.

Also, on June 15, 2011, the DOT Deputy Assistant Secretary for Administration sent a memorandum to the heads of the Operating Administrations, with the subject: "Distance Limitation on Home-to-Work Eligibility." The second paragraph states, ***"Heads of Operating Administrations and OST offices must consider the location of the employee's home in proximity to his/her work and to the locations where non-TDY travel is required. Participants in the home-to-work program may not participate in the program if they live within a 10 mile radius of where they work. This limitation is being implemented to avoid any perception of misuse of the program. Under no circumstances will home-to-work transportation be authorized solely on principally for the comfort or convenience of an employee. Mission security is the only condition wherein a waiver from this policy may be requested. All waivers requests will be evaluated on a case-by-case basis. This new process will be included in the upcoming DOT policy on home-to-work transportation."***

(C) Vehicle Allocation Methodology (VAM) target development and explanation for reported fleet size and cost changes or not meeting agency VAM targets.

(1) Provide information on the methods used to produce your agency's VAM targets. (Recommendation #2 from GAO report: GAO-13-659. See FMR Bulletin B-30 for guidance on conducting a VAM study and developing VAM targets)

(a) From your most recent VAM study, what was the specific utilization criteria used to determine whether to retain or dispose of a vehicle? Provide the miles, hours, vehicle age or other means used to make this determination. If a different criterion was used in different bureaus or program areas, provide the criteria for each.

Part 3 of the DOT VAM survey is designed to eliminate unnecessary or non-essential vehicles from the Agency fleet. If a vehicle travels less than 300 miles a month, it is considered to be non-essential verses a vehicle that uses more than 300 miles a month.

(b) From your most recent VAM study, what were the questions used to conduct the VAM survey? If different questions were used in different bureaus or program areas, provide the questions for each.

We categorized all VAM survey questions into four categories below that represent "VAM objectives".

1. Determine the optimal fleet inventory to meet the Agency's mission requirements
2. Identify resources necessary to operate those fleets effectively and efficiently
3. Eliminate unnecessary or non-essential vehicles from the Agency's domestic light duty fleet inventory
4. Promote the cost effectiveness of maintaining the fleet throughout the lifecycle

VAM Survey Questions:

- Agency
- Vehicle Tag
- Vehicle Type
- Make
- Model
- Model Year
- Ownership Type
    - GSA Leased
    - Owned

    - Commercially Leased
- Acquistion Date (Delivery Date)(MM/DD/YYYY)
    - Acquisition Date(Delivery Date)(MM/DD/YYYY)
- Fuel Type (If dual-fuel vehicle, select two)
    - Gasoline
    - E85
    - CNG
    - Diesel
    - Biodiesel
    - Natural Gas
    - Electric
    - Hybrid Electric
- Vehicle Passenger Capacity
- Vehicle Street
- Vehicle City
- Vehicle State
- Vehicle Zip
- Vehicle Agency BOAC
    - Vehicle Agency BOAC: Choose Option
    - Specify your own value:
- What is the current mileage of the vehicle?
- Is vehicle a low greenhouse gas (GHG) model?
    - Yes
    - No
- Please select if the vehicle can be changed without jeopardizing mission requirements.
    - Vehicle can be eliminated
    - Vehicle size can be reduced
    - Vehicle can be changed to low Green House Gas model
    - Vehicle can be changed to an Alternative Fuel Vehicle (AFV)
- What mission category is this vehicle in?
    - Administrative
    - Emergency
    - Maintenance
    - Specify your own value:
- Comments or suggestions regarding fleet optimization
- Name of the primary vehicle user
- E-mail of the primary vehicle user
- Phone of the primary vehicle user
- What type of cargo does this vehicle transport?
    - Hazardous material
    - Cargo
    - Maintenance materials
    - Passengers
    - N/A
- How many people are assigned to use this vehicle?
- Is vehicle within 5 miles or 15 minutes of a station that sells E-85(Ethanol) fuel?
    - Less than 5 miles/15 minutes
    - More than 5 miles/15 minutes
- Is this vehicle used for Law Enforcement purposes?
    - Non Law Enforcement
    - Law Enforcement
    - Undercover Law Enforcement

