

DEPARTMENT OF VETERANS AFFAIRS 2013 Strategic Sustainability Performance Plan



June 28, 2013

VA Green Management Program Service

greenva@va.gov

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DEPARTMENT OF VETERANS AFFAIRS
WASHINGTON DC 20420

Sustainability Management Policy

As the Department of Veterans Affairs Senior Sustainability Officer, I am confirming that the attached Sustainability Management Policy memorandum signed by Secretary Shinseki on September 1, 2010 is still in effect.

All Administration and staff offices shall comply with the policies established in agency-wide directives dealing with sustainable practices. These policies are set forth in VA Directive 055 - VA Energy and Water Management Program; VA Directive 0056 – VA Sustainable Buildings Program; VA Directive 0057 - VA Environmental Management Program; VA Directive 0059 – Chemicals Management and Pollution Prevention; VA Directive 0062 - Environmental Compliance Management; VA Directive 0063 - Waste Prevention and Recycling Program; VA Directive 0064 - Environmental Management Systems; VA Directive 0065 - Climate Change Adaptation Planning; VA Directive 0066 - VA Sustainable Locations Program and VA Directive 0637 - VA Vehicle Fleet Management Program. VA's goal is to continue to improve sustainability efforts.

As a matter of policy, the Department is committed to:

- Complying with all Federal, state, and local energy, environmental and transportation laws and applicable Presidential Executive Orders;
- Considering environmental and energy impacts when making planning, purchasing, operating, and budget decisions;
- Reducing greenhouse gas emissions, energy consumption, water consumption, and the amount of waste produced;
- Improving energy efficiency and savings through the use of energy savings and performance contracts (ESPCs);
- Increasing resource conservation, pollution prevention, sustainable acquisition, sustainable building design, electronics stewardship, and reuse and recycling;
- Participating in local and regional planning, incorporating the principles of environmental justice, and considering sustainable siting to improve the sustainability of its communities;
- Continual improvement of sustainable performance by setting sustainability goals, measuring progress, taking corrective action when necessary, and communicating the results to VA management and staff;
- Using a headquarters-level Sustainability Management System as a framework for setting and reviewing sustainable objectives and targets at the Department level and Administration level;
- Communicating and reinforcing this policy throughout the agency.


James M. Sullivan
Senior Sustainability Officer

Enclosure

**Department of
Veterans Affairs**

Memorandum

Date: September 1, 2010

From: Secretary (00)

Subj: Sustainability Management Policy (VAIQ 7004995)

To: Under Secretaries, Assistant Secretaries, and Other Key Officials

1. In accordance with Executive Order (EO) 13514, Federal Leadership in Environmental, Energy, and Economic Performance (signed October 5, 2009), VA is committed to implementing sustainable programs that ensure our operations and actions are carried out in an environmentally, economically and fiscally sound manner. VA recognizes that when conducting its mission to care for our Nation's Veterans, we must do so responsibly to minimize our environmental and energy-related impacts. VA managers, employees, and contractors shall incorporate sustainability principles into decision-making and day-to-day activities to help protect public land, water, air, energy and natural resources.

2. This memorandum reinforces that all administrations and staff offices shall comply with the policies established in agency-wide directives dealing with sustainable practices (VA Directive 0055: VA Energy and Water Management Program; VA Directive 0056: VA Sustainable Buildings Program; VA Directive 0057: VA Environmental Management Program; VA Directive 0637: VA Vehicle Fleet Management Program). My goal is to invigorate the Department's ongoing sustainability efforts.

3. As a matter of policy, the Department is committed to:

- Considering environmental and energy impacts when making planning, purchasing, operating, and budget decisions;
- Reducing greenhouse gas emissions, energy consumption, water consumption, and the amount of waste produced;
- Increasing resource conservation, pollution prevention, sustainable acquisition, sustainable building design, electronics stewardship, and reuse and recycling;
- Participating in local/regional planning to improve the sustainability of its communities;
- Improving sustainable performance by setting sustainability goals, measuring progress, taking corrective action when necessary, and communicating the results to VA management and staff;
- Using a headquarters-level Sustainability Management System as a framework for setting and reviewing sustainable objectives and targets at the Department level and Administration level; and
- Communicating and reinforcing this policy throughout the agency.

4. Please direct questions regarding this policy to James M. Sullivan, the VA Senior Sustainability Officer, at (202) 461-6671.

Eric K. Shinseki

Executive Summary

VISION

The U.S. Department of Veterans Affairs (VA) is the largest civilian agency in the Federal government, with over 300,000 employees and 7,776 buildings totaling 172 million gross square feet. VA's mission is to fulfill President Lincoln's promise "To care for him who shall have borne the battle, and for his widow, and his orphan." VA provides numerous benefits and services to honor the men and women who are America's Veterans, including medical care, financial benefits, and memorial services. Sustainability is fundamental to achieving this mission. VA strives to provide healthy, productive, and cost-effective environments for Veterans, staff, and visitors while minimizing the negative impacts of our operations on the communities and environments in which we operate.

In 2010, Secretary Shinseki asserted the Department's commitment to sustainability by issuing VA's Sustainability Management Policy. VA's Senior Sustainability Officer (SSO) reaffirms the policy annually. This Strategic Sustainability Performance Plan (SSPP) details the sustainability goals that are outlined in the policy.

LEADERSHIP

VA senior leaders are responsible for establishing and implementing VA's sustainability policy. The SSO chairs the Sustainability Management Council that brings together senior leaders from across the Department. Council members include the Chief Information Officer, the Senior Real Property Officer, the Chief Acquisition Officer, and the General Counsel. The Council relies on the VA Sustainability Management System, a headquarters-level framework for establishing sustainability objectives and targets for the Department, and oversees progress toward meeting sustainability goals.

The SSO also leads the VA Green Management Program (GMP), which serves as the Department-level program and policy office for energy, environment, vehicle fleet management, and sustainable buildings. GMP is responsible for establishing agency policy and overseeing its implementation across VA, with emphasis on VA's three Administrations: the Veterans Health Administration (VHA), the Veterans Benefits Administration (VBA), and the National Cemetery Administration (NCA). GMP is responsible for internal coordination and communication regarding VA's sustainability plan, including the integration of agency policy, planning, budgeting, and project implementation.

GMP provides leadership to the Department through internal and external working groups. GMP chairs four Department-level councils, each of which addresses a primary area of sustainability: energy, environment, vehicle fleet management, and sustainable buildings. Each council has developed an action plan that serves as VA's blueprint for fulfilling Federal mandates and meeting internal goals in the respective subject area. The action plans list activities that VA needs to accomplish to meet performance measures, and include deliverables, responsible

parties, deadlines, and resource requirements for each activity. Council members actively coordinate to oversee implementation of their respective plans and interact with members of the other councils on cross-cutting issues. GMP representatives are active participants in Federal interagency working groups and related sub-groups, and share information and best practices with other participants.

GMP also provides input and support for VA's Strategic Capital Investment Planning (SCIP) process. SCIP is an innovative Department-wide process designed to improve the delivery of services and benefits to Veterans, their families, and their survivors, with the safest and most secure infrastructure possible. This is accomplished by addressing VA's most critical needs first, investing wisely in VA's future, and significantly improving the efficiency of VA's far-reaching and wide range of activities. SCIP informs the agency's capital investment strategy and budget over a 10-year planning period. Sustainability is a priority and is integrated into SCIP. Proposed capital projects receive credit for improving energy and water efficiency, constructing and renovating buildings sustainably, increasing renewable energy consumption, and reducing greenhouse gas (GHG) emissions.

PERFORMANCE REVIEW

This section includes a review of VA's performance on the sustainability, energy, and environmental goals of the 2012 SSPP, including: GHG emissions (Scopes 1, 2, and 3), sustainable buildings, fleet management, water use efficiency and management, pollution prevention and waste management, sustainable acquisition, electronic stewardship, and agency innovation and government-wide support.

Goal 1 GHG Emissions, Scopes 1, 2, and 3

- a. **INTEGRATION:** VA has embedded GHG emissions reduction targets throughout the organization. At the Department level, VA has included facility level GHG emissions as a ranking metric within the SCIP process. This integration ensures that senior management is aware of the reduction targets while simultaneously emphasizing how capital expenditure decisions impact VA's efforts to meet targets. To reinforce the SCIP process, GMP developed an integrated energy and GHG strategy through the Departmental task forces, working groups, and action plans to address agency goals. VA integrates impacts on GHG emissions into the prioritization process for water conserving, energy conserving, and renewable energy generating projects.
- b. **EVALUATION MEASURES:** In fiscal year (FY) 2012, VA evaluated progress on GHG emissions by measuring: 1) VA's overall Scope 1 and 2 reductions from the FY 2008 base year and 2) VA's overall Scope 3 reduction from the FY 2008 base year.
- c. **SUCSESSES:** In FY 2012, VA developed an internal tool to measure progress toward meeting VA's reduction goals at the facility level. This tool also increases visibility on the importance of meeting the goals and is increasing awareness and management buy-in.

- d. **CHALLENGES:** VA continued to expand its mission in FY 2013 to accommodate a growing Veteran population. To meet this expanding mission, between 2008 and 2012 the number of full-time VA employees grew by 21% and the VA fleet grew by almost 40%, making reductions in GHG emissions a challenge.
- e. **LESSONS LEARNED:** VA has improved the management of GHG emissions by providing facility energy managers with a simplified one-page chart on how to calculate GHG emissions. Providing this simple tool has increased transparency so energy managers can easily take GHG emissions into account when evaluating projects.
- f. **PLANNED ACTIONS:** In FY 2014, VA will:
 - Continue to include GHG emissions as a ranking metric in SCIP;
 - Incorporate energy- and water-efficient technologies in existing buildings;
 - Continue to conduct the Employee Commuter Survey to estimate Scope 3 GHG emissions, and investigate reduction strategies such as encouraging commuting employees to use alternative modes of transportation;
 - Update VA's utility data collection system to collect utility data smarter and provide facilities with estimated GHG emissions in a simplified report;
 - Continue to install on-site combined heat and power and renewable energy systems;
 - Continue to perform energy audits, retro-commissioning, and renewable energy feasibility studies; and
 - Continue to pursue energy performance-based contracts.

Goal 2 Sustainable Buildings

- a. **INTEGRATION:** VA's SCIP process features sustainable building and energy intensity goals as ranking metrics.
- b. **EVALUATION MEASURES:** In FY 2012, VA evaluated buildings for compliance with the *Federal Guiding Principles for High Performance and Sustainable Buildings* via third-party assessment and certification.
- c. **SUCSESSES:** In FY 2012, VA:
 - Exceeded the FY 2012 target of 9% by achieving 9.2% of VA buildings greater than or equal to 5,000 gross square feet meeting the Guiding Principles. VA is on track to meet the Federal target of 15% by 2015.
 - Reduced its energy intensity by 21.4% in goal-subject buildings from the FY 2003 baseline. VA is on track to meet the Federal target of 30% by 2015. VA continues to invest in energy infrastructure upgrades, on-site renewable energy systems, energy and water conservation measures, retro-commissioning, improving operations and maintenance, and educating employees on energy efficient and other sustainable building practices.
 - Issued VA's Sustainable Locations Program Directive (0066).
- d. **CHALLENGES:**
 - VA is challenged to retain green features in already-designed new construction projects due to budget constraints and addressing higher priority mission-based needs. For new hospital construction projects, meeting daylighting requirements is very challenging due to mission-specific needs.

