

DEPARTMENT OF VETERANS AFFAIRS 2014 Strategic Sustainability Performance Plan



June 30, 2014

VA Green Management Program Service
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Introduction

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DEPARTMENT OF VETERANS AFFAIRS
WASHINGTON DC 20420

APR 24 2014

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 0058 – VA Green Purchasing 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; VA Directive 0067 – VA National Environmental Policy Act Implementation; 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;
- Preparing for the impacts of and improving resilience to Climate Change;
- 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 mission of the U.S. Department of Veterans Affairs (VA) 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. On November 7, 2013, VA was honored in a resolution by the Michigan State Senate to recognize and commend the agency for its efforts in ensuring a healthy and sustainable environment for current and future generations of Veterans and their families. As the largest civilian agency in the Federal government, with over 312,000 employees and 7,911 buildings totaling 173 million gross square feet, VA is in a position to make significant contributions to the sustainability of the federal government.

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 central office-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 Department-level councils addressing primary areas of sustainability: energy, environment, vehicle fleet, and sustainable buildings. Each council maintains 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 plans to accomplish to meet performance measures, and include deliverables, responsible parties, and deadlines for each

activity. Council members actively coordinate to oversee implementation of these respective plans, interacting 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. Sustainability is integrated into SCIP as a factor for evaluating the contribution of projects toward sustainability goals. Proposed capital projects receive credit in SCIP for energy and water efficiency improvements, sustainable construction and renovation of buildings, increased renewable energy consumption, and reducing greenhouse gas (GHG) emissions.

PERFORMANCE REVIEW

This section includes a review of VA's performance toward the sustainability, energy, and environmental goals of the 2013 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, renewable energy, and climate change resilience. The successes described contribute to healthy, productive, and cost-effective environments for Veterans, staff, and visitors, while minimizing negative impacts of our operations on the communities and environments in which we operate.

Goal 1: Greenhouse Gas (GHG) Reduction

- a. **INTEGRATION:** VA built its strategy for meeting GHG reduction goals around the Department-level GMP, led by VA's SSO. GMP works through a set of internal councils, working groups, and informal networks to implement sustainability-related action plans, communicate policies, solicit feedback from stakeholders, and ensure resources are available for action execution. VA has embedded GHG emission reduction targets throughout the organization and developed an integrated energy and GHG strategy through the Departmental councils, working groups, and action plans. At the Department level, VA includes facility-level GHG emissions as a ranking metric within the SCIP process for water conservation, energy conservation, and renewable energy generation projects. This integration ensures that senior management across the agency are aware of the GHG reduction targets, while emphasizing how capital expenditure decisions impact VA's efforts to meet them. Further, VA recognizes successes in GHG reduction efforts across the Department through the GMP Sustainability Achievement Award program. Also, VA central office, regional- and local-level offices host various environmental events—including Earth Day, Energy Action Month, and America Recycles Day—that help promote actions the typical VA employee can take to reduce VA's environmental footprint, such as energy conservation measures.
- b. **EVALUATION MEASURES:** In fiscal year (FY) 2013, VA evaluated progress toward meeting the Department's GHG emission reduction goals through the following metrics: 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:** Within the past year, VA:
 - Reduced Scope 1&2 GHG emissions by 12.1% compared to the FY 2008 base year;
 - Substantially completed an update of its utility data collection system. This new system will collect more accurate data that will in turn yield more accurate facility-level GHG emission estimates;

- Installed the largest solar photovoltaic system within the City of Los Angeles at the VA Sepulveda Campus. The total capacity of this solar project is 3.965 MW and consists of roof top, carport and ground mount solar systems. The project will supply over one-third of the site's electricity needs, reducing utility costs significantly for the facility. The anticipated annual output is approximately 6,695,549 kWh, resulting in an annual reduction of over 2,000 metric tons of carbon dioxide equivalent (mtCO_{2e}); and
 - Developed posters promoting use of mass transit, teleworking, and energy efficiency, with the goal of encouraging employee participation in these activities, raising awareness, and reducing employees' carbon footprint.
- d. CHALLENGES:** VA continued to expand its operations in FY 2013 to accommodate a growing Veteran population. To meet this expanding mission, between 2008 and 2013 the number of full-time VA employees increased almost 25% and the VA fleet increased by almost 45%. Such an expanding mission makes achieving GHG reductions challenging. In addition, reducing Scope 3 emissions is challenging because the majority of VA's Scope 3 emissions are due to employee commuting. Many VA facilities are not served by large public transportation systems, and/or alternative modes of commuting such as bicycling and walking are not practical.
- e. LESSONS LEARNED:** VA has improved the management of GHG emissions by providing facility energy managers with simplified one-page guidance on how to calculate GHG emissions. Providing this simple tool increases transparency so energy managers can easily take GHG emissions into account when evaluating projects. Additionally, the new utility data collection system will allow energy managers to calculate facility level GHG emissions throughout the year.
- f. PLANNED ACTIONS:** In the next year, VA will:
- Continue to include GHG emissions as a ranking metric in SCIP;
 - Continue to 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 carpooling, alternative modes of transportation, and teleworking (e.g., video-conferencing);
 - Continue to install on-site combined heat and power and renewable energy systems;
 - Continue to perform and evaluate energy audits, retro-commissioning, and renewable energy feasibility studies;
 - Fully implement the updated utility data collection system; and
 - Continue to pursue energy performance-based contracts.

Goal 2: Sustainable Buildings

- a. INTEGRATION:** VA built its strategy for meeting sustainable building goals around the Department-level GMP, led by VA's SSO. GMP works through a set of internal councils, working groups, and informal networks to implement sustainability-related action plans, communicate policies, solicit feedback from stakeholders, and ensure resources are available for action execution. VA's SCIP process features sustainable building, renewable energy, GHG emissions and energy and water intensity reduction goals as ranking metrics. Further, VA recognizes successes in sustainable building and energy management efforts across the Department through the GMP Sustainability Achievement Award program.

b. EVALUATION MEASURES: In FY 2013, VA continued to evaluate buildings for compliance with the Federal Guiding Principles for High Performance and Sustainable Buildings via third party-assessment and certification.

c. SUCCESSES: Within the past year, VA:

- Was on track to meet the federal target that 15% of VA buildings greater than or equal to 5,000 gross square feet meet the Guiding Principles by 2015. Currently, 11% of such buildings meet the Guiding Principles;
- Reduced its energy intensity by 22.9% in goal-subject buildings from the FY 2003 baseline;
- Finalized and published an updated Sustainable Design Manual (May 2014);
- Issued VA's Sustainable Locations Program Directive (0066); and
- Awarded one multi-site energy performance-based contract valued at \$91.8 million for 8 facilities including a large ground source heat pump energy conservation measure.