- Is the Primary Driver Federal or Contractor? If contractor, is this written into their contract?
    - Federal
    - Contractor. It's written into their contract.
    - Contractor. It's not written into their contract.
- What is the vehicle Average Vehicle Miles (AVM)?
    - Less than 300 miles per month
    - More than 300 miles per month
- Lease cost per month? (e.g. $20.50)
- Mileage Rate (Cost Per Mile)
- Is the vehicle in operable mechanical condition?
    - Yes
    - No
- Which of these special conditions does the vehicle need to go through? (Select all that apply)
    - Off-road, unpaved or rugged terrains
    - Extreme climate conditions (snow, icy roads, sleet, etc.)
    - Agency official transportation requiring overnight vehicle use
- Does this vehicle have specialized installed equipment?
    - Yes
    - No
- Can work be done using the below vehicles instead of the current vehicle? Please select all that apply.
    - Personally Owned Vehicle (POV)
    - Short term GSA or other rental vehicles
    - Public transportation
    - Vehicle motor pool that shares vehicles within the Agency
    - Smaller size vehicle
    - Gas electric hybrid vehicle
    - Bio-fueled vehicle (dual-fuel E85 or biodiesel)
    - CNG/LNG/LPG fueled vehicle
    - Electric plug-in vehicle
- Is this vehicle used for Home-to-Work? If yes, Does this vehicle meet the 10 miles Home-to-Work limitation?
    - No, this vehicle is not used for Home-to-Work.
    - Yes, and the vehicle meets the 10 miles Home-to-Work requirement.
    - Yes, but the vehicle does not meet the 10 miles Home-to-Work requirement.

(2) Provide an explanation for any measurable change in fleet size and/or cost or if you are not meeting your annual VAM targets. What are the plans to correct any deficiencies, and indicate factors that hinder attainment of your annual VAM targets (e.g., budgetary, other resource issues, mission changes, etc.)?

DOT projections have been revised based on mission needs, the availability of E85 at local service stations, and availability of low greenhouse gas vehicle models. Costs were reduced in the FY2015 acquisition cycle by choosing the alternative fuel vehicles that had low incremental costs.

(D) Description of efforts to control fleet size and cost.

It is DOT policy to first acquire low-bid vehicles when available. When a new requirement has been identified, an economic analysis is conducted to determine the most economical type of vehicle to acquire. Commercial leasing shall only be authorized when there is a cost benefit.

The DOT fleet is operationally decentralized, with field activities throughout the U.S. and U.S. territories. Vehicle missions range from providing administrative support, airport, pipeline, railroad, highway inspections and improvement projects, and national airspace traffic control equipment routine and emergency maintenance.

Management of this geographically dispersed and diverse fleet operation is an ongoing challenge. DOT has put in place policies and procedures to direct its Fleet Management Council (FMC) to meet OMB goals regarding right sizing of the fleet, petroleum reduction and alternative fuels use increases. The FMC will supply the organizational leadership needed to implement the Fleet Management Plan (FMP). Through shared membership, the FMC will be linked to DOT's Chief Sustainability Officer. The organizational structure will be in place to ensure integration with the FMP and DOT's annual Strategic Sustainability Performance Plan (SSPP) by June 2015.

DOT has proposed reductions in vehicle types and will concentrate on ensuring a change in the mix of vehicles. DOT projects reductions in every vehicle category, especially trucks of all sizes. In future years, DOT plans to employ the usage of low speed electric vehicles (LSEVs). On a percentage basis, medium and light trucks face the greatest reductions. DOT will consider changes in FY2015 to its mix of vehicles, as intended by the VAM process and the Presidential Memorandum.

DOT has placed order restrictions on the Dodge Charger, Crown Victoria, Chevrolet Impala, Ford Expeditions and the Chevrolet Suburban or any similar type vehicles. The local customers in need of a waiver will submit a very strong justification to their agency fleet managers and Associate Administrators, who will request through the Department Fleet Manager to the Assistant Secretary for Administration for approval or disapproval. The Department Fleet Manager will provide the Secretary's final decision to the Agency Fleet Managers and Associate Administrators so that it will be shared with their local offices and GSA Fleet Service Representatives (GFSRs).

(E) Explanation of how law enforcement vehicles are categorized within the agency (See FMR Bulletin B-33).

The majority of DOT law enforcement vehicles are assigned to the Office of Inspector General and National Highway Traffic Safety Administration (NHTSA), which engage in law enforcement activities such as investigations, surveillance and arrest. DOT has designated these vehicles as law enforcement (LE) vehicles because these vehicles are equipped with law enforcement equipment such as communication radios, sirens, and lighting packages. These vehicles are exempt from the 2005 Energy Policy Act fuel reporting requirement but are not exempt from the VAM requirements. DOT utilizes the LE vehicle classification system described in GSA Bulletin FMR B-33.