- VA has begun addressing the Executive Order (E.O.) 13514 net-zero energy requirement, and looks forward to additional guidance that will help in the long term implementation of this goal.
 - Hospitals have much higher energy intensities with fewer opportunities for reduction compared with office and other types of spaces. Due to strict medical standards, energy-intensive medical equipment, and the increasing number of patient visits to VA hospitals, reducing energy intensity by 3% per year beyond FY 2013 will be challenging. VA's current energy intensity of approximately 154,000 British thermal units per square foot (BTU/SF) is already 36% below the average energy intensity of hospitals in the United States (approximately 240,000 BTU/SF, according to the Energy Information Administration's 2003 Commercial Buildings Energy Consumption Survey).
- e. **LESSONS LEARNED:** Incorporating sustainability goals into VA's SCIP process increased the visibility of sustainability and energy goals to senior leaders at the agency and facility levels. This visibility led facilities to further incorporate sustainability features into planned projects. VA's continued use of the Guiding Principles assessments and certification has produced significant data that directly informs VA's sustainability strategy.
- f. **PLANNED ACTIONS:** VA's top strategy for FY 2014 will be to conduct Guiding Principles assessments of existing buildings and obtain third-party certification for selected buildings. VA will continue to incorporate sustainability requirements and energy efficiency into construction and renovation projects.

Goal 3 Fleet Management

- a. **INTEGRATION:** VA has integrated the acquisition of alternative fuel vehicles into its overall sustainability strategy. For example, facility energy managers and Green Environmental Management System (GEMS) coordinators are often involved in the process of developing fleet strategies and procuring alternative fueling stations on site to provide alternative fuel for VA's fleet vehicles.
- b. **EVALUATION MEASURES:** In FY 2012, VA evaluated progress in meeting the Department's fleet management goals through the following metrics: 1) percentage increase in alternative fuel use in VA's fleet from the FY 2005 base year; 2) number of total alternative fuel vehicles in VA's fleet; and 3) percentage reduction in petroleum use from FY 2005 base year.
- c. **SUCSESSES:**
- VA increased the use of alternative fuels by 3,195% in FY 2012.
 - Published the VA Fleet Management Program Directive and Handbook, now available on the VA Web site.
 - In FY 2012, VA utilized the vehicle allocation methodology (VAM) tool to optimize the Department's vehicle fleet. VHA has successfully used the VA VAM tool, and efforts are now being made to increase the use of the VA VAM tool in other Administrations and staff offices.
 - In FY 2013, the Albany, New York VA Medical Center (VAMC) was awarded a 2013 Sustainability Achievement Award by reducing its 2012 gasoline consumption by nearly 14% despite increased demand for services. To achieve this goal, the

Albany VAMC identified underused vehicles for reassignment, increased the number of flex-fuel vehicles in the fleet, and provided laminated maps of E-85 fuel station locations.

- d. **CHALLENGES:** VA's Veteran outreach programs require that VA staff travel to reach Veterans at home or in remote locations, leading to increased fuel consumption due to more and longer trips. In addition, a number of Veterans rely on wheelchairs for mobility and must be supported with vehicles that can transport wheelchair-bound patients. These vehicles are generally larger and consume more fuel than compact vehicles.
- e. **LESSONS LEARNED:** VA has been successful in increasing alternative fuel consumption and the use of alternative fuel vehicles, but not in reducing petroleum consumption to the extent mandated. The increase in VA's mission requiring transportation of Veteran patients and delivering services to them where they live will continue to pose a challenge to reducing petroleum consumption.
- f. **PLANNED ACTIONS:** In FY 2014, VA will:
 - Deploy an agency-wide fleet management information system (FMIS) to track all vehicles in VA's fleet;
 - Increase the use of alternative fuels by contracting for or installing 30 additional alternative fuel stations at VA medical centers; and
 - Launch a new fleet manager training module, and train 50 fleet managers.

Goal 4 Water Use Efficiency and Management

- a. **INTEGRATION:** VA evaluates water efficiency as part of facility energy audits conducted pursuant to the Energy Independence and Security Act (EISA) Section 432 requirement. Through this process, VA has installed water efficient technologies at sites and facilities across the Department to decrease water and energy use and related GHG emissions.
- b. **EVALUATION MEASURES:** In FY 2012, VA evaluated progress in meeting the Department's water use efficiency and management goals by measuring: 1) the percent reduction in potable water use from the FY 2007 base year; 2) the percent reduction in industrial and agricultural water use from the FY 2010 base year; and 3) the number of potable water meters installed at VA facilities.
- c. **SUCSESSES:**
 - The Bakersfield, California National Cemetery incorporated the WaterWise program to optimize water use in FY 2012. The cemetery uses ground cover, trees, and shrubs in its landscaping and has reduced its water use by 94% compared to traditional grassed cemeteries, saving 37.6 million gallons of groundwater in the first year of implementation. Per lifecycle cost analysis, the cemetery will achieve an estimated savings of \$4.5 million on maintenance and \$3.2 million in irrigation water over a 20-year period.
 - Through its energy and water conservation program, the Fayetteville, North Carolina VAMC reduced its energy consumption by 14% and water use by 5% in 2012. From its baseline, the facility saw a 28% decrease in energy use and a 36% decrease in water use. Activities that led to the program's success included education and outreach to maintenance and facility staff, energy conservation orientation for new

- employees, and conservation information booths during Earth Day.
- In FY 2012, VA conducted irrigation audits at 10 of NCA's sites that use the greatest amount of water. In addition, VA purchased and distributed 15 irrigation audit kits for use at cemeteries that use the greatest amounts of water.
- d. **CHALLENGES:** Installing water reclamation technology while simultaneously meeting healthcare sanitation standards continues to remain a challenge at VA hospitals, where health and safety of patients must take precedence over water use reduction targets.
- e. **LESSONS LEARNED:** VA revised its internal utility data collection system in order to collect more accurate water data throughout the year. With more accurate data, VA's data analysis will more efficiently identify the greatest opportunities to improve water management.
- f. **PLANNED ACTIONS:** In FY 2014, VA will:
- Continue to evaluate water efficiency measures as part of facility energy audits;
 - Implement cost effective water efficiency technologies; and
 - Provide training to cemetery field staff and NCA engineers and agronomists on performing irrigation audits to measure irrigation performance.

Goal 5 Pollution Prevention and Waste Management

- a. **INTEGRATION:** Selected VA facilities are piloting a grassroots effort called the Green Routine Program. This initiative promotes recycling and waste diversion projects that serve as best practice demonstration models for other facilities across the Department.
- b. **EVALUATION MEASURES:** In FY 2012, VA evaluated progress in meeting pollution prevention and waste management goals through the following metrics: 1) completion of audits at one-third of VA facilities and 2) review and update VA's environmental compliance audit tracking database.
- c. **SUCSESSES:** In FY 2012:
- VA began using an agency-wide data system to track and manage recycling.
 - The Hampton VAMC recycling program diverted 87% of its waste stream from landfills and reduced its annual disposal cost by nearly \$25,000. Most of the waste was channeled to the nearby Langley NASA Municipal Waste Stream Power Plant, where over half of it was used to generate energy. This project won a 2013 GMP Sustainability Achievement Award.
- d. **CHALLENGES:** Many VA medical centers have begun to autoclave medical waste on-site. This sterilization method allows VA to dispose of medical waste through normal waste methods rather than through a specialized contractor. Although this new method reduces disposal costs, it also increases on-site waste disposal and negatively affects VA's waste diversion rates.
- e. **LESSONS LEARNED:** In FY 2011, gathering VA waste generation and diversion data was challenging. As a result, in FY 2012, VHA began using Practice GreenHealth, a service that enables VHA to track waste generation and diversion rates on a monthly basis.

f. **PLANNED ACTIONS:** In FY 2014, VA will:

- Continue to implement the VA Chemicals Management and Pollution Prevention Directive;
- Utilize data from the three-year environmental audit cycle to validate facility deployment of the VA Chemicals Management Program;
- Conduct an annual data call to collect construction and demolition (C&D) data and measure progress against C&D initiatives within VA's Waste Management and Recycling Program;
- Increase the number of VHA medical centers and NCA facilities that employ VA's system to track safety data sheets (SDS) and chemical inventories on site, and identify sustainable alternatives to existing products using the Green Product Analyzer (GPA) tool;
- Publish monthly green product reports to highlight sustainable products, and recommend sustainable alternatives; and
- Complete waste audit surveys at 140 locations, including physical surveys of on-site dumpsters to determine a baseline for waste to landfill content.

Goal 6 Sustainable Acquisition

- a. **INTEGRATION:** VA has built its strategy for meeting sustainable acquisition goals around the Department-level GMP, led by VA's SSO. GMP works through a set of internal task forces and advisory groups to implement sustainability-related action plans, communicate policies, solicit feedback from stakeholders, and ensure resources are available for action execution. Representatives from VA's acquisition workforce and others participate on a green purchasing subgroup of VA's Environmental Management Task Force to help ensure the integration of sustainable acquisition strategies across VA.
- b. **EVALUATION MEASURES:** During the past year, VA evaluated progress in meeting the Department's sustainable acquisition goals through the following metrics: 1) provision of green purchasing training; 2) development of a VA Green Purchasing Directive and Handbook; 3) development of a strategy to promote biobased product purchasing; 4) execution of quarterly 5% contract reviews with emphasis on biobased procurement; and 5) participation in the interagency Sustainable Acquisition and Materials Management (SAMM) working group.
- c. **SUCCESSSES:**
- VA issued VA Environmental Management Program Directive 0057 in January 2010 that, among other things, specifies VA's current green purchasing policy, in accordance with the E.O. 13514 mandate to purchase green products and services. During the past year, VA developed a Green Purchasing Directive and Handbook to augment Directive 0057. These policies provide guidance to VA's acquisition workforce and other staff on how to integrate sustainable acquisition into agency procurements.
 - VA conducted quarterly 5% contract reviews to demonstrate compliance with sustainable acquisition requirements and established a biobased procurement baseline.

- On the January 2013 Office of Management and Budget (OMB) Sustainability/ Energy Scorecard, OMB commended VA for its work on biobased specification reviews. Among other actions, VA reviewed many of its specifications for biobased applicability and updated several of the specifications with biobased procurement criteria.
- d. **CHALLENGES:** VA continues to face resource challenges in completing the required number of contract reviews, given the large number of contract actions VA issues each quarter. Reviewing statements of work and other contract requirements is primarily a manual exercise and adds to the challenge, especially regarding large and complex construction-related contracts. Evolving and broadly written review requirements create challenges in implementing a standardized review process. In addition, the Federal Procurement Data System (FPDS) does not provide sufficient granularity on green requirements and applicability in contracts, limiting VA's ability to conduct sustainable acquisition contract reviews using FPDS.
- e. **LESSONS LEARNED:** In the past year, VA learned that additional biobased and electronics stewardship-related contract review analyses were needed in order to meet evolving OMB Scorecard reporting requirements. As a result, VA twice augmented its 5% contract review process in order to accommodate these compliance monitoring requirements, including the establishment of a biobased procurement baseline.
- f. **PLANNED ACTIONS:** In FY 2014, VA will:
- Finalize the Green Purchasing Directive and Handbook and make them available online;
 - Conduct 5% contract reviews to demonstrate compliance with the inclusion of applicable biobased and other sustainability clauses; and
 - Continue to train personnel in green purchasing requirements through existing training methods.