d. CHALLENGES:

- Retaining green features in already-designed new construction projects is challenging due to budget constraints and the need to address higher priority, mission-based needs. In addition, meeting daylighting standards, particularly in new hospital construction, is challenging due to mission-specific requirements.
- 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.
- Meeting the federal target of 30% improvement in energy efficiency by 2015 will be challenging. VA continues to invest in energy infrastructure upgrades, on-site renewable energy and combined heat and power systems, energy and water conservation measures, retro-commissioning, improving operations and maintenance, and educating employees on energy efficient and other sustainable building practices.
- Hospitals have much higher energy intensities with fewer opportunities for reduction compared to offices 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 2014 will be challenging. VA's current energy intensity of approximately 151,200 British thermal units per square foot (Btu/sq ft) is already 37% below the average energy intensity of hospitals in the United States (approximately 240,000 Btu/sq ft, according to the Energy Information Administration's 2003 Commercial Buildings Energy Consumption Survey).

e. LESSONS LEARNED: Incorporating sustainability goals into VA's SCIP process has increased the visibility of sustainability and energy goals to senior leaders at multiple levels of responsibility. 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: One of VA's top strategies for the remainder of FY 2014 and FY 2015 will be to continue conducting Guiding Principles assessments of existing buildings and obtain third-party certification for selected buildings to reach the federal target that 15% of VA buildings greater than or equal to 5,000 gross square feet meet

the Guiding Principles by 2015. VA will continue to incorporate sustainability requirements and energy efficiency into construction and renovation projects.

Goal 3: Fleet Management

- a. INTEGRATION:** VA built its strategy for meeting fleet management goals around the Department-level GMP, led by VA's SSO. GMP works through a set of internal councils, working groups, and informal networks to implement sustainability-related action plans, communicate policies, solicit feedback from stakeholders, and ensure resources are available for action execution. VA has integrated the acquisition of alternative fuel vehicles (AFVs) 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. Further, VA recognizes successes in alternative fuel use and fuel conservation in transportation efforts across the Department through the GMP Sustainability Achievement Award program.
- b. EVALUATION MEASURES:** In FY 2013, VA evaluated progress in meeting the Department's fleet management goals through the following metrics: 1) the percent increase in alternative fuel use in VA's fleet from the FY 2005 base year; 2) the number of AFVs in VA's fleet; and 3) the percent reduction in petroleum use from the FY 2005 base year.
- c. SUCCESSES:** Within the past year, VA:
 - Increased the use of alternative fuels by 4,048% relative to FY 2005;
 - Reduced the number of noncompliant executive vehicles, defined by the Presidential Memorandum on Federal Fleet Performance as vehicles larger than midsize or that are not AFVs, by more than 50% relative to FY 2012;
 - Trained approximately 270 VA employees on the requirements to use alternative fuels in government vehicles; and
 - Installed 40 alternative fueling stations (E85 and electric).
- 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 from 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.
 - Recent changes in the availability of both E85 fuel and flex fuel vehicles could reduce the amount of E85 fuel used by VA in the future. VA has relied on the use of alternative fuels to reduce the impact of fleet growth on petroleum consumption. VA continues to install on-site alternative fueling stations to help ensure maximum use of alternative fuels.
- e. LESSONS LEARNED:**
 - Restrictions on government employee travel have limited the ability of fleet managers to access relevant training sessions. These limitations must be taken into account when designing the format and medium of training modules.
 - Implementation of the VA Vehicle Allocation Methodology (VAM) Tool was helpful to Administrations and staff. The VAM Tool recommends the use of appropriate vehicles to fleet managers based on specific criteria such as climate,

terrain, cargo needs, number of passengers, expected monthly use, and alternate fuel availability. The VAM Tool may also recommend the use of existing, underutilized vehicles within the current fleet, negating the need to acquire a new vehicle. VA will continue to use this tool and ensure consistent application across the Agency.

f. PLANNED ACTIONS: In the next year, VA will:

- Increase the acquisition of AFVs and use of alternative fuel;
- Continue using the VAM Tool in all Administrations and staff offices;
- Implement an agency-wide fleet management information system; and
- Begin development of VA's new comprehensive fleet manager training program.

Goal 4: Water Management

- a. INTEGRATION:** VA built its strategy for meeting water management goals around the Department-level GMP, led by VA's SSO. GMP works through a set of internal councils, working groups, and informal networks to implement sustainability-related action plans, communicate policies, solicit feedback from stakeholders, and ensure resources are available for action execution. 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. VA's SCIP process establishes a framework for all VA capital infrastructure and related activities. Further, VA recognizes successes in water use reduction efforts across the Department through the GMP Sustainability Achievement Award program.
- b. EVALUATION MEASURES:** In FY 2013, 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. SUCCESSES:** Within the past year:
- The Fayetteville NC VA Medical Center (VAMC) was nominated for a 2013 VA Sustainability Achievement Award for outstanding achievements in energy and water efficiency. The dynamic program at this facility has produced an overall 36% reduction in water intensity through implementation of several robust water conservation projects such as replacing the cooling tower. Additional reductions are expected to result from restroom renovations, new boilers blow down procedures, and further repairs to the steam distribution system.
 - The Sepulveda Ambulatory Care Center in CA implemented an energy and water reduction project utilizing a utility energy services contract (UESC) with the local gas utility company. The program implemented steam distribution improvements, street and exterior lighting replacements and secondary chiller water loop and air handler controls efficiencies (e.g., primary, secondary, tertiary pumping system). The annual water savings at this VA location are 1.451 million gallons.
- d. CHALLENGES:** Installing water reclamation technology while simultaneously meeting healthcare sanitation standards remains a challenge at VA hospitals, where health and safety of patients must take precedence over water use reduction targets.

- e. **LESSONS LEARNED:** In the past year, VA learned that improved water usage data could more effectively identify opportunities for water reduction and efficiency. As a result, VA revised its internal utility data collection system in order to collect more accurate water data throughout the year.
- f. **PLANNED ACTIONS:** In the next year, VA will:
 - Continue to evaluate water efficiency measures as part of facility energy audits;
 - Continue to review water bills at all facilities throughout the year;
 - Implement cost-effective water efficiency technologies, such as soil moisture sensors and cloud-based irrigation controllers; and
 - Provide training to cemetery field staff and NCA engineers and agronomists on water reducing practices, including installing irrigation meters and data monitoring to measure irrigation performance.