(F) Justification for restricted vehicles.

DOT met the requirement in the Presidential Memorandum, Fleet Performance, issued May 24, 2011 and the GSA issued FMR Bulletin B-32 by having a 100% alternative fuel executive vehicle fleet. DOT has no armored vehicles.

(G) Description of vehicle replacement strategy and results.

DOT will provided strict guidelines to GSA acquisitions outlining AFV placement. DOT will identify all potential light duty vehicles replacements by using the Department fleet management database. DOT will work with GSA fleet acquisitions to find AFV replacements.

DOT projects it will eliminate 10% of conventional fuel vehicles from its fleet. DOT plans to continue to exchange the remaining vehicles with alternative fuel vehicles. In the past three years, DOT has surpassed the EPACT requirement of 75% of all covered light duty vehicles acquired being alternative fuel vehicles. DOT will continue to surpass this requirement in FY2015 by acquiring alternative vehicles to replace conventional vehicles in locations where biofuel (e.g., E85 or biodiesel) is available. In locations where biofuel is not available, DOT will consider acquiring AFVs that operate on other alternative fuels (e.g. electricity, natural gas, or propane), including hybrids and other low GHG-emitting vehicles. Dual-fueled vehicles capable of operating on either petroleum or alternative fuel will be placed in locations where the alternative fuel is available (to avoid the need for EPACT section 701 waivers).

(H) Description of the agency-wide Vehicle Management Information System (See FMR 102-34.340)

DOT has implemented a new automated fleet system called the Integrated Logistics Management System (ILMS), which enables monitoring and tracking of acquisitions/leasing of DOT vehicles. The system will also improve communication down to the user level by identifying the type of vehicle that is approved by the user's headquarters office. The Departmental Fleet Managers will use this tool to employ early intervention measures to get and stay on track with AFV acquisitions. ILMS also has a unique feature that captures and projects petroleum increases and alternative fuel increases and displays this information in a chart to be used by Fleet Managers to determine if they are meeting the OMB scorecard requirement for fuel usage and reduction. This system, which was first developed in 2010 and updated periodically, meets most of the requirements cited in 41 CFR 102-34.347, and GSA Bulletin FMR-15, Motor Vehicle Management. DOT is currently reviewing the capabilities of ILMS to continue to enhance its capabilities.

(I) Plans to increase the use of vehicle sharing.

DOT headquarters employees use the agency motor pool to share vehicles wherever possible. DOT is also considering motor pooling offices where Operating Administration offices are co-located. DOT employees are encouraged to use the city's public transportation system and carpooling options whenever possible. Additionally, DOT employs a shuttle system of two routes that services our locations within the national capital region. These shuttles are available to all Federal employees on a space-available basis.

(J) Impediments to optimal fleet management.

DOT's 2015 plan shows a 10% overall reduction, with reductions in every vehicle type. DOT plans to shift from larger to smaller vehicles (i.e., a greater reduction in large vehicles with increases in smaller ones with the intent to reduce in fleet size and petroleum consumption), which should be sufficient for achieving the agency's Scope 1 and 2 GHG reduction target by 2020.

In addition, there are also high incremental costs for electric vehicles and hybrids, while budgetary constraints, lack of E85 infrastructure, and also the nature of the DOT mission add specific limitations and requirements. The DOT mission plays a big part with optimizing the DOT's fleet program. OAs have maintenance and security responsibility in remote mountainous locations that require large 4X4 sport utility vehicles (SUVs) and trucks. DOT has on several occasions replaced these large vehicles with smaller SUVs, trucks and sedans, only to later have to reacquire larger vehicles due to the need for height clearance, and lack of space and durability of the smaller vehicles in remote areas.

(K) Anomalies and possible errors.

GSA Fast Anomalies	DOT Comments
2a. Vehicle Inventory vs. Fuel Cost: Agency Owned show no fuel consumption for CNG.	- Error in GSA reporting data. DOT will update at next submission of data.
2a. Vehicle Inventory vs. Fuel Cost: Commercially-leased vehicle shows no fuel consumption. This vehicle's fuel consumption is located in the gasoline section.	- This is a flex-fuel vehicle that used gasoline.

(L) Summary and contact information.