Goal 7 Electronic Stewardship

- a. **INTEGRATION:** VA has built its strategy for meeting electronics stewardship and other sustainability goals around the Department-level GMP. The GMP works through a set of internal task forces and advisory groups to implement sustainability-related action plans, communicate policies, solicit feedback from stakeholders, and ensure resources are available for action execution. Representatives from VA's Office of Information and Technology serve on VA's Environmental Management Task Force, which addresses electronics stewardship, data center, and numerous other sustainability goals.
- b. **EVALUATION MEASURES:** In FY 2012, VA evaluated progress in meeting the Department's electronic stewardship goals through the following metrics: 1) percent of covered electronic product acquisitions that are EPEAT-registered; 2) percent of eligible personal computers (PCs), laptops, and monitors with power management enabled; 3) percent of end-of-life electronic assets covered by sound disposition practices; and 4) data center closures.

c. **SUCCESSSES:**

- In FY 2012, VA entered into an interagency agreement with the Department of Defense (DoD) to obtain shared data center space. VA is using this space to internally consolidate two VA regional mission-critical health record systems. VA stood up two DoD data centers and migrated the first VA health record systems as scheduled in September.
- In FY 2012, 99.5% of covered electronic products acquired were EPEAT-registered.
- In FY 2012, VA closed three data centers, and closed one more by the end of the second quarter of FY 2013. VA is on schedule to close five more by the end of the first quarter of FY 2014.
- In FY 2012, 100% of EOL electronic assets were covered by sound disposition practices.

d. **CHALLENGES:**

- VA's size, and the decentralized nature of its facilities and operations, make it challenging to track precisely all aspects of electronics procurement, operation, and disposition. In conducting data calls, VA uses the best available methods to collect and track the data. VA also faces ongoing resource challenges in that significant additional resources would be required in order to enhance data quality and ensure a more complete capture of data.
- VA is challenged to meet the OMB target of closing 40% of our data centers by the end of FY 2015 due to funding and resource constraints, patient care delivery performance constraints, and lack of identifiable return on investment for closure versus optimization in place.

e. **LESSONSLEARNED:**

- In Phase 1 of the VA Enterprise Data Center Consolidation Plan (DCCP), VA learned that early identification of inter-dependent risks is key to successful collaboration between VA and DoD. By increasing visibility of risks both internally and externally, VA and DoD have been able to ensure earlier identification, communication, and removal of obstacles before they occur. VA and DoD have implemented the identification of risk and risk mitigation strategies as part of our joint workgroup meetings to address co-dependent risks in advance of occurrence. By communicating internally identified risks to each other, VA and DoD have successfully addressed issues that may have otherwise delayed VA consolidation and DoD operational tasks. VA plans to carry over the established processes into Phase 2.
- OMB-required reporting data for data center inventories covers multiple areas of subject matter expertise. VA has determined that data calls covering all aspects of the inventory for over 300 data centers are too massive to ensure timely and accurate responses. VA plans to revise its inventory data call process in FY 2014 to improve accuracy and efficiency.

f. **PLANNED ACTIONS:** In FY 2014, VA will:

- Use an internal data call to demonstrate compliance with VA's policy to use environmentally sound practices with respect to the disposition of electronic equipment that has reached the end of its useful life;

- Continue to purchase PCs and monitors under the existing PC indefinite delivery, indefinite quantity (IDIQ) contract, and begin to buy electronic products under a new commodities contract;
- Finalize and post on VA's website the Green Purchasing Directive and Handbook, which address EPEAT, ENERGY STAR, and Federal Energy Management Program (FEMP)-designated products, among other Federal procurement requirements;
- Initiate Phase 2 of the DCCP (pending DoD data center availability); and
- Develop and implement additional data center optimization and consolidation plans as required to reduce gaps in OMB target metrics for newly identified categories of core and non-core data centers (pending final OMB definitions and guidance).

Agency Innovation and Government-Wide Support

VA strives to obtain and provide the highest quality data to inform environmental and sustainability programs and staff. VHA's Healthcare Analysis and Information Group conducts a yearly survey on environmental topics. This survey provides an in-depth look at many environmental statistics, as well as an opportunity for field staff to give feedback on successful strategies and programs that can be incorporated across the Department. In FY 2014, VA will continue to disseminate this survey to field staff. Data received from these surveys will inform strategies going forward.

Since signing the Memorandum of Understanding on Environmental Justice and E.O. 12898 (EJ MOU) on August 4, 2011, VA has been working to integrate EJ into its mission activities by ensuring that it identifies and addresses programs, policies, and activities with the potential for disproportionately high and adverse human health or environmental effects on all people regardless of race, ethnicity, gender, or income with respect to the development, implementation, and enforcement of environmental laws, regulations, and policies.

VA's Environmental Justice Strategy (February 2012) is designed to ensure integration of the requirements of EJ MOU/E.O. 12898 into VA operations. VA is implementing the agency EJ Strategy principally through its compliance with the National Environmental Policy Act (NEPA) and through GEMS and the internal EJ Task Force comprised of staff across VA programs and offices. VA also participated in the EJ Interagency Working Group (EJ IWG) throughout 2012 and 2013 to ensure interagency collaboration. Progress on EJ Strategy implementation continues to be reported annually through the EJ Implementation Progress Reports. VA looks forward to being able to report further progress in the upcoming year on the state of EJ in VA.

PROGRESS ON ADMINISTRATION PRIORITIES

VA understands and embraces Administration priorities in the area of sustainability, including the use of energy performance-based contracting, fleet management, climate change adaptation, and biobased purchasing. The following discussion addresses VA's accomplishments in these areas and the progress that is being made toward meeting applicable goals and requirements including those outlined in relevant Presidential Memoranda.

VA is dedicated to improving its energy efficiency through the use of energy performance-based contracting. In support of the Presidential Memorandum on Implementation of Energy Savings Projects and Performance-Based Contracting for Energy Savings (December 2, 2011), VA is on target to meet the President's goal, updating agency progress toward the goal monthly in the OMB online interagency database as mandated. During the past year, VA has moved forward on performance-based contracts for facilities in three regions. During the upcoming year, VA will be developing data and requirements language for additional performance contracts for multiple regions.

The Presidential Memorandum on Federal Fleet Performance (May 24, 2011), requires Executive Branch agencies to maximize the acquisition of alternative fuel vehicles and use alternative fuels in the vehicles; limit executive fleet vehicle size to that which is required for the agency mission; and to optimize fleet size and composition. VA is committed to achieving these goals for its vehicle fleet, and has been actively engaged in these activities for several years. In March 2013, VA updated the agency's Fleet Management Plan and submitted it to the General Services Administration (GSA). The Fleet Management Plan outlines VA's goals and the progress being made to meet these goals.

VA is assessing and responding to the challenges that a changing climate poses on its ability to serve and honor America's Veterans. VA has adopted the Interagency Climate Change Adaptation Task Force Guiding Principles, which informs its adaptation strategy. In July 2011, VA Secretary Eric K. Shinseki signed the agency's Climate Change Adaptation Policy, committing the Department to addressing the impacts of climate change on its operations and assets, and most importantly, on America's Veterans. VA's Climate Change Adaptation Directive 0065 became agency policy in June 2012, addressing strategies to minimize the impacts of climate change while carrying out the Department's core mission. VA's Climate Change Adaptation Plan, dated May 2, 2012, summarizes VA's climate change risks and opportunities, planning and program process, and actions to better understand climate change. VA posted the plan on its Web site and has to date received no comments.

Significant progress is occurring within VA toward meeting climate change adaptation goals. VA completed a vulnerability assessment in FY 2012, evaluating climate change impacts

to infrastructure, human health, and human behavior. This analysis included a review of constraints on VA's adaptive capacity in various planning areas, and a ranking of how impacts will likely affect VA's mission. Administrations and staff offices are currently assessing their climate change vulnerabilities and identifying strategies to address risks and opportunities.

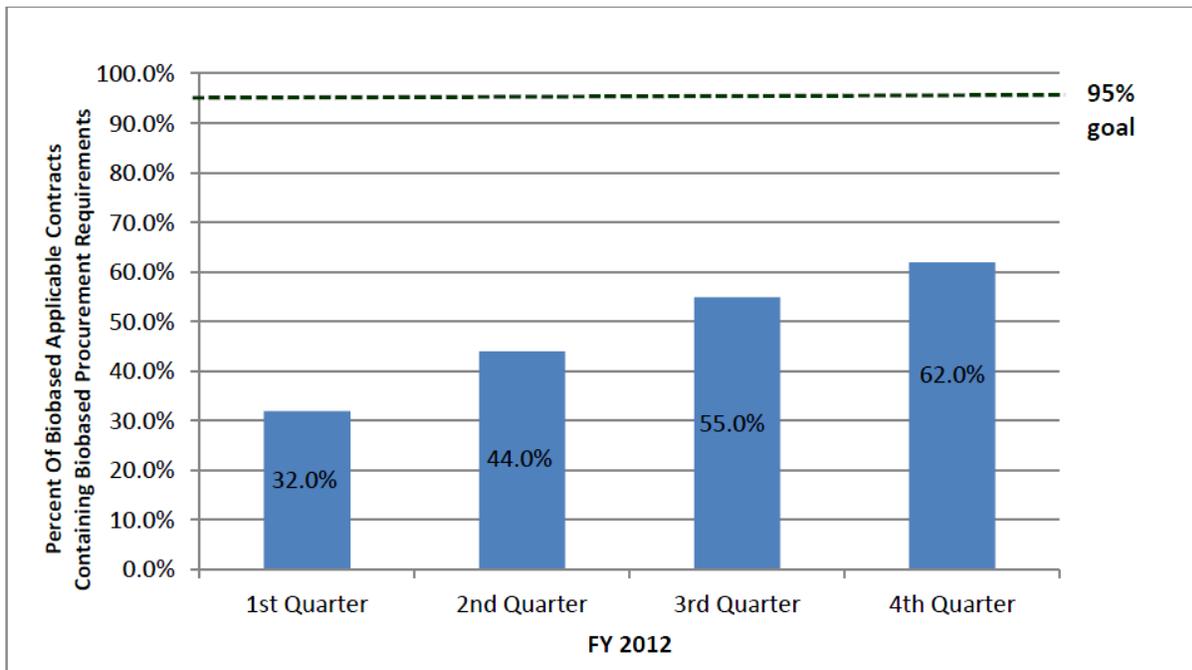
VA attends interagency climate change adaptation meetings, such as those sponsored by the Council on Environmental Quality and the Interagency Forum on Climate Change Impacts and Adaptations, in order to coordinate with other agencies and stay abreast of climate change science. VA is also engaged in the Federal Adaptation Community of Practice that brings together representatives from different agencies to share information on existing resources, agency approaches, and projects under development in the area of climate change.

Additionally, the VHA has implemented the Healthcare-Associated Infection and Influenza Surveillance System to monitor infections, organism resistance trends, and emerging infectious diseases in VHA's patient population. This system could help VA identify the prevalence of climate-related diseases, such as water-borne or insect-borne diseases. The VHA Office of Public Health has also established the National Center for Occupational Health and Infection Control (COHIC). COHIC aims to help identify and solve important occupational health and infection control challenges facing the VA and plays an important role in researching emerging healthcare and engineering challenges related to climate change such as the engineering challenges medical centers face in relation to the spread of air-borne infections; helping VHA better understand how to save energy at medical centers while achieving optimal infection control levels; studying the best ways for VA to accommodate large increases in patients seeking healthcare (surge capacity) during a medical crisis; and improving understanding about the relationship between climate and incidence of infectious diseases among Veterans and VA employees.

President Obama's February 2012 Memorandum, *Driving Innovation and Creating Jobs in Rural America through Biobased and Sustainable Product Procurement*, requires all Federal agencies to undertake a number of activities to increase their purchase of biobased products. VA identified strategies for improving its procurement of biobased products in both the 2012 SSPP (submitted to OMB in June 2012) and the Biobased Addendum to the 2012 SSPP (submitted to OMB in November 2012). VA has continued to use its 5% contract review process to identify contracts that were biobased applicable and assess which contracts had one or more biobased procurement requirements, and thus establish a baseline for the procurement of biobased products. As represented in Figure 1 below, and per the results of the FY 2012 quarterly 5% contract reviews, biobased applicable contracts that included biobased procurement requirements increased from 32% and 44% in the first two quarters of FY 2012 to 55% and 62% in the second two quarters. The denominator underlying the Figure 1 percentage represents contracts in the quarterly review samples that VA reviewers specifically identified as biobased applicable contracts. (In contrast, the denominator underlying the percentage shown in the blue area of the Figure 6-2 pie chart represents the total number of contract actions reported by the agency in FPDS in FY 2012 with somewhat narrowly defined exclusions.