Goal 5: Pollution Prevention and Waste Reduction

- a. **INTEGRATION:** VA built its strategy for meeting pollution prevention and waste reduction goals around the Department-level GMP, led by VA's SSO. GMP works through a set of internal councils, working groups, and informal networks to implement sustainability-related action plans, communicate policies, solicit feedback from stakeholders, and ensure resources are available for action execution. VA has integrated pollution prevention and waste reduction initiatives throughout the agency. Further, VA recognizes successes in pollution prevention and waste reduction efforts across the Department through the GMP Sustainability Achievement Award program.
- b. **EVALUATION MEASURES:** In FY 2013, VA evaluated progress in meeting the Department's pollution prevention and waste management goals through the following metrics: 1) completion of compliance audits at one-third of VA facilities, 2) annual review and update VA's environmental compliance audit tracking database, and 3) completion of waste audit surveys at 140 locations, including physical surveys of on-site dumpsters to determine a baseline for waste to landfill content.
- c. **SUCSESSES:** Within the past year, VA:
 - Expanded the use of the Practice GreenHealth Waste Tracker system, which allows greater visibility into waste generation and recycling efforts in the field;
 - Hosted an "America Recycles Day" event at the VA Central Office in November 2013 to educate employees on how reducing waste through recycling could give more back to Veterans and their families. The event showcased 12 local Veteran-focused vendors and an estimated 200 VA employees attended the event;
 - Recycled used cooking oil as part of a nationwide initiative that the Veterans Canteen Service (VCS), which purchases approximately 777,000 pounds of cooking oil annually, is conducting. VCS is recycling used cooking oil generated by its Patriot Cafés and Nutrition and Food Services Departments. The program aims to recycle 75% of used cooking oil, representing 583,000 pounds annually. Since June 2012, this recycling initiative has resulted in 50,000 pounds of recycled used cooking oil at 60 PatriotCafés. This project won a 2013 GMP Sustainability Achievement Award; and
 - Completed a waste audit survey at 140 VHA locations. According to the survey, approximately 63% of VHA facilities maintain an active program for recycling plastics; 97% of facilities maintain an active corrugated material recycling program; and 95% of facilities maintain a white paper goods recycling program.

- d. CHALLENGES:** VA is considering how to track HFC use and purchases from refrigeration equipment. This has proven to be a challenge since HFCs do not have regulatory tracking requirements like those in place for CFCs and HCFCs. There is currently limited visibility at the central office level into HFC use in VA facilities. In the coming year, VA will need to develop and implement new systems and requirements in order to capture facility- and equipment-level HFC emissions.
- e. LESSONS LEARNED:**
- The waste audit survey conducted at 140 locations provided insights into the participation and effectiveness of VHA waste diversion efforts. The results of the survey can be used to identify opportunities for improvement and best practices for application to other facilities.
 - Use of the WasteTracker service has increased, enabling facilities to more easily identify trends in real time about challenges and opportunities to increase recycling and waste diversion.
 - VA is developing a process for additional medical centers to access equipment to autoclave medical waste on-site. This allows VA to dispose of medical waste as municipal solid waste. This reduces costs and GHG emissions by reducing extra vehicles needed to haul medical waste. Although this new method reduces disposal costs, it increases on-site waste disposal and negatively affects VA's waste diversion rates.
- f. PLANNED ACTIONS:** In the next year, VA will:
- Draw on the results of the waste audit survey to identify opportunities to reduce landfilled waste and increase waste diversion;
 - 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 VA 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; and
 - Begin developing a tracking system for measuring HFC emissions.

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 councils, working groups, and informal networks 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 VA's Environmental Management Task Force and a green purchasing subgroup to help ensure the integration of sustainable acquisition strategies across VA. VA continues its active participation in the interagency Sustainable Acquisition and Materials Management (SAMM) workgroup. VA co-chaired and otherwise served on the SAMM Training Sub-workgroup, which developed the Sustainable Acquisition Training Resources Excel-based spreadsheet.

Further, VA recognizes successes in sustainable acquisition efforts across the Department through the GMP Sustainability Achievement Award program.

- 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) finalizing and publishing the VA Directive and Handbook 0058 VA Green Purchasing Program; 3) execution of quarterly 5% contract reviews with emphasis on biobased procurement; and 4) participation in the interagency Sustainable Acquisition and Materials Management (SAMM) working group.
- c. SUCCESSES:** Within the past year, VA:
- Finalized and published the VA Directive and Handbook 0058 VA Green Purchasing Program. These documents provide policy and guidance to VA's acquisition workforce and other staff on integrating sustainable acquisition into agency procurements;
 - Conducted quarterly 5% contract reviews to demonstrate compliance with biobased and sustainable acquisition requirements and reviewed progress regarding a biobased procurement baseline;
 - Conducted a detailed review of 52 NCA master construction specifications, including an assessment of biobased applicability, and added biobased language to any draft specs determined to be biobased applicable, as appropriate;
 - Finalized and published an updated Sustainable Design Manual (May 2014), which includes biobased and other sustainable acquisition requirements;
 - Revised training materials and delivered green purchasing training to VHA Veterans Integrated Service Network (VISN) 19 contracting staff, the VA Fleet Management Task Force, and VHA GEMS coordinators during the contracting session of the VHA GEMS Intermediate Training;
 - Co-chaired the Training Sub-working Group of the Sustainable Acquisition and Materials Management (SAMM) Practices Working Group, which developed a Sustainable Acquisition Training Resources tool for federal agency use. The tool was completed and posted to FedCenter.gov in January 2014;
 - Updated and reorganized its Procurement Policy Service (PPS) Green Purchasing Program (GPP) Web page to facilitate navigation to environmental program purchasing information, policy and guidance, and tools and resources. PPS added links to EPA's expanded EPEAT Web portal and the new Sustainable Acquisition Training Resources tool on FedCenter.gov. The Web page is also linked to the Contracting Officer's Toolkit on the new Office of Acquisition and Logistics' Center for Acquisition Resource Excellence Web portal;
 - Launched a new electronic newsletter, Green Purchasing News (GPN), developed by PPS, in conjunction with Earth Day 2014. GPN is designed to raise awareness across the Department of the need to "Buy Green"; and
 - Participated in and contributed expertise and ideas to the 2014 Sustainable Purchasing Leadership Council Annual Meeting, held in May 2014.
- 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 for large and complex construction-related contracts. It is also challenging to implement a standardized review process given evolving and broadly written review requirements. 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 use it to conduct sustainable acquisition contract reviews.