Eugene Tumblin (202) 366-0266, eugene.tumblin@dot.gov

Appendix C: Operational Climate Resiliency Plan

Ensuring Department of Transportation's Facilities and Operations are Resilient to Impacts of Climate Change

The U.S. Department of Transportation (DOT) has a broad, far reaching mission to "ensure a fast, safe, efficient, accessible and convenient transportation system that meets our vital national interests and enhances the quality of life of the American people, today and into the future." To carry out this mission, DOT has facilities and operations in all 50 states, many U.S. territories and international sites. DOT is responsible for operating over 10,000 buildings ranging from small buildings that house National Airspace System (NAS) equipment to multi-building campuses. The Department also operates numerous vessels, including Ready Reserve Force ships, and 6,000 vehicles.

Many of the mission elements require operations to be located in specific geographic locations, often in coastal areas, drought-prone areas and other regions vulnerable to climate change. Another challenge is that the Department is run in a decentralized way and each OA has oversight and control over its own facilities and operations.

Leadership and Coordination

DOT's Chief Sustainability Officer (CSO) is responsible for communicating requirements, issuing policy, reporting and sharing best practices to ensure agency operations and facilities prepare for impacts of climate change. Ultimately, each OA has to plan for implementing strategies to make their operations resilient to climate change. The Office of Sustainability and Safety Management (OSSM) within the Office of the Secretary (OST) supports the CSO and the OAs in carrying out these requirements. OSSM works closely with our sister office, the Office of Safety, Energy, and Environment within OST to provide subject matter expertise on climate change adaptation.

Vulnerability

DOT is still completing vulnerability assessments for some of its operations. However, DOT has many sites that, due to mission requirements, operate in low lying coastal areas and are vulnerable to sea level rise and inundation. Over the years, several facilities have also been impacted by extreme weather events such as Superstorm Sandy, Hurricane Katrina, and record-breaking snow and ice storms in the Northeast. Other sites in Western states are in drought prone areas and actively focused on water conservation initiatives.

Although DOT is still assessing the potential impacts from climate change to carrying out its mission, some of the known vulnerabilities include communication and utility systems that are essential to running mission-critical equipment.

For example, MARAD has distributed an overview of climate change considerations to its field sites, including recommendations for analyzing climate change vulnerabilities of port and vessel operations and shoreside facilities, and incorporating adaptation policies into procurement actions. FAA identified a priority action in the 2014 DOT adaptation plan to look at the impacts of Superstorm Sandy on FAA NAS infrastructure. The first phase of this study analyzed the impact of the storm on FAA navigation and communication assets and analyzed the cost of recovering those assets.

FHWA is funding 19 adaptation and vulnerability assessment pilots in communities around the nation, a scenario planning case study in New Mexico, and a post-Hurricane Sandy resiliency assessment. Providing case studies of vulnerability assessments in different locations will enable stakeholders to be better equipped to determine potential climate impacts, and help FHWA better identify strong adaptation strategies as well as scrutinize the trade-offs and cost implications of implementing adaptation strategies.

Current Operational Adaptation Strategies

Managing Climate Related Risks

The Department has taken several important steps to implement adaptation activities. Prior to release of EO 13693, DOT included adaptation and resilience requirements as part of its internal sustainability policy orders. Additionally, the Department's 2014 Climate Change Adaptation Plan and 2015 SSPP identifies current activities and provided updates on performance related to the President's climate change goals. These activities can be grouped into three main strategies – tools, guidance, and infrastructure – each focusing on mission programs. The Department will begin to use some of these same strategies for its operations as described below.

Several OAs have developed climate-related risk planning scenarios to enhance abilities to operate during severe/extreme weather events and natural disasters. FAA's standard operating procedures reprioritizes assets to respond to any disruptions. Additionally, following Superstorm Sandy and other emergency reponse experiences, the FAA Air Traffic Organization (ATO) Eastern Service Area (ESA) increased its inventory of towable fuel trailers to decrease its dependence on commercial sources of diesel and gasoline during supply chain interruptions. The Saint Lawrence Seaway Development Corporation (SLSDC) has enhanced emergency power back-up systems and fuel storage.

Designing Climate Resilient Buildings

DOT's OAs incorporate resiliency into the design of planned and existing buildings and infrastructure in a variety of ways. FAA's Air Traffic Organization routinely designs its infrastructure to account for observed extreme weather and prevent future damage to assets on a case-by-case basis. Additionally, for all renovation projects of existing infrastructure, MARAD assesses the resilience of capital improvements along with the locations of infrastructure and, as appropriate, acts to harden existing infrastructure. As part of its Asset Renewal Program, SLSDC is also considering climate risks when planning new construction and major renovations.

Next Steps

Currently, DOT is putting together a comprehensive strategy to address E.O. 13693 §13 and E.O. 13653 §5. Many of the Department's climate change strategies are further described in Goal 10 of the 2015 SSPP and the 2014 Climate Adaptation Plan.