For VA, this set of actions is likely far broader than the number of biobased applicable contracts, as it appears to include for example actions to procure products such as medicines and certain medical supplies, which make up a sizeable number of VA contract actions annually).

Figure 1: VA Biobased Procurement Baseline



To continue promoting biobased product procurement, VA is including enhanced biobased product requirements in updates to the VA Sustainable Design Manual. This manual provides guidance to architects and engineers designing VA projects. VA continues to review its master construction specifications, identifying those that are biobased applicable, and updating biobased applicable specifications with appropriate biobased criteria. Finally, VA developed and issued boilerplate language for specification review task orders addressing the identification of biobased applicable specifications and the addition of appropriate biobased criteria.

VA also revised, updated, and delivered training materials for the VA acquisition community, including contracting officers, contracting officer's representatives (CORs), and purchase card holders within VA's simplified acquisition contracting shop. The training addressed biobased and other green purchasing requirements.

Size & Scope of Agency Operations

Table 1: Agency Size & Scope

Agency Size & Scope	FY 2011	FY 2012
Total Number of Employees as Reported in the President's Budget	294,481	301,366
Total Acres of Land Managed	35,243	35,595
Total Number of Buildings Owned	5,634	5,887
Total Number of Buildings Leased (GSA and Non-GSA Lease)	1,734	1,889
Total Buildings Gross Square Feet (GSF)	172,681,667	172,085,971
Operates in Number of Locations Throughout U.S.	964	986
Operates in Number of Locations Outside of U.S.	20	21
Total Number of Fleet Vehicles Owned	4,041	4,164
Total Number of Fleet Vehicles Leased	12,380	13,217
Total Number of Exempted-Fleet Vehicles (Tactical, Law Enforcement, Emergency, Etc.)	753	883
Total Amount Contracts Awarded as Reported in FPDS (\$Millions)	17,632	17,235

Goal 1: Greenhouse Gas (GHG) Reduction

Agency Progress toward Scope 1 & 2 GHG Goals

E.O. 13514 requires each agency establish a Scope 1 & 2 GHG emission reduction target to be achieved by FY 2020. The red 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. A negative percentage value indicates that the emissions have decreased compared to the 2008 baseline.

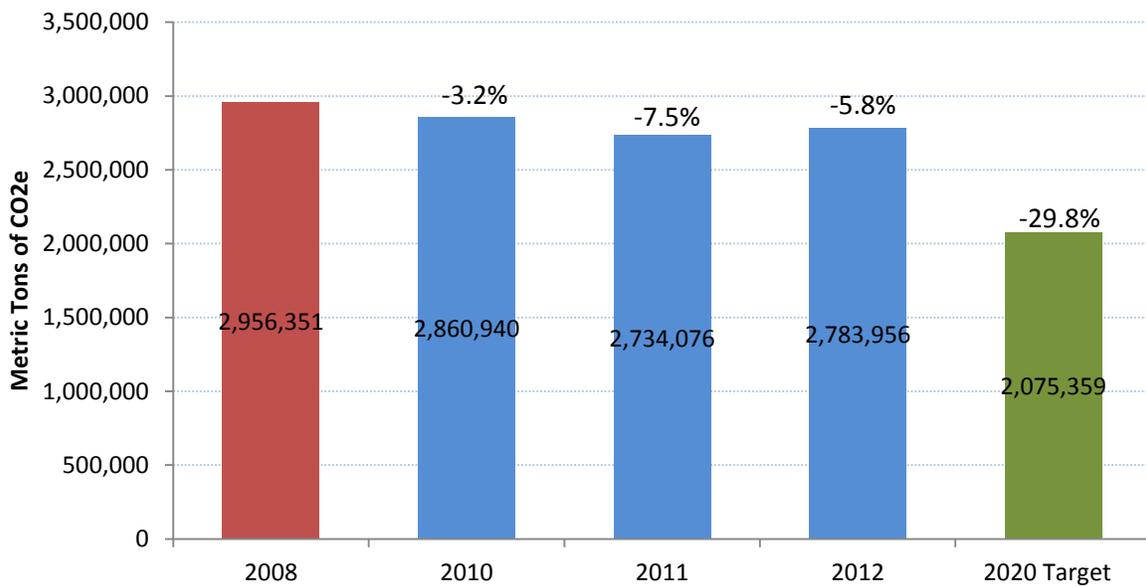


Table 1-1: Goal 1 Strategies - Scope 1 & 2 GHG Reductions

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy Narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in next 12 months
Use the FEMP GHG emission report to identify/target high emission categories and implement specific actions to resolve high emission areas identified.	Yes	Approximately 97% of VA's GHG emissions come from building energy use. In FY 2014, VA will continue to address these GHG emissions by (1) increasing energy efficiency across the Department's facilities, and (2) increasing the use of on-site renewable energy.	(1) VA plans to award 2 multi-site energy performance-based contracts in FY 2014. (2) Renewable energy initiatives will be evaluated for potential implementation in 100 % of planned performance-based contract activities.
Ensure that all new building designs are 30% more efficient than applicable code, and that all major renovations incorporate energy efficiency in accordance with E.O. 13514.	No	VA requires that all major new construction designs be 30% more efficient than applicable code. VA's Green Building Advisory Council works with the VA Office of Construction and Facilities Management to ensure that renovations meet the applicable efficiency targets.	
Implement identified life cycle cost effective Energy Conservation Measures (ECMs) in EISA 432 covered facilities.	Yes	VA energy engineers conduct facility energy audits every four years in accordance with EISA 432 requirements. Using these audits, VA determines which ECMs to implement. VA will continue to employ this strategy in FY 2014.	In FY 2014, VA will evaluate facility audits to select ECMs and identify the best implementation method.
Reduce on-site fossil-fuel consumption by installing more efficient boilers, generators, furnaces, etc. and/or use renewable fuels.	Yes	VA is installing more efficient boilers, generators, and related equipment when energy audit findings suggest that these upgrades are needed or when potential energy savings are demonstrated. Using the audit results, VA determines which upgrades to implement. VA will continue to employ this strategy in FY 2014.	In FY 2014, VA will evaluate facility energy audits to select upgrade projects and identify the best implementation method.
Reduce grid-supplied electricity consumption by improving/upgrading	Yes	VA is seeking to reduce grid-supplied electricity by improving and/or upgrading motors, HVAC, chillers, compressors and	In FY 2014, VA will evaluate facility audits to select upgrades and

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy Narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in next 12 months
motors, boilers, HVAC, chillers, compressors, lighting, etc.		lighting when energy audit findings suggest these upgrades are needed, or when potential energy savings are demonstrated. Using the audit results, VA determines which upgrades to implement. VA will continue to employ this strategy in FY 2014.	identify the best implementation method.
Employ operations and management best practices for energy consuming and emission generating equipment.	No	VA employs the four-year facility energy audit cycle as a best management practice for ensuring the efficiency of energy consuming and emission generating equipment at all facilities. In conjunction with the facility audit, VA conducts retro-commissioning at facilities to ensure the optimal operation of mechanical equipment.	
Install building utility meters and benchmark performance to track energy and continuously optimize performance.	No	VA has installed meters at all required VA facilities and is monitoring and tracking performance.	
Continue to include GHG emission as a ranking metric for project prioritization in VA's SCIP process.	Yes	VA's SCIP process includes Scope 1 and 2 GHG emissions as a ranking metric for prioritizing projects. This metric addresses the impact the project will have in addressing GHG reduction needs at individual facilities and for each VHA region (Veterans Integrated Service Network-VISN).	By the end of FY 2014, VA will have an updated utility data collection system that will be able to provide facility level GHG emissions in a simplified report to better help facilities understand their GHG emissions.

Agency Progress towards Scope 3 GHG Goal

E.O. 13514 requires each agency establish a Scope 3 GHG emission reduction target to be achieved by FY 2020. The red 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 a negative percentage value indicates that the emissions have been decreased compared to the FY 2008 baseline.

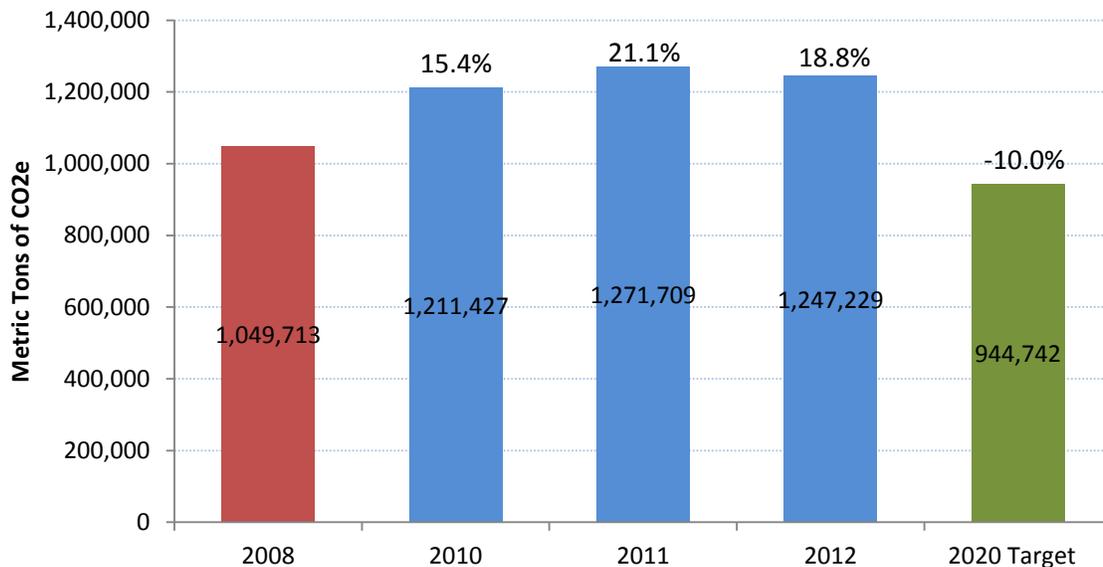


Table 1-2: Goal 1 Strategies - Scope 3 GHG Reductions

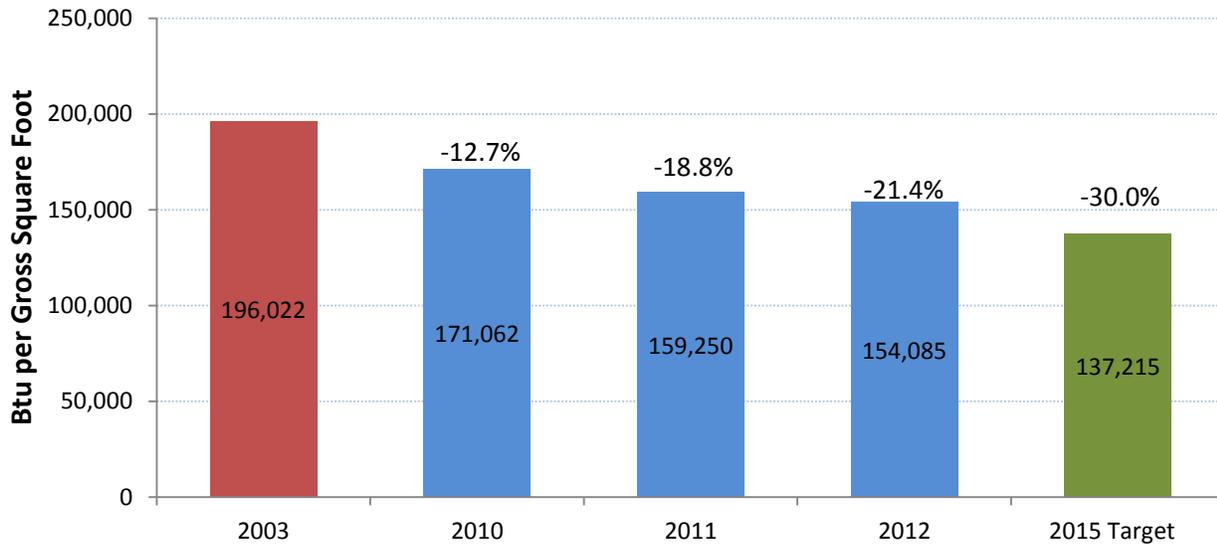
(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy Narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in next 12 months
Reduce employee business ground travel.	Yes	VA is reducing employee business ground travel by increasing the use of video-conferencing for meetings that do not require in-person attendance. VA has an internal conferencing system that allows video conferencing among facilities on a secure network. Additionally, VA employees have access to various tools such as LiveMeeting to facilitate collaboration among employees when they are not in the same physical location. VA expects an additional reduction in business ground travel due to agency-wide reductions in funded travel.	The GSA TravelTrax report calculates VA's annual GHG emissions associated with business travel.
Reduce employee business air travel.	Yes	VA is reducing employee business ground travel by increasing the use of video-conferencing for meetings that do not require in-person attendance. VA has an internal conferencing system that allows video conferencing among facilities on a secure network. Additionally, VA employees have access to various tools such as LiveMeeting to facilitate collaboration among employees when they are not in the same physical location. VA expects an additional reduction in business air travel due to agency-wide reductions in funded travel.	The GSA TravelTrax report calculates VA's annual GHG emissions associated with business travel.
Develop and deploy employee commuter reduction plan.	No	VA facilities have employee commuter reduction plans in place where required by local law. VA may consider expanding this strategy to include additional facilities in future years.	
Use employee commuting survey to	Yes	VA conducts an annual employee commuting survey. Among other items, the survey allows employees to provide feedback and ideas on how	The VA Employee Commuter Survey data tracks changes in commuting patterns.