- e. **LESSONS LEARNED:** The results of the 5% contract reviews show that a growing number of construction-related contracts in the review samples included the VA Sustainable Design Manual, which contains sustainable acquisition requirements.
- f. **PLANNED ACTIONS:** In the next year, VA will:
 - Conduct 5% contract reviews to demonstrate compliance with the inclusion of applicable biobased and other sustainability clauses;
 - Continue reviewing master construction specifications, identify those that are biobased applicable, and update applicable specifications with appropriate biobased criteria; and
 - Continue to conduct outreach and training on green purchasing requirements through existing training and communication methods.

Goal 7: Electronic Stewardship

- a. **INTEGRATION:** VA built its strategy for meeting electronics stewardship and other sustainability goals around the Department-level GMP. The GMP works through a set of internal councils, working groups, and informal networks 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. Further, VA recognizes successes in electronic stewardship across the Department through the GMP Sustainability Achievement Award program.
- b. **EVALUATION MEASURES:** In FY 2013, VA evaluated progress in meeting the Department's electronic stewardship goals through the following metrics: 1) the percent of covered electronic product acquisitions that are EPEAT-registered; 2) the percent of eligible personal computers (PCs), laptops, and monitors with power management enabled; 3) the percent of end-of-life electronic assets covered by sound disposition practices; and 4) data center closures.
- c. **SUCSESSES:** Within the past year, VA:
 - Finalized and posted on VA's Web site the VA Directive and Handbook 0058 VA Green Purchasing Program, which address EPEAT, ENERGY STAR, and Federal Energy Management Program (FEMP)-designated products, among other federal procurement requirements;
 - Revised its data center inventory data call process in FY 2014 to improve effectiveness, since Office of Management and Budget (OMB)-required reporting data for data center inventories covers multiple areas of subject matter expertise. Implementation of these changes significantly improved the data call response rate;
 - Managed 100% of reported FY 2013 EOL electronic assets with sound disposition practices; and
 - Acquired EPEAT-registered products for 99.5% of covered monitors, PCs, and laptops.

- d. CHALLENGES:** VA's size and the decentralized nature of its facilities and operations make it challenging to precisely track 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 to enhance data quality and ensure a more complete capture of data. In addition, VA continues to be challenged in meeting the OMB target of closing 40% of agency 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. LESSONS LEARNED:** VA continues to experience difficulty in tracking purchases of EPEAT electronics through the use of NASA Solutions for Enterprise Wide Procurement (SEWP) 4, due to SEWP 4's lack of EPEAT tracking and reporting capabilities. This required significant and resource-intensive manual tracking of EPEAT purchases. VA has provided input on the tracking and reporting capabilities that would be needed to improve SEWP.
- f. PLANNED ACTIONS:** In the next year, 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 buy EPEAT and ENERGY STAR electronic products;
 - Revise VA core and non-core data center lists based on newly identified sub-classifications issued by OMB;
 - Develop and implement revised data center optimization and consolidation plans as required in response to OMB target metrics for core data centers, pending available funding; and
 - Implement continuous improvements in data center inventory data collection processes.

Goal 8: Renewable Energy

- a. INTEGRATION:** VA built its strategy for meeting renewable energy goals around the Department-level GMP, led by VA's SSO. GMP works through a set of internal councils, working groups, and informal networks to implement sustainability-related action plans, communicate policies, solicit feedback from stakeholders, and ensure resources are available for action execution. VA has integrated the generation and consumption of renewable energy into its overall sustainability strategy. For example, VA requires each Administration and VHA region (VISN) to create plans that evaluate facility energy needs and the potential for on-site renewable energy installations. Further, VA recognizes successes in renewable energy efforts across the Department through the GMP Sustainability Achievement Award program.
- b. EVALUATION MEASURES:** In FY 2013, VA evaluated progress in meeting the Department's renewable energy goals through the following metrics: 1) renewable energy percentage of total electricity usage; 2) project contracts awarded; and 3) renewable energy feasibility studies awarded.
- c. SUCCESSES:** Within the past year, VA
- Increased renewable energy use percentage of total electricity to 13.7%;
 - Awarded 11 renewable energy projects;

- Awarded 14 feasibility studies to evaluate the technical and economic feasibility of renewable energy systems including solar, wind, biomass, landfill gas, and geothermal; and
 - Installed three solar photovoltaic (PV) systems placed on top of three parking lots at the Thomas E. Creek VA Medical Center. With a total system capacity of 2,289 kilowatts, it is designed to generate about one-third of the medical center's electricity. In addition, the PV system is connected to an ice thermal storage system to defer daytime air conditioning energy demand. This teaming of PV and thermal storage at Thomas E. Creek VAMC minimizes use of electricity use during daytime hours.
- d. **CHALLENGES:** Regulations surrounding renewable energy projects, such as the requirement to execute interconnection agreements with local utilities, challenge VA's ability to implement on-site renewable energy projects. VA's renewable energy projects require interconnection to the local electrical grid to allow for the exchange of electricity.
- e. **LESSONS LEARNED:** In FY 2013, acquiring appropriately-sized types and quantity of biomass for renewable energy systems was challenging. As a result, VA has added a section in its feasibility studies to look at the size, quantity, and supply sources of biomass chips.
- f. **PLANNED ACTIONS:** In the next year, VA will:
- Continue purchasing renewable energy credits (RECs);
 - Contract for additional renewable energy feasibility studies;
 - Award contracts for the design and construction of renewable energy projects;
 - Continue generating and consuming renewable energy;
 - Begin operation of additional biomass-fueled systems and continue investigation of biogas fueling options for existing natural gas fired combined heat and power plants; and
 - Continue evaluating renewable energy initiatives for potential implementation in 100% of planned energy performance based contract activities.