Additionally, DOT will work across the organization on the following activities in 2016:

- Identify and assess climate change related impacts and risks to the agency's ability to accomplish its missions, operations, and programs
    - Determine which major facilities may be the most vulnerable to climate change impacts
- Create a climate resiliency addendum to the SSPP for buildings and systems that includes:
    - A description of programs, policies, and plans already put in place, as well as additional actions to manage climate risks in the near term and build resilience in the short- and long-term
    - A description of how impairments to statutory mission or operation from any significant climate change related risks will be addressed, including through existing reporting requirements
    - A description of how the agency will consider the costs and benefits of improving climate adaptation and resilience, with respect to agency suppliers, supply chain, real property investments, and capital equipment purchases
- Gather information and develop a methodology to calculate the potential cost and risk to mission-associated operations that do not take into account the identified major climate impacts and consider that cost in decision-making. This will only be done if decisions are made not to act on the information collected.

Beyond 2016, DOT will work across the organization on the following activities:

- Conduct detailed analyses of potential future impacts and vulnerabilities
- Identify and implement resiliency strategies for the highest risk and/or most critical operational assets

NOTE: All of these plans are subject to the availability of adequate funding, tools, and expertise needed.

Appendix D: Department of Transportation's 2015 Multimodal Access Plan (MAP)

The U.S. Department of Transportation (DOT) is committed to enhancing sustainable commuting options for its employees. DOT has a long history of promoting sustainable commuting at both its facilities and through its mission critical work on the Partnership for Sustainable Communities' livability principles and developing guidance related to sustainable locations for Federal facilities.

In accordance with Executive Order 13693, DOT is developing policies to promote sustainable commuting and work-related travel practices for Federal employees that foster workplace vehicle charging, encourage telecommuting, teleconferencing, and reward carpooling and the use of public transportation, where consistent with agency authority and Federal appropriations law. DOT intends to encourage all sustainable commuting options as there is no "one size fits all" solution for all employees. As part of its renewed efforts, DOT has developed this initial plan that highlights some of the areas of focus for the next year.

Bicycle Commuting: Nationally, DOT already is an active supporter of bicycle commuting and provides employees with the option of a bicycle commuting subsidy to offset costs related to wear and tear of using a bike to commute to work. In addition, many sites support bicycle commuting to varying degrees with the provision of showers, lockers and bike parking. Over the next year, DOT plans to:

- Evaluate ways to administer the commuter transit subsidy to encourage more bicycle trips and provide recommendations to the Council on Environmental Quality (CEQ) and Office of Management and Budget (OMB).
- Reconvene the Interagency Task Force on Bicycling and Active Transportation.
- Lead the Task Force in development of appropriate updates to the guidance document entitled, "Implementing a Successful Bicycle and Active Commuting Program in the Washington, DC Metropolitan Area." The update will expand the guidance to metropolitan areas with major Federal offices and facilities.
- Continue to promote and support bicycle-friendly worksites across the country.

Workplace Charging of Personal Electric Vehicles (EVs): Several DOT sites either already have existing infrastructure to support workplace charging of personal EVs or are considering this option. There is great demand within the Department and strong executive support to expand this practice. This year, DOT plans to:

- Review legal authority and Departmental policies through a workgroup led by the Office of the General Counsel. Based on this workgroup's findings, appropriate OST offices and OAs may issue revised policies and guidance, as appropriate.
- Evaluate the existing availability and demand for workplace charging of personal EVs at its sites.
- Reach out to CEQ and the Department of Energy's Office of Energy Efficiency and Renewable Energy for technical assistance in developing and implementing a policy to support workplace charging, as appropriate.

Other Sustainable Commuting Practices: DOT has actively supported a broad range of sustainable commuting practices such as telework, teleconferencing, alternative work schedules, increased use of public transportation, and carpools. DOT's sustainable commuting polices have contributed to a DOT Scope 3 greenhouse gas emissions decrease of about 31 percent from 2008 levels. However, DOT will continue to look for opportunities for further improvement as described in its 2015 SSPP under Table 1-2. Some of the key steps include:

- Issuing a commuter survey to DOT employees and analyzing commuter trends
- Understanding the on-site transportation demand management service that the Volpe Center in Cambridge, Massachusetts is piloting
- Continuing to promote telework and alternative work schedules for all eligible employees, including appropriate education for managers and staff

DOT anticipates building on these efforts in the future to continue promoting sustainable commuting across its organizations.