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy Narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in next 12 months
identify opportunities and strategies for reducing commuter emissions.		VA can reduce the environmental impact of their commute.	
Increase number of employees eligible for telework and/or the total number of days teleworked.	Yes	VA has increased telework by increasing awareness among managers, employees, and unions of the benefits of telework to the organization. The Office of Human Resources Management--OHRM--facilitates a bi-weekly teleconference to help telework coordinators in the field overcome challenges they face in promoting telework at their facilities. OHRM has worked with all VA organizations to re-write the agency telework policy and will begin holding virtual telework town hall meetings to publicize the new policy once it is finalized.	Increase in total VA employee telework days in FY 2013 compared to FY 2012
Develop and implement bicycle commuter program.	No	VA is developing a national listserv of employees who bicycle to work to determine the current level of cycling interest and to identify ways to promote a greater interest in bicycle commuting.	
Provide bicycle commuting infrastructure.	Yes	In FY 2012, VA surveyed Department facilities to determine existing bicycle commuting infrastructure including the number and location of bicycle storage facilities and bike racks.	In future years, VA will use this data to identify potential locations to install bicycle commuting infrastructure when feasible.

Goal 2: Sustainable Buildings

Agency Progress toward Facility Energy Intensity Reduction Goal

E.O. 13514 Section 2 requires 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 FY2015 as compared to the FY 2003 baseline. Agencies are expected to reduce energy intensity by 3 percent annually to meet the goal. The red 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. A negative percentage value indicates that the energy intensity has been decreased compared to the FY 2003 baseline.



Agency Progress toward Total Buildings Meeting the Guiding Principles

E.O. 13514 requires 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.

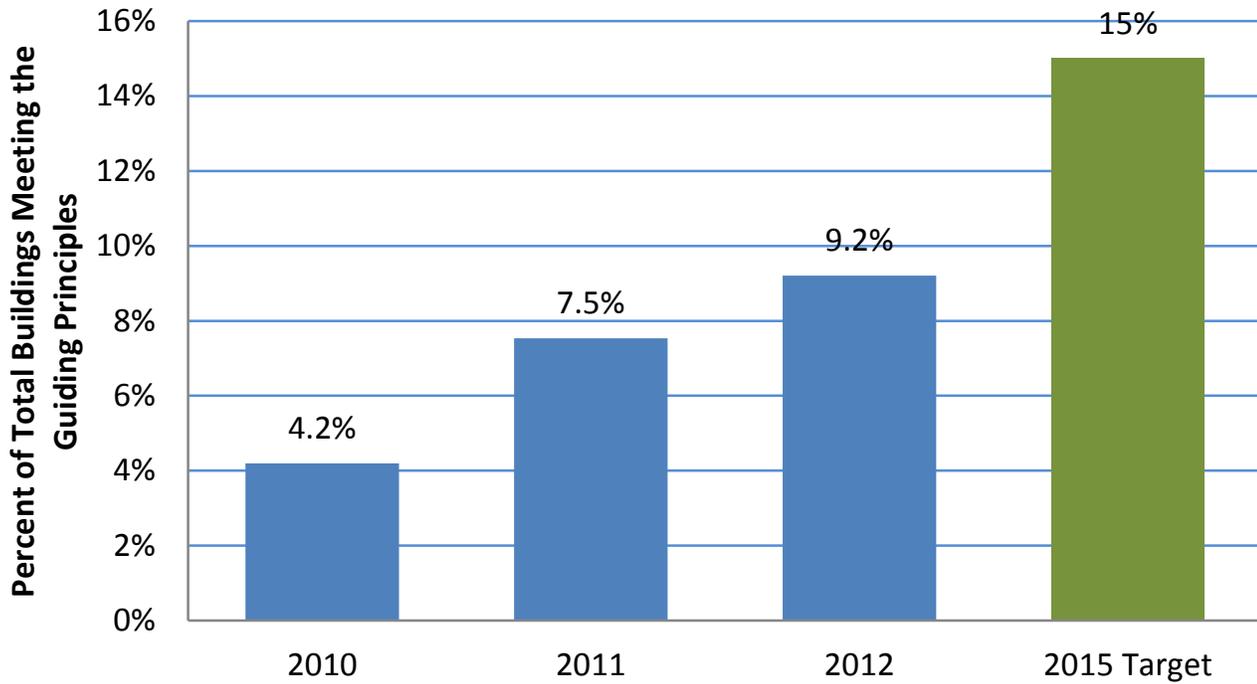


Table 2: Goal 2 Strategies – Sustainable Buildings

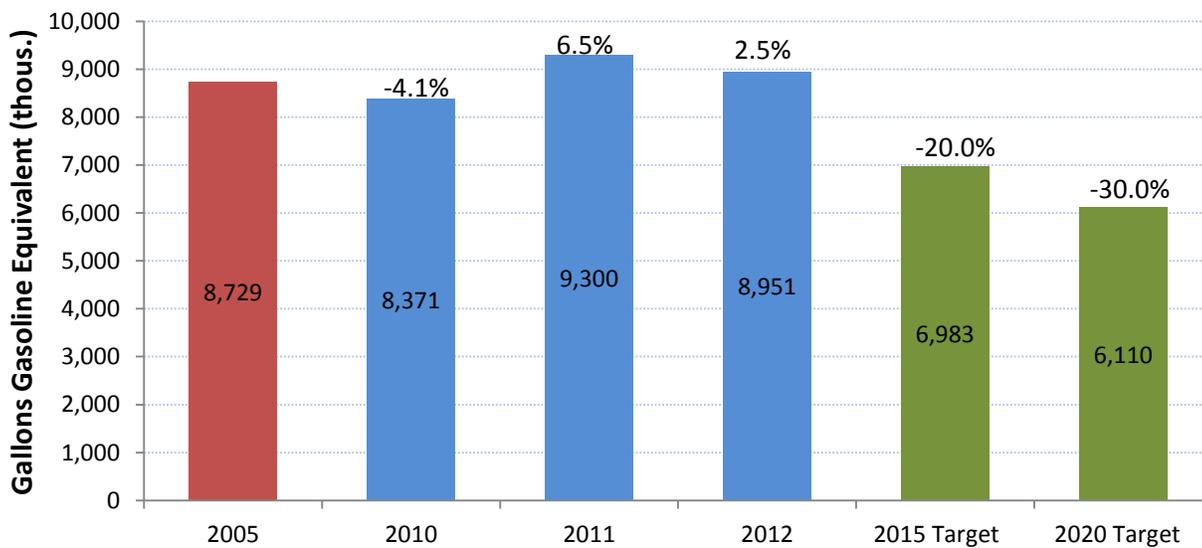
(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy Narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in next 12 months
<p>Incorporate green building specifications into all new construction and major renovation projects.</p>	<p>Yes</p>	<p>1) VA intends to begin development of a Guiding Principles checklist for new construction and major renovation projects in FY 2014. 2) VA's Master Specifications have a section titled "Sustainable Design Requirements." The Master Specifications are updated on a 3 year cycle, and the Sustainable Design Requirements section was last updated in FY 2013. 3) Projects must adhere to VA's Sustainable Design Manual.</p>	<p>1) Draft Guiding Principles Checklist will be developed before the end of FY 2014. 2) The update to the "Sustainable Design Requirements" in the Completion of VA Master Specifications is planned to be completed by the end of FY 2015. 3) Updates to the Sustainable Design Manual will be completed by the end of FY 2014.</p>
<p>Renovate or lease interior space to reduce energy use by installing high efficiency building systems, such as improved lighting fixtures, space optimization, and advanced building controls.</p>	<p>Yes</p>	<p>1) VA policy specifies that all major renovations must meet the requirements of E.O. 13514. The SCIP process credits projects for the inclusion of sustainability elements. 2) In its Lease Manual, VA requires any new lease to comply with EISA 2007, and further requires a minimum of LEED Silver or equivalent green building certification for all new leases. VA's Capital Asset Inventory database provides for the efficient collection of data on leases.</p>	<p>1) Continue incorporating sustainability into major renovation projects. 2) By the end of FY 2014, improve the Capital Asset Inventory database to allow for the collection of data on the sustainability of leased spaces.</p>
<p>Deploy CEQ's Implementing Instructions Sustainable Locations for Federal Facilities.</p>	<p>Yes</p>	<p>In FY 2012, VA issued Directive 0066 on sustainable locations for VA facilities. VA also deploys a strategy to minimize greenfield construction in choosing new sites.</p>	<p>Continue to incorporate sustainable locations metrics in siting new buildings.</p>
<p>Include in every construction contract all applicable sustainable acquisition requirements for recycled, biobased, energy- and</p>	<p>No</p>	<p>VA's electronic contract management system (eCMS) makes available biobased and other FAR sustainability clauses. In addition, VA design and construction contracts must comply with VA's Sustain-</p>	

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy Narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in next 12 months
water efficient and environmentally preferable products.		able Design and Energy Reduction Manual, which includes biobased and other sustainable procurement requirements. VA will continue to promote biobased and other types of sustainable acquisition.	
Develop and deploy energy and sustainability training for all facility and VISN energy managers.	No	VA provides in-house training to building managers, and encourages training via external sources as well.	
Develop and maintain data and metrics to track the sustainability of existing buildings.	Yes	In FY 2014, VA will: 1) begin development of a database to track the certification status of existing buildings and 2) issue its annual data call requesting inputs to a Guiding Principles survey and updates to ENERGY STAR Portfolio Manager.	1) Complete certification status database by end of FY 2014. 2) Complete Guiding Principles survey and ENERGY STAR Portfolio Manager updates for each VA facility by end of FY 2014.
Conduct sustainability assessments of existing buildings. Obtain third-party certification for selected buildings/facilities.	Yes	In FY 2014, VA will continue to conduct annual sustainability self-assessment surveys for each VA facility greater than or equal to 5,000 GSF. Survey results are analyzed to determine progress toward meeting the Guiding Principles. GMP reviews the survey results to determine if a facility is ready for third party certification. When a facility is deemed ready, it receives a third-party audit.	In FY 2014, VA plans to award a multi-year contract for third-party certification. VA is on track to meet the E.O. 13514 target to have 15% of owned and direct-leas buildings over 5,000 GSF verified as sustainable by the end of FY 2015.