Goal 9: Climate Change Resilience

- a. INTEGRATION:** VA built its strategy for meeting climate change resilience goals around the Department-level GMP, led by VA's SSO. GMP works through a set of internal councils, working groups, and informal networks to implement sustainability-related action plans, communicate policies, solicit feedback from stakeholders, and ensure resources are available for action execution. VA has integrated climate change resilience initiatives throughout the agency. VA has successfully integrated climate change resilience guidance at multiple levels within VA, including new construction and renovation design manuals, employee safety training, and integrating policy directives such as Climate Change Adaptation Directive 0065. Also, VA central office, regional- and local-level offices host various environmental events—including Earth Day, Energy Action Month, and America Recycles Day—that help promote climate change awareness and education.
- b. EVALUATION MEASURES:** During FY 2013, VA evaluated progress in meeting climate change resiliency goals through several metrics, including: 1) Developing and organizing events and programs to promote climate change adaptation awareness; 2) Publishing an emergency preparedness manual; 3) Tracking vector borne diseases using the VA disease surveillance tool; 4) Updating climate change vulnerability assessments; 5) Updating the VA Sustainable Design Manual; and 6) Creating detailed guidance on how to incorporate climate change adaptation into project planning and development.
- c. SUCCESSES:** Within the past year, VA:
- Published an updated Sustainable Design Manual (May 2014) that includes design and construction considerations to reflect the impacts of climate change;
 - Improved the data quality and the quantity of data in the Healthcare Acquired Infection and Influenza Surveillance System (HAISS);
 - Prepared an emergency preparedness manual for Veterans about preparation for disasters including fires and floods. This manual is currently under review;
 - Hosted a variety of events at the central office level including Energy Action Month (October 2013). During this event, OAEM educated staff about energy conservation. A total of 84 VACO employees pledged to reduce their energy consumption either at work, home, or during their commute;
 - VA medical centers hosted events throughout the year. The VA Boston Healthcare System launched a landscaping initiative and rain garden maintenance, and Martinsburg VAMC created educational displays and gave educational tours of sustainability initiatives on campus; and
 - Trained 165 employees on heat stress in construction environments and heat stress recognition and prevention. VA also trained 69 employees on cold stress and cold stress related illnesses.
- d. CHALLENGES:** VA has made progress in its efforts to develop and improve climate resilience, but recognizes the ongoing challenges with identifying vulnerabilities and adapting to climate change. Reasonable and executable goals have helped VA succeed without any significant challenges arising in the past year.
- e. LESSONS LEARNED:** VA recognizes the complexity of this issue and is working diligently to set attainable goals. Recent extreme weather events caused VA to consider alternate construction and design options to build resilience to extreme events. VA has also learned that its preparation and planning measures put in place for extreme weather

events have proven successful, validating operational procedure changes made in response to severe weather events.

f. PLANNED ACTIONS: In the next year, VA will:

- Continue to develop and host climate change adaptation awareness events;
- Continue to review and update vulnerability assessments and send representatives to the multi-agency Climate Change Community of Practice (COP) meetings;
- Implement upgrades to the VA disease tracking tool including system enhancements and data quality improvements;
- Develop detailed guidance focused on preparing facilities for the impacts of sea level rise and identify medical centers that are most at risk from sea level rise impacts; and
- Review and update policy objectives and continue to update design manuals and protocols.

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. It also presents the progress being made toward meeting applicable goals and requirements, including those outlined in relevant Presidential Memoranda.

Energy Performance-Based Contracting: 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) and the follow-on challenge announced in December 2013, VA is on track to meet its 2016 commitment. As mandated, VA also makes monthly updates on its progress toward the goal in the OMB online interagency database. To date, VA has awarded \$106 million in energy performance-based contracts, and is moving forward on contracts for facilities in five regions. During the upcoming year, VA will develop data and requirements language for additional performance contracts in additional regions while expanding project work at selected current project regions.

Fleet Management: 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 optimize fleet size and composition. VA is committed to achieving these goals for its vehicle fleet, and has actively engaged in these activities for several years. Within the past year, VA reduced the number of noncompliant executive vehicles by more than 50% relative to FY 2012. In FY 2014, VA plans to increase the acquisition of alternative fuel vehicles as well as the use of alternative fuels.

Climate Change Adaptation: 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 inform its adaptation strategy. In June 2014, Acting VA Secretary Sloan D. Gibson 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, updated in June 2014, 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. In accordance with the Federal Agency Climate Change Adaptation Implementing Instructions, VA is submitting a revised Policy Statement and Climate Change Adaptation Plan to the White House Council on Environmental Quality.

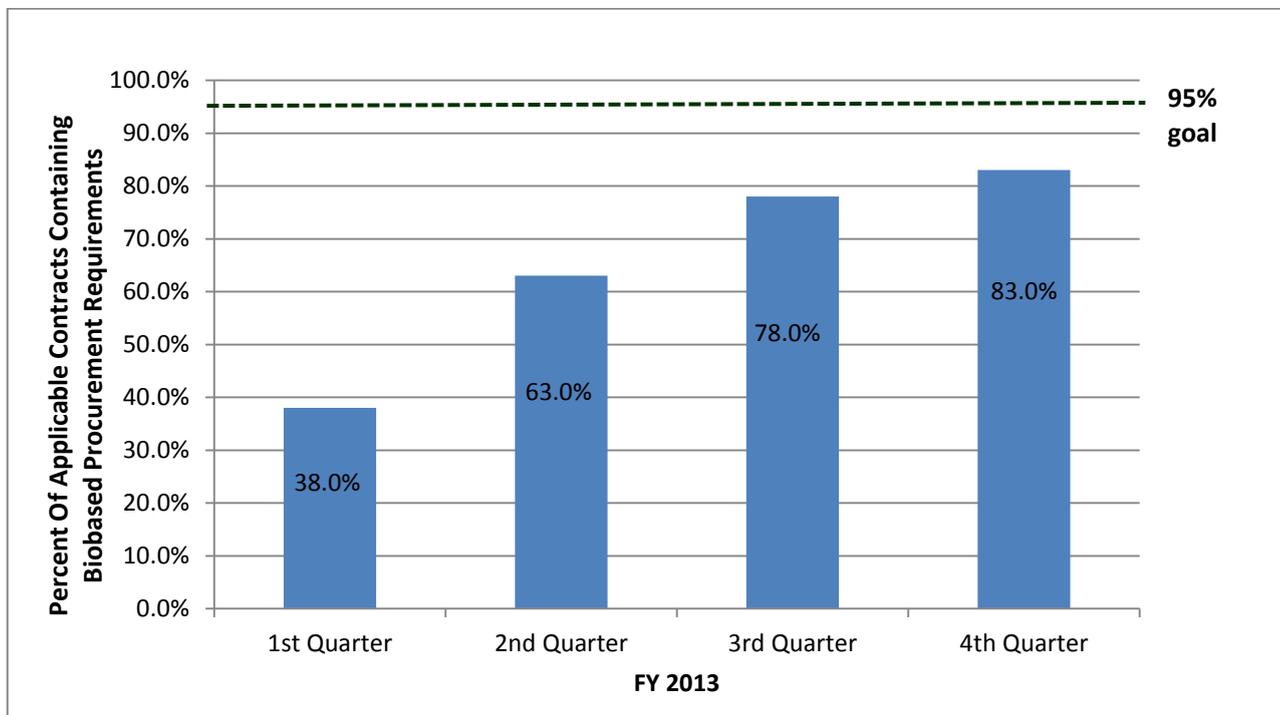
VA has taken the first steps toward implementing its Climate Change Adaptation Plan, having already implemented several key actions, and with several more in development. Based on results from the vulnerability assessment completed in FY 2012, VA's Climate Change Adaptation Plan focuses on VA's physical infrastructure and the effects of climate change on the health of its staff and the Veterans it serves. VA's strategy for adaptation balances the need for building its climate resilience with other federal policy imperatives and resource needs crucial to VA's mission. As such, VA is working to: inform and equip staff and Veterans of important climate risks and how they can prepare and respond, ensure that its long-term capital investments are designed to anticipate climate impacts, and build the capacity to monitor and track emerging threats like new diseases and other public health risks. VA is also undertaking actions to decrease vulnerability to both physical threats and interruptions to resource networks by designing new buildings to protect against significant climate impacts such as sea-level rise and increasing energy and water efficiency. A new study will determine facilities most at risk from the impacts of sea-level rise.