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) require that by FY 2015 agencies reduce fleet petroleum use by 20 percent compared to a FY 2005 baseline. Agencies are expected to achieve at least a 2 percent annual reduction and a 30 percent reduction is required by FY 2020. The red bar represents the agency's FY 2005 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 2005 baseline. A negative percentage indicates a decrease in fleet petroleum use.



Agency Progress toward Fleet Alternative Fuel Consumption Goal

E.O. 13423 requires that agencies increase total alternative fuel consumption by 10 percent annually from the prior year starting in FY 2005. By FY 2015, agencies must increase alternative fuel use by 159.4 percent, relative to FY 2005. The red 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. A negative percentage indicates a decrease in fleet alternative fuel use.

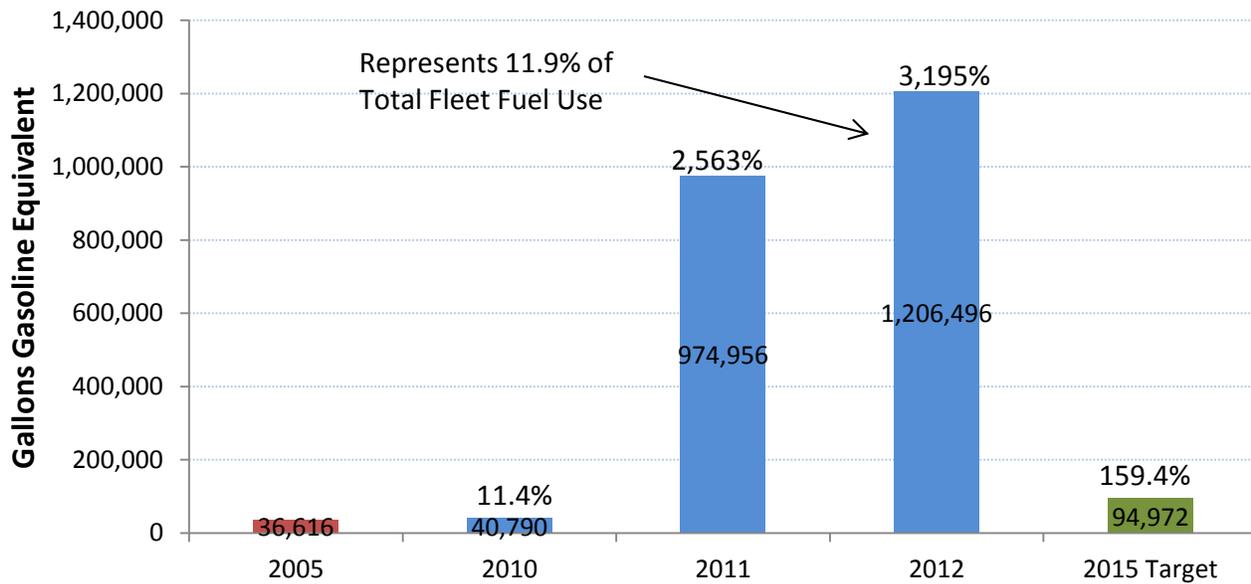


Table 3: Goal 3 Strategies – Fleet Management

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy Narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in next 12 months
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	VA is using the VA VAM tool to optimize the Department's vehicle fleet. The VA VAM tool recommends the appropriate vehicle type to the fleet manager based on specific criteria (e.g., mission, climate, terrain, cargo needs, number of passengers, expected monthly use, and alternate fuel availability). The VA VAM tool may also recommend the use of existing, underutilized vehicles within the current fleet, negating the need to acquire a new vehicle. VHA has used the VA VAM tool successfully.	VA will extend the use of the tool in other Administrations and staff offices in FY 2014.
Reduce miles traveled (e.g., share vehicles, improve routing with telematics, eliminate trips, improve scheduling, use shuttles, etc.).	No	VA currently shares vehicles, improves routing with telematics, improves scheduling, and uses shuttles to minimize miles traveled; however, due to VA's mission that includes transporting Veterans to meet their healthcare needs, VA does not consider this a top strategy.	
Acquire highly fuel-efficient, low greenhouse gas-emitting vehicles and alternative fuel vehicles (AFVs), when available.	Yes	VA is acquiring low greenhouse gas-emitting alternative fuel vehicles, when available. VA's fleet includes E-85 flex fuel vehicles, compressed natural gas (CNG) vehicles, and electric vehicles. Some sites also use biofuel in their diesel vehicles. The vast majority of VA's fleet is leased from GSA, which provides highly fuel efficient vehicles.	In FY 2014, continue to meet the Federal mandate that 75% of all light-duty vehicles acquired be alternative fuel vehicles, and that all light duty and medium-duty passenger vehicles meet the low greenhouse gas-emitting vehicle requirement.

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy Narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in next 12 months
Increase utilization of alternative fuel in dual-fuel vehicles.	Yes	VA has increased the use of alternative fuels by 3,195%. VA is installing E-85 stations at many medical centers where large fleets are garaged. VA has 45 E-85 stations in operation, with more stations in development. In addition, VA is installing electric vehicle charging stations and CNG stations where feasible.	VA will have 30 additional alternative fuel stations deployed or in development by the end of FY 2014.
Use a Fleet Management Information System to track fuel consumption throughout the year for agency-owned, GSA-leased, and commercially-leased vehicles.	Yes	VA will deploy an agency-wide fleet management information system (FMIS) to track all vehicles in VA's fleet. VA is researching various FMIS options to ensure all system, functionality, and implementation requirements are met.	In FY 2013, VA will designate an FMIS, and will implement the system by the end of FY 2014.
Increase GSA leased vehicles and decrease agency-owned fleet vehicles, when cost effective.	No	VA optimizes the use of GSA vehicles when available. Most agency-owned vehicles are either donated vehicles or specialized vehicles that cannot be leased through GSA (e.g., fire trucks, ambulances, and RVs). VA will evaluate replacement of any owned vehicles with GSA leased vehicles as they reach end of life.	
Develop and deploy an agency wide training for fleet managers.	Yes	VA will develop agency wide fleet management training to be deployed in FY 2014 and beyond. This training will ensure that fleet	Launch a new fleet manager training module and train at least 50

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy Narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in next 12 months
		managers across VA receive comprehensive and consistent information regarding fleet, energy, and management requirements. Current fleet managers and any new hires within fleet management will be required to participate in this training. In the future, agency-wide training will be supplemented with Administration-level training.	fleet managers by the end of FY 2014.

Goal 4: Water Use Efficiency & Management

Agency Progress toward Potable Water Intensity Reduction Goal

E.O. 13514 requires agencies to reduce potable water intensity by 2 percent annually through FY 2020 compared to an FY 2007 baseline. A 16 percent reduction is required by FY 2015 and a 26 percent reduction is required by FY 2020. The red 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. A negative percentage value indicates that potable water use intensity has decreased compared to the FY 2007 baseline.

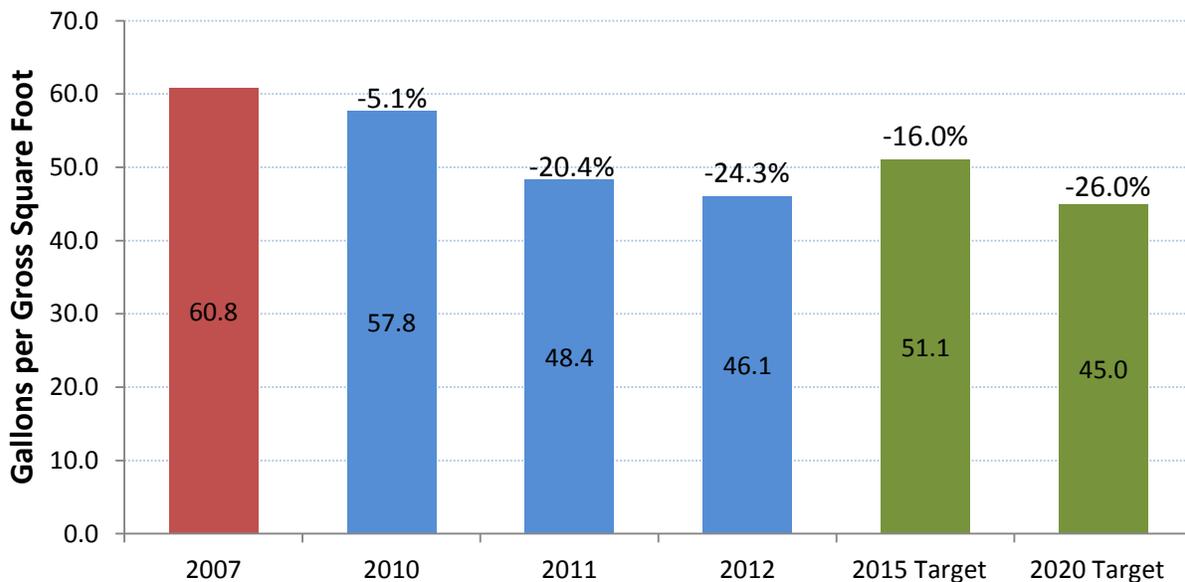


Table 4: Goal 4 Strategies – Water Use Efficiency & Management

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy Narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in next 12 months
Purchase and install water efficient plumbing fixtures (e.g., Water-Sense, low-flow water fixtures and aeration devices).	Yes	VA is installing water efficient plumbing fixtures when energy audit findings suggest that these upgrades are needed or potential water savings are demonstrated. Using the audit results, VA decides which upgrades to implement. VA will continue to employ this strategy in FY 2014.	In FY 2014, VA will evaluate facility audits to select water efficiency upgrades and identify the best implementation method.
Develop and deploy an operations and maintenance program that includes a steam, chilled water and potable water distribution system audit, leak detection, and repair programs.	Yes	VA reviews and compares water utility bills at each facility quarterly for changes in water consumption patterns. If a facility has a variance of more than 10% in water consumption, the facility is required to provide a reasonable explanation for the increase. If there is no justification for the variance, the facility investigates water fixtures and infrastructure to identify and repair leaks.	Quarterly reviews of water bills.
Design, install, and maintain landscape to reduce water use.	Yes	1) In FY 2012, VA conducted irrigation audits at 10 NCA sites with the largest water use. Additionally, VA purchased and distributed 15 irrigation audit kits for use at NCA Memorial Service Networks (MSNs) and cemeteries that are large water users. 2) In FY 2012, VA permanently installed in-ground soil moisture meters to reduce irrigation water use at designated locations. These devices will not allow irrigation controllers to turn on sprinklers when soil moisture is adequate.	1) Train cemetery field staff and MSN engineers/agronomists on how to perform irrigation audits to measure irrigation performance. 2) Test installed in-ground soil moisture meters to ensure that they are functioning properly.
Design and deploy water closed-loop, capture, recharge, and/or reclamation systems.	Yes	VA installs water reclamation systems at facilities where this practice is feasible and sanitary. In FY 2014, VA will continue to use energy audits to identify new opportunities for designing and deploying capture,	In FY 2014, VA will evaluate facility energy audits to select water efficiency upgrades, and identify the best implementation method.

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy Narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in next 12 months
		recharge and reclamation systems where feasible.	
Install meters to measure and monitor industrial, landscaping, and agricultural water use.	Yes	1) VA has installed meters to monitor industrial and landscaping water use at eligible facilities. Meter data is reviewed to identify any unusual variances. 2) In FY 2012 NCA purchased and distributed 15 handheld soil moisture meters throughout NCA MSNs.	1) Monthly review of water data. 2) Train cemetery field staff and MSN engineers/agronomists on how to use handheld moisture meters.

Goal 5: Pollution Prevention & Waste Reduction

Agency Progress toward Pollution Prevention & Waste Reduction

E.O. 13514 requires that Federal agencies promote pollution prevention and eliminate waste. The E.O. requires agencies to minimize the use of toxic and hazardous chemicals and pursue acceptable alternatives. It also requires 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.