Additionally, VHA has implemented the Healthcare-Associated Infection and Influenza Surveillance System (HAISS). HAISS provides a robust, data-driven method to proactively seek out emergent disease threats, allowing authorities to respond to and treat outbreaks as early as possible. For example, HAISS is capable of screening for novel and emergent health issues including new infectious disease threats like Dengue and West Nile Virus, as well as other types of climate-associated morbidity including food-, water-, and vector-borne disease outbreaks connected to climate change. VHA is currently working on plans for an upgraded HAISS 2.0. Pilot work and plans include a redefined data architecture to allow for additional types of data, including aggregation of social media, weather or environmental reporting data, local public health alerts, and Department of Defense biosurveillance data, among other sources. In addition to tracking vector-borne diseases, HAISS could be used to track the emergence and evolution of long-term climate-associated health impacts across the VA patient population, including documented impacts such as increased hospital and emergency room visits during heat waves, decreasing illness or injury associated with periods of extreme cold, or changes in morbidity as a result of exposure to degraded air quality.

Biobased Purchasing: 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 2013 quarterly 5% contract reviews, biobased applicable contracts that included biobased procurement requirements increased from 38% and 63% in the first two quarters of FY 2013 to

78% and 83% 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.

Figure ES-1: VA Biobased Procurement Baseline



To continue promoting biobased product procurement, VA included biobased product requirements in the updated VA Sustainable Design Manual, published in May 2014. 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.

VA also revised and updated training materials regarding biobased and other green purchasing requirements. For example, VA delivered a training presentation for contracting staff in one of the VHA’s regions. VA sustainability and acquisition staff collaborated on and delivered a joint training presentation to VHA GEMS coordinators that covered “contracting 101” essentials, biobased and other federal green purchasing mandates, and VA’s Green Purchasing Program.

Evaluating Previous Strategies

Goal 1: Greenhouse Gas (GHG) Reduction – Scope 1 & 2

(A) Strategy	(B) Did you implement this strategy? (Yes/No)	(C) Was the strategy successful for you? (Yes/No)	(D) Will you use this strategy again next year? (Please explain in 1-2 sentences)
Use the FEMP GHG emission report to identify/target high emission categories and implement specific actions to resolve high emission areas identified	Yes	Yes	VA will prepare an annual FEMP GHG emission inventory.
Implement in EISA 432 covered facilities all life-cycle cost-effective ECMs identified	Yes	Yes	VA will continue to evaluate facility audits to select life-cycle cost-effective 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	Yes	VA will continue to evaluate facility audits to select life-cycle cost-effective projects to reduce on-site fossil fuel consumption, and to identify the best implementation method.
Reduce grid-supplied electricity consumption by improving/upgrading motors, boilers, HVAC, chillers, compressors, lighting, etc.	Yes	Yes	VA will continue to evaluate facility audits to select life-cycle cost-effective projects to reduce electricity consumption, and to identify the best implementation method.
Continue to include GHG emission as a ranking metric for project prioritization in VA's SCIP process	Yes	Yes	GHG emissions will continue to be included as a ranking metric in VA's SCIP.

Goal 1: Greenhouse Gas (GHG) Reduction – Scope 3

(A) Strategy	(B) Did you implement this strategy? Yes/No	(C) Was the strategy successful for you? Yes/No	(D) Will you use this strategy again next year? (Please explain in 1-2 sentences)
Reduce employee business ground travel	Yes	Yes	VA will continue to use video-conferencing to reduce business travel emissions.
Reduce employee business air travel	Yes	Yes	VA will continue to use video-conferencing to reduce business travel emissions.
Use employee commuting survey to identify opportunities and strategies for reducing commuter emissions	Yes	Yes	VA will continue to conduct an annual employee commuting survey.
Increase number of employees eligible for telework and/or the total number of days teleworked	Yes	Yes	This strategy will be redefined to focus on increasing the number of teleworkers as a percentage of telework eligible employees.
Provide bicycle commuting infrastructure	No	No	This is not a key strategy given the current level of cycling interest and infrastructure.

Goal 2: Sustainable Buildings

(A) Strategy	(B) Did you implement this strategy? Yes/No	(C) Was the strategy successful for you? Yes/No	(D) Will you use this strategy again next year? (Please explain in 1-2 sentences)
Incorporate green building specifications into all new	Yes	Yes	VA will pilot the LEED Guiding Principles

(A) Strategy	(B) Did you implement this strategy? Yes/No	(C) Was the strategy successful for you? Yes/No	(D) Will you use this strategy again next year? (Please explain in 1-2 sentences)
construction and major renovation projects			compliance rating system for New Construction. VA will also update Sustainable Design Requirements in its Master Specifications next year.
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.	Yes	Yes	VA will continue to incorporate sustainability into major renovation projects.
Deploy CEQ's Implementing Instructions – Sustainable Locations for Federal Facilities	Yes	Yes	VA will continue to assess the incorporation of sustainable locations metrics in siting new buildings.
Develop and maintain data and metrics to track the sustainability of existing buildings.	Yes	Yes	VA will update the Guiding Principles survey and complete the development of a database to track the certification status of existing buildings.
Conduct sustainability assessments of existing buildings. Obtain third-party certification for selected buildings/facilities	Yes	Yes	VA plans to meet the E.O. 13514 target to have 15% of owned and direct-leased buildings over 5,000 GSF verified as sustainable.

Goal 3: Fleet Management

(A) Strategy	(B) Did you implement this strategy? Yes/No	(C) Was the strategy successful for you? Yes/No	(D) Will you use this strategy again next year? (Please explain in 1-2 sentences)
Optimize/Right-size the	Yes	Yes	VA will continue to use

(A) Strategy	(B) Did you implement this strategy? Yes/No	(C) Was the strategy successful for you? Yes/No	(D) Will you use this strategy again next year? (Please explain in 1-2 sentences)
composition of the fleet (e.g., reduce vehicle size, eliminate underutilized vehicles, acquire and locate vehicles to match local fuel infrastructure)			the VA VAM Tool in all Administrations and staff offices.
Acquire only highly fuel-efficient, low greenhouse gas-emitting vehicles and alternative fuel vehicles (AFVs)	Yes	Yes	VA will continue to meet the federal mandate that 75% of all light duty vehicles acquired are alternative fuel vehicles, and that all light duty and medium-duty passenger vehicles meet the low greenhouse gas-emitting vehicle requirements.
Increase utilization of alternative fuel in dual-fuel vehicles	Yes	Yes	VA will monitor the use of alternative fuel and look for additional ways to increase the use of alternative fuels.
Use a Fleet Management Information System to track fuel consumption throughout the year for agency-owned, GSA-leased, and commercially-leased vehicles	Yes	Yes	VA will continue to use the designated agency-wide Fleet Management Information System to track all vehicles in VA's fleet.
Develop and deploy an agency wide training for fleet managers	Yes	Yes	VA will continue to develop modules and train fleet managers.

Goal 4: Water Use Efficiency & Management

(A) Strategy	(B) Did you implement this strategy? Yes/No	(C) Was the strategy successful for you? Yes/No	(D) Will you use this strategy again next year? (Please explain in 1-2 sentences)
Purchase and install water	Yes	Yes	VA will continue to

(A) Strategy	(B) Did you implement this strategy? Yes/No	(C) Was the strategy successful for you? Yes/No	(D) Will you use this strategy again next year? (Please explain in 1-2 sentences)
efficient technologies (e.g., WaterSense, low-flow water fixtures and aeration devices)			evaluate facility energy audits to select water efficiency upgrades and identify best implementation methods.
Develop and deploy operational controls for leak detection including a distribution system audit, leak detection, and repair programs	Yes	Yes	VA will continue to review water bills at all facilities throughout the year.
Design, install, and maintain landscape to reduce water use	Yes	Yes	VA will continue to train cemetery field staff and MSN engineers/agronomists on how to perform irrigation audits to measure performance.
Design and deploy water closed-loop, capture, recharge, and/or reclamation systems	Yes	Yes	VA will continue to evaluate facility energy audits to select water reclamation upgrades or installations and identify best implementation methods where these practices are feasible and sanitary.
Install advanced meters to measure and monitor 1) potable and 2) industrial, landscaping and, agricultural water use	Yes	Yes	VA will continue to install meters at facilities, and upload data to an integrated monitoring system.

Goal 5: Pollution Prevention & Waste Reduction

(A) Strategy	(B) Did you implement this strategy? Yes/No	(C) Was the strategy successful for you? Yes/No	(D) Will you use this strategy again next year? (Please explain in 1-2 sentences)
Eliminate, reduce, or recover refrigerants and other fugitive emissions	Yes	Yes	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 elimination, source reduction, and recycling	Yes	Yes	VA will draw on the results of the waste audit survey to identify opportunities to reduce landfilled waste and increase waste diversion.
Implement integrated pest management and improved landscape management practices to reduce and eliminate the use of toxic and hazardous chemicals/materials	Yes	Yes	The VA Pest Operations Handbook will be updated in 2016.
Establish a tracking and reporting system for construction and demolition debris elimination	Yes	Yes	VA will continue to conduct an 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	Yes	VA will expand the use of the SDS tracking system and develop a policy mandating use of the system to encourage consistency across facilities.

Goal 6: Sustainable Acquisition

(A) Strategy	(B) Did you implement this strategy? Yes/No	(C) Was the strategy successful for you? Yes/No	(D) Will you use this strategy again next year? (Please explain in 1-2 sentences)
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	Yes	VA will continue utilizing its sustainable acquisition policy and guidance.
Include biobased and other FAR sustainability clauses in all applicable construction and other relevant service contracts	Yes	Yes	VA will continue to use 5% contract reviews to demonstrate compliance with the inclusion of applicable biobased and sustainability clauses.
Review and update agency specifications to include and encourage biobased and other designated green products to enable meeting sustainable acquisition goals	Yes	Yes	VA will continue reviewing its master construction specifications and adjust requirements, as necessary, to accommodate biobased purchasing requirements.
Use Federal Strategic Sourcing Initiatives, such as Blanket Purchase Agreements (BPAs) for office products and imaging equipment, which include sustainable acquisition requirements	Yes	Yes	1) VA plans to continue utilizing FSSI for office supplies. 2) VA anticipated using Functional Area III of the FSSI in FY 2014, however it was not awarded until recently, and therefore VA used interim contract solutions to service existing printing equipment. VA plans to make use of Functional Area III in FY 2015.
Develop and implement green purchasing training.	Yes	Yes	VA will continue to conduct outreach and training on green

(A) Strategy	(B) Did you implement this strategy? Yes/No	(C) Was the strategy successful for you? Yes/No	(D) Will you use this strategy again next year? (Please explain in 1-2 sentences)
			purchasing requirements through existing training and communications methods.

Goal 7: Electronic Stewardship & Data Centers

(A) Strategy	(B) Did you implement this strategy? Yes/No	(C) Was the strategy successful for you? Yes/No	(D) Will you use this strategy again next year? (Please explain in 1-2 sentences)
Identify agency “Core” and “Non-Core” Data Centers	Yes	Yes	This is not a one-time strategy, it is a continuous effort required by OMB. VA continues to revise its core and non-core data center lists as a result of new sub-classifications identified by OMB for data centers that cannot be closed, but that should not be identified as core.
Optimize agency Core Data Centers across total cost of ownership metrics	No	No	Revision of the core data center list is in progress and this strategy will be implemented upon completion of the final list and funding approval for optimizations.
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	Yes	VA will continue auditing compliance of power management settings.
Update and deploy policies to use environmentally sound practices	Yes	Yes	VA will continue to deploy this policy, will use

(A) Strategy	(B) Did you implement this strategy? Yes/No	(C) Was the strategy successful for you? Yes/No	(D) Will you use this strategy again next year? (Please explain in 1-2 sentences)
for disposition of all agency excess or surplus electronic products, including use of certified eSteward and/or R2 electronic recyclers, and monitor compliance			internal data calls to monitor compliance with the policy, and will assess and improve the tool used to conduct internal data calls, as needed
Ensure acquisition of 95% EPEAT registered and 100% of ENERGY STAR qualified and FEMP designated electronic office products	Yes	Yes	VA will continue to purchase EPEAT and ENERGY STAR electronic products.