Table 5: Goal 5 Strategies – Pollution Prevention & Waste Reduction

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy Narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in next 12 months
Eliminate, reduce, or recover refrigerants and other fugitive emissions.	Yes	VA employs a mature Chemicals Management Program at the facility level in order to meet Federal, state, and local regulations. VA updates the Chemicals Management Program as necessary to ensure that refrigerants and other fugitive emissions are reduced and recovered where they cannot be eliminated.	In FY 2014, VA will continue to follow the Chemicals Management and Pollution Prevention Directive, and monitor implementation of the VA Chemicals Management Program.
Reduce waste generation through	Yes	VA's Waste Management and Recycling Program is administered through	In FY 2014 VA will complete a waste audit survey at 140

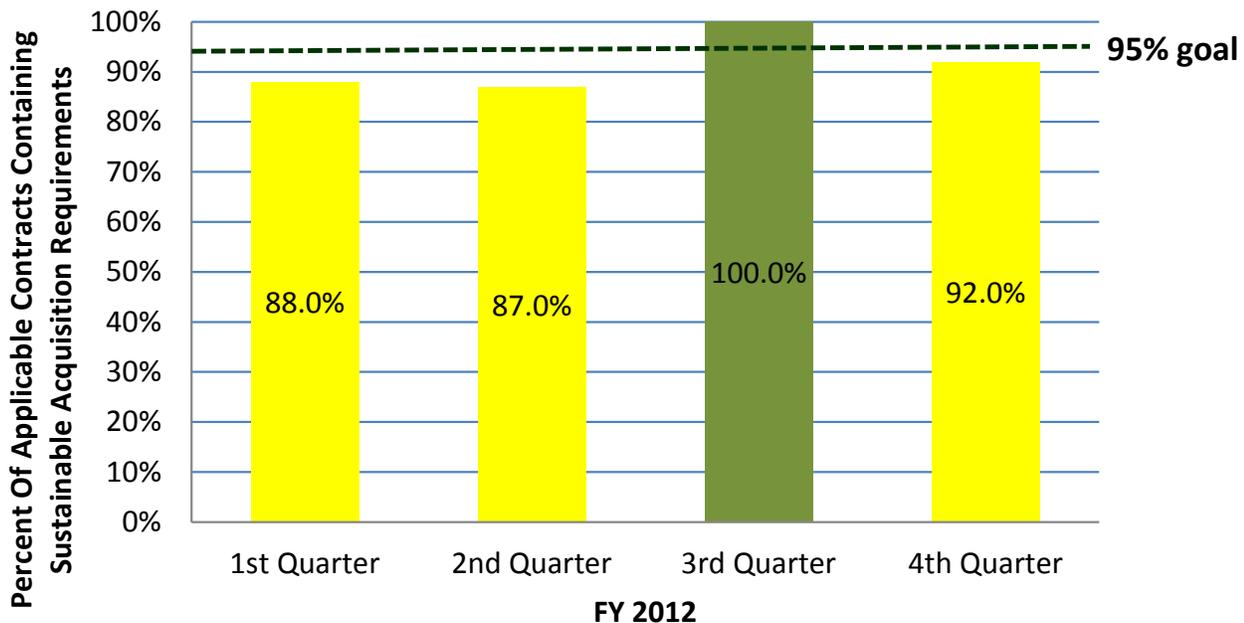
(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy Narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in next 12 months
elimination, source reduction, and recycling.		environmental management systems across all VA facilities. VHA uses Practice GreenHealth, a service which enables VHA to track waste generation and diversion rates.	locations, including physical surveys of onsite dumpsters to determine a baseline for waste to landfill content.
Implement integrated pest management and improved landscape management practices to reduce and eliminate the use of toxic and hazardous chemicals/materials.	Yes	1) Since 1998, VHA has had an Integrated Pest Management Program Guide designed to eliminate or reduce unnecessary acquisition of products containing hazardous substances or toxic chemicals. The Guide also stipulates that pests should be controlled by non-chemical means, and that the least toxic pesticide should be applied for effective pest control. 2) NCA institutes the two landscape management practices of xeriscaping and composting.	1) In FY 2014, VHA will update this program guide to include the latest pest management and pollution prevention guidance. 2) Annual data call to validate success of continual improvements in landscaping and composting where feasible.
Establish a tracking and reporting system for construction and demolition debris elimination.	Yes	VA manages construction and demolition waste through the VA Waste Management and Recycling Program. This program ensures that construction waste prevention and recycling policies are incorporated into contracts and staff training as applicable. GMP will continue to conduct annual data calls on construction and demolition waste to inform progress against this initiative.	Annual data call on construction and demolition waste.
Develop/revise Agency Chemicals Inventory Plans and identify and deploy chemical elimination, substitution, and/or management opportunities.	Yes	1) VHA employs a service to track SDSs and chemical inventories on-site at 92 VHA medical centers and 52 NCA facilities, and to support the use of the GPA. GPA allows safety and environmental staff to assess the relative hazard impact of a product and its	1) Number of facilities that have adopted the system/service by the end of FY 2014. 2) Number of green products reports generated and distributed to safety, environmental,

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy Narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in next 12 months
		more sustainable alternatives. This system has helped VA establish a baseline and methodology to measure performance in eliminating, substituting and managing chemicals onsite. 2) VHA launched a monthly green product report to highlight sustainable products and recommend products which could be substituted for less sustainable alternatives.	operations, and logistics staff by the end of FY 2014.

Goal 6: Sustainable Acquisition

Agency Progress toward Sustainable Acquisition Goal

E.O. 13514 requires agencies to advance sustainable acquisition and ensure that 95 percent of applicable new contract actions meet 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.



Federal Procurement Data System Standard Reports on Biopreferred Procurement Actions

The Federal Procurement Data System (FPDS) is used by federal agencies to record and manage contract actions. On the pie chart below, the blue area represents the total number of contract actions reported by the agency in FPDS in FY 2012 that are "applicable" to the sustainable procurement requirements. Applicable contract actions are new domestic contracts, task and delivery orders, excluding weapons systems and those actions that are unlikely to use biobased products (e.g., research and social development contracts, education and training, social services, and the lease or rental of equipment). The green area represents the total number of applicable contract actions that the agency reported in FPDS as containing biobased product requirements.

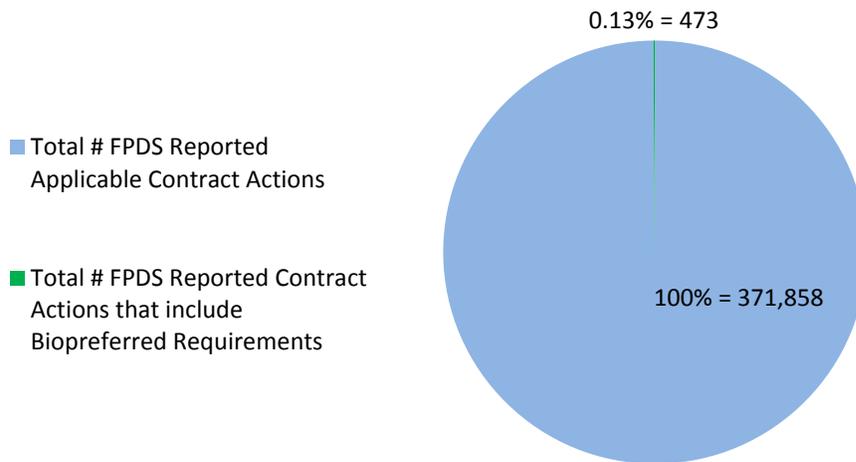


Table 6: Goal 6 Strategies – Sustainable Acquisition

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy Narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in next 12 months
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	In 2010, VA issued Directive 0057 that, among other things, specifies VA's current sustainable procurement policy, in accordance with the E.O. 13514 mandate to purchase green products and services. During the past year, VA developed a Green Purchasing Directive and Handbook to augment Directive 0057. These policies provide guidance to VA's acquisition workforce and other staff on how to integrate sustainable acquisition into agency procurements.	In FY 2014, VA will finalize the Green Purchasing Directive and Handbook and make them available online.
Deploy corrective actions to address identified barriers to increasing sustainable procurements with special emphasis on biobased purchasing.	No	VA is identifying barriers and deploying corrective actions to enhance sustainable procurement practices with an emphasis on biobased purchasing. VA incorporated information on biobased and other green purchasing requirements into training for facility and VISN GEMS coordinators and provided staff with access to USDA biobased seminars through online learning and information tools. VA will continue to participate in the interagency SAMM workgroup, focusing on biobased and other Federal green purchasing guidance. Where possible, VA will continue to identify barriers and deploy corrective actions.	
Include biobased and other FAR sustainability clauses in all applicable construction and other relevant service contracts.	Yes	VA's electronic contract management system (eCMS) makes available biobased and other FAR sustainability clauses. In addition, VA design and construction contracts must comply with VA's Sustainable Design and Energy Reduction Manual, which includes biobased and other sustainable procurement requirements. VA will continue to promote	In FY 2014 VA will continue to use 5% contract reviews to demonstrate compliance with the inclusion of applicable biobased and sustainability clauses.

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy Narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in next 12 months
		biobased and other types of sustainable acquisition.	
Review and update agency specifications to include and encourage biobased and other designated green products to enable meeting sustainable acquisition goals.	Yes	On the January 2013 Office of Management and Budget (OMB) Sustainability/Energy Scorecard, OMB commended VA for its work on biobased specification reviews. Among other actions, VA reviewed many of its specifications for biobased applicability and updated several of the specifications with biobased procurement criteria.	In FY 2014, VA will: (1) enhance biobased procurement language in the VA Sustainable Design Manual and (2) continue to review and update specifications with biobased criteria, where appropriate.
Use Federal Strategic Sourcing Initiatives (FSSI), such as Blanket Purchase Agreements (BPAs) for office products and imaging equipment, which include sustainable acquisition requirements.	Yes	1) VA utilizes FSSI for Office Supplies Second Generation (FSSI OS 2) BPAs as the mandatory source of office supplies within VA. Information Letter 001AL-11-01 was issued October 14, 2010 with a memorandum signed by the VA Deputy Secretary mandating the use of FSSI OS 2. FSSI OS 2 helps VA cost effectively meet its sustainable acquisition goals for office supplies. 2) VA submitted "Letters of Intent" to OMB to utilize the GSA FSSI for Managed Print Services (MPS) BPAs, including those for new services and imaging equipment, and is exploring the potential for utilizing them on a larger scale.	1) In FY 2014, VA will continue to utilize FSSI OS 2 as the mandatory source for office supplies. VA will continue to evaluate enterprise compliance utilization of the FSSI OS 2 BPAs for the purchase of office supplies. The compliance metric will be reported quarterly to VA leadership. 2) In FY 2014, VA plans to make greater use of the FSSI MPS with GSA's anticipated award of Functional Area III, which includes service to existing printing equipment.
Report on sustainability compliance in contractor performance reviews.	No	VA is currently focused on making sure contracts have sustainable language at the outset. VA may in the future explore ways of reviewing contractor sustainability performance.	

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy Narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in next 12 months
Develop and implement green purchasing training.	Yes	During the past year, VA revised, updated, and delivered training materials for the VA acquisition community, including contracting officers, CORs, and purchase card holders. This included green purchasing training requested by VA's simplified acquisition contracting shop, as well as EPEAT IE/TV acquisition training.	In FY 2014, VA will continue to train personnel in green purchasing requirements through existing training methods.

Goal 7: Electronic Stewardship & Data Centers

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

E.O. 13514 requires 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.

EPEAT	POWER MANAGEMENT	END-OF-LIFE	COMMENTS
			

EPEAT:

	95% or more Monitors and PCs/Laptops purchased in FY2012 was EPEAT Compliant Agency-wide
	85-94% or more Monitors and PCs/Laptops purchased in FY2012 was EPEAT Compliant Agency-wide
	84% or less Monitors and PCs/Laptops purchased in FY2012 was EPEAT Compliant Agency-wide

Power Management:

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

End-of-Life:

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

Table 7: Goal 7 Strategies – Electronic Stewardship & Data Centers

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy Narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in next 12 months
Identify agency "Core" and "Non-Core" Data Centers.	Yes	OMB required agencies to identify Core Data Centers.	Task was completed May 2013.
Consolidate 40% of agency non-core data centers.	No	In FY 2012, VA closed three data centers and closed one more by the end of Q2 FY 2013. VA is on schedule to close five more by the end of Q1 FY 2014. However, VA is challenged in meeting the OMB target of closing 40% of our non-core data centers by FY 2015. Due to resource constraints, patient care delivery performance constraints, funding constraints, and lack of identifiable ROI for closure vs. optimization, this is not a top five strategy. VA will re-assess this strategy pending final definition and guidance from OMB for Core and Non-Core Data Centers.	
Optimize agency Core Data Centers across total cost of ownership metrics.	Yes	VA has implemented a multi-phased Enterprise Data Center Consolidation Plan (DCCP) that includes consolidation and optimization of the Department's existing enterprise data centers and health record systems.	In FY 2014, VA will begin Phase 2 of the DCCP (pending DoD data center space availability).
Ensure that power management, duplex printing, and other energy efficiency or environmentally preferable options and features are enabled on all eligible electronics and monitor compliance.	Yes	VA currently ensures that eligible PCs, monitors and laptops are power management enabled. In FY 2014, VA will continue to use this strategy to maintain full implementation of power management and will monitor compliance. VA Information Letter 049-07-03, Cost Effective Paper Waste Reduction and Prevention Efforts, dated November 28, 2006, provides guidance on duplexing and other methods for reducing paper consumption and waste associated with meetings and conferences. VA also provides employees	In FY 2014, compliance auditing will continue to be monitored via the 1E Agility Framework Reporting (AFR) server/ Microsoft Systems Center Configuration Manager 2007. VA will continue to outreach to employees regarding duplexing requirements.

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy Narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in next 12 months
		with duplexing and other green printing tips as part of an online "greening toolkit."	
Deploy policy to use environmentally sound practices for disposition of end-of-life electronic equipment including use of certified eSteward and/or R2 electronic recyclers, and monitor compliance.	Yes	VA's current policy is to use environmentally sound practices with respect to the disposition of electronic equipment that has reached the end of its useful life. VA utilizes a Memorandum of Understanding with Unicor, whose e-recycling facilities are R2 certified. In FY 2014, VA will continue to deploy this policy, will use internal data calls to monitor compliance with the policy, and will assess and improve the tool used to conduct internal data calls, as needed.	Completed data call to demonstrate compliance with policy.
Promote acquisition of 95% EPEAT registered and 100% of ENERGY STAR qualified and FEMP designated electronic office products.	Yes	VA's IDIQ for PCs and monitors procurement includes EPEAT and ENERGY STAR requirements. VA recently awarded a national "commodities" IDIQ contract for electronic products that includes EPEAT and ENERGY STAR requirements. VA developed a Green Purchasing Directive and Handbook that address Federal requirements for EPEAT, ENERGY STAR and FEMP designated products, among other Federal procurement requirements.	In FY 2014, VA will continue to purchase PCs and monitors under the existing PC IDIQ and will begin to buy electronic products under the new commodities contract. Also, VA will finalize the Green Purchasing Directive and Handbook and post on VA Web site.

Goal 8: Renewable Energy

Agency Renewable Energy Percentage of Total Electricity Usage

E.O. 13514 requires that agencies increase use of renewable energy. Further, EPACT 2005 requires 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 2013 and beyond. For FY 2012, the required target was 5 percent of an agency's total electricity consumption.

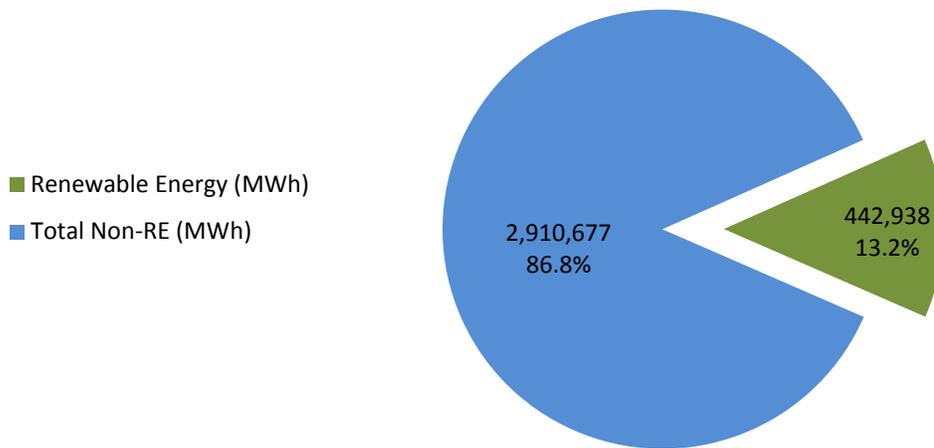


Table 8: Goal 8 Strategies – Renewable Energy

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy Narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in next 12 months
Purchase renewable energy directly or through Renewable Energy Credits (RECs).	Yes	VA meets Federal renewable energy mandates through on-site generation of renewable energy and the purchase of renewable energy credits (RECs). VA will continue to purchase RECs in an amount sufficient to meet Federal mandates after accounting for renewable energy generated on-site.	Documentation of RECs purchased. RECs will be purchased by the end of FY 2014.
Install onsite renewable energy on Federal sites.	Yes	VA requires each Administration and VISN to create plans that evaluate facility energy needs and renewable energy feasibility on-site. VA conducts detailed feasibility studies to evaluate potential renewable energy installations. Renewable energy projects are submitted through the SCIP process for prioritization.	(1) Number of renewable energy feasibility studies and project contracts awarded in FY 2014. (2) Number of renewable energy installations installed on-site in FY 2014.
Lease land for renewable energy infrastructure.	Yes	VA will continue to generate and consume renewable energy through existing lease agreements as part of an overall strategy to meet Federal mandates. VA does not intend to out-lease any new land that would facilitate the generation of additional renewable energy.	In FY 2014 VA expects renewable energy generated and consumed through existing leases to continue contributing to meeting renewable energy requirements.
Develop biomass capacity for energy generation.	Yes	1) VA is building capacity to burn biomass in areas where there is a reliable and economical fuel supply and where it can enhance fuel diversity at facilities. 2) In addition, VA is investigating ways to substitute biogas for natural gas at applicable facilities. 3) The Chillicothe VAMC received a 2013 Federal Energy and Water Management Award for the installation of a Combined Heat & Power Biomass Boiler Plant.	1) In FY 2014, VA anticipates beginning operation of 3 biomass installations. 2) In FY 2014, VA will investigate biogas fueling opportunities for all current natural gas fired co-generation facilities

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy Narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in next 12 months
Utilize performance contracting methodologies for implementing ECMs and increasing renewable energy.	Yes	VA will investigate renewable energy as part of energy performance-based contracts where feasible.	Renewable energy initiatives will be evaluated for potential implementation in 100% of planned energy performance-based contract activities.
Work with other agencies to create volume discount incentives for increased renewable energy purchases.	No	While VA works extensively with other agencies to improve the economics of its energy procurements, these procurements do not always require the provision of renewable energy.	

Goal 9: Climate Change Resilience

Agency Climate Change Resilience

E.O. 13514 requires 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.

Table 9: Goal 9 Strategies – Climate Change Resilience

(A) Will the agency implement the following strategies to achieve this goal?	(B) Yes/No/NA	(C) Strategy Narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in next 12 months
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	In FY 2012, VA completed a vulnerability assessment report evaluating climate change impacts to infrastructure, human health, and behavior. This analysis included a review of constraints on VA's adaptive capacity in various planning areas, and a ranking of how impacts may affect VA's mission. VA will investigate existing or new mitigation strategies to address impacts of highest concern as categorized in	

(A) Will the agency implement the following strategies to achieve this goal?	(B) Yes/No/NA	(C) Strategy Narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in next 12 months
		the report. VA is also engaged in the Federal Adaptation Community of Practice which brings together representatives from different agencies to share information on climate change.	
Update agency emergency response procedures and protocols to account for projected climate change, including extreme weather events.	No	VA's Office of Operations and Readiness under the Assistant Secretary for Operations, Security, and Preparedness (OSP) focuses on crisis and preparedness issues. This Office supports the Secretary of the Department to ensure immediate and adequate response in times of a crisis or national event. Through this Office, VA has established integrated operations centers (IOC), with three additional off-site continuity of operations centers at various locations. VA will consider integration of extreme weather events due to climate change into emergency response.	
Ensure workforce protocols and policies reflect projected human health and safety impacts of climate change.	Yes	VA promotes climate change adaptation awareness through traditional workforce events, activities, and programs, such as Earth Day and Green Routine. VA has implemented robust health and safety programs to ensure that workers take the appropriate actions when exposed to extreme weather due to climate change.	(1) Materials developed for events, activities, and programs. (2) Number of individuals who participate in these programs.
Update agency external programs and policies (including grants, loans, technical assistance, etc.) to incentivize planning for, and addressing	No	As VA continues to develop climate change policies and plans, the Department will consider developing language regarding climate change planning and impact assessment for inclusion in grants, loans and technical assistance programs.	

(A) Will the agency implement the following strategies to achieve this goal?	(B) Yes/No/NA	(C) Strategy Narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in next 12 months
the impacts of, climate change.			
Ensure agency principals demonstrate commitment to adaptation efforts through internal policies.	Yes	VA's Climate Change Adaptation Directive 0065 was signed on June 29, 2012. The Directive sets forth VA policy related to climate change adaptation planning, including the implementation of strategies to minimize the impacts of climate change while carrying out the Department's core mission.	Review Climate Change Adaptation Directive 0065 annually and update as needed.
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	(1) VA is developing an Emergency Preparedness Manual for Veterans. Chapters within this manual provide information on preparedness and response to extreme weather events (such as tornados, hurricanes and floods) and extreme weather conditions (such as heat and cold). (2) VA developed and utilizes a disease surveillance tool (HAISS- Healthcare Associated Infections and Influenza Surveillance System) that tracks the infection rate of vector borne diseases in VHA's patient population. This system is able to track dengue in addition to other vector borne diseases associated with a changing climate.	(1) Publish the Emergency Preparedness manual in FY 2014. (2) Continue to utilize the VA disease surveillance tool to track additional vector borne diseases in FY 2014.
Ensure that agency climate adaptation and resilience policies and programs reflect best available current climate change science, updated as necessary.	Yes	(1) On an annual basis, VA will review vulnerability assessments, impacts, and mitigation strategies based on the best available science, and update these materials as necessary. (2) VA will continue to send a representative from the Office of Construction and Facilities Management (CFM) to the multi-agency Climate Change Community of Practice (COP) meetings.	(1) Updated climate change vulnerability assessment, as required. (2) Attendance at COP meetings.

(A) Will the agency implement the following strategies to achieve this goal?	(B) Yes/No/NA	(C) Strategy Narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in 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.	Yes	In FY 2014, VA's Department-level working group on sustainable building design will (1) develop language to include in the existing VA Sustainable Design Manual requiring the consideration of climate change impacts in project planning and development, and (2) develop guidance for project teams on how to incorporate climate change adaptation into project planning and development.	(1) Update the VA Sustainable Design Manual with climate change impacts language by the end of FY 2014. (2) Begin the development of detailed guidance for project teams by the end of FY 2014.
Incorporate climate preparedness and resilience into planning and implementation guidelines for agency-implemented projects.	No	VA is focusing efforts on climate change preparedness and resilience for infrastructure and facilities. Going forward, VA will consider applying lessons learned to other projects and programs.	