Goal 8: Renewable Energy

(A) Strategy	(B) Did you implement this strategy? Yes/No	(C) Was the strategy successful for you? Yes/No	(D) Will you use this strategy again next year? (Please explain in 1-2 sentences)
Purchase renewable energy directly or through Renewable Energy Credits (RECs)	Yes	Yes	VA will continue purchasing RECs.
Install onsite renewable energy on federal sites	Yes	Yes	VA continues to conduct onsite renewable energy feasibility studies and plans to continue installing more onsite renewable energy projects. Renewable energy technologies include solar, wind, and combined heat and power fueled with biogas/biomass.
Lease land for renewable energy infrastructure	Yes	Yes	VA will continue to generate and consume renewable energy through an existing lease to continue contributing to meeting renewable energy

(A) Strategy	(B) Did you implement this strategy? Yes/No	(C) Was the strategy successful for you? Yes/No	(D) Will you use this strategy again next year? (Please explain in 1-2 sentences)
			requirements.
Develop biomass capacity for energy generation	Yes	Yes	VA will continue to identify methods to increase biomass capacity by ensuring all feasibility studies include an investigation for the availability of biogas or biomass as a reliable energy source for the facility. Also, when a natural gas contract is considered for renewal, VA can request to replace with biogas or biomass.
Utilize performance contracting methodologies for implementing ECMs and increasing renewable energy	Yes	Yes	VA will continue to evaluate renewable energy initiatives for potential implementation in 100% of planned energy performance-based contract activities.

Goal 9: Climate Change Resilience

(A) Strategy	(B) Did you implement this strategy? Yes/No	(C) Was the strategy successful for you? Yes/No	(D) Will you use this strategy again next year? (Please explain in 1-2 sentences)
Ensure workforce protocols and policies reflect projected human health and safety impacts of climate change	Yes	Yes	VA will continue to implement work events to promote climate change awareness.
Ensure agency principals demonstrate commitment to adaptation efforts through internal communications and	Yes	Yes	VA will continue to review the Climate Change Adaptation Directive 0065 annually and

(A) Strategy	(B) Did you implement this strategy? Yes/No	(C) Was the strategy successful for you? Yes/No	(D) Will you use this strategy again next year? (Please explain in 1-2 sentences)
policies			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	Yes	VA will continue to work with vulnerable communities and update the disease surveillance tool that tracks the infection rate of vector borne diseases in VHA's patient population.
Ensure that agency climate adaptation and resilience policies and programs reflect best available current climate change science, updated as necessary	Yes	Yes	VA will continue to review and update vulnerability assessments and send representatives to the multi-agency Climate Change Community of Practice (COP) meetings.
Design and construct new or modify/manage existing agency facilities and/or infrastructure to account for the potential impacts of projected climate change	Yes	Yes	VA will complete detailed guidance on incorporating climate resilience (focusing on sea level rise guidance) into projects in the upcoming year.

Size & Scope of Agency Operations

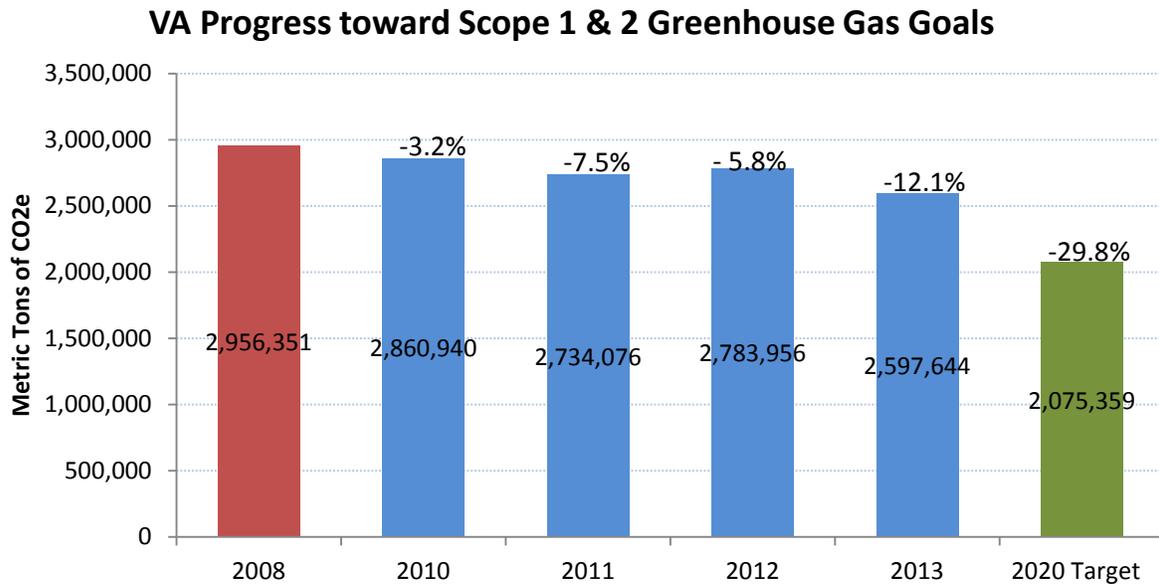
Table 1: Agency Size & Scope

Agency Size & Scope	FY 2012	FY 2013
Total Number of Employees as Reported in the President's Budget	301,366	312,841
Total Acres of Land Managed	35,595	34,376
Total Number of Buildings Owned	5,887	6,016
Total Number of Buildings Leased (GSA and Non-GSA Lease)	1,889	1,895
Total Building Gross Square Feet (GSF)	172,085,971	173,394,360
Operates in Number of Locations Throughout U.S.	986	1,015
Operates in Number of Locations Outside of U.S.	21	21
Total Number of Fleet Vehicles Owned	4,164	4,473
Total Number of Fleet Vehicles Leased	13,217	13,547
Total Number of Exempted-Fleet Vehicles (Tactical, Law Enforcement, Emergency, Etc.)	883	931
Total Amount Contracts Awarded as Reported in FPDS (\$Millions)	17,235	18,275

Goal 1: Greenhouse Gas (GHG) Reduction

Agency Progress toward Scope 1 & 2 GHG Goals

Figure 1-1



Name	Description
VA 1-1.pdf	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 positive percentage value indicates that the emissions have increased 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	Yes	Approximately 97% of VA's GHG emissions	1) Plan to award a total of \$320 million in

(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/target high emission categories and implement specific actions to resolve high emission areas identified		come from building energy use. In FY 2015, 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. One multi-site energy performance-based contract was awarded in FY 2013, valued at \$91.8 million for 8 facilities in one VA region. Renewable energy initiatives were evaluated as part of this contract, and are evaluated for every performance-based contract. This project included a ground source heat pump energy conservation measure.	multi-site energy performance-based contracts by December 31, 2016. 2) Evaluate renewable energy initiatives for potential implementation in 100% of planned performance-based contract activities.
Ensure that all major renovations and new building designs are 30% more efficient than applicable code	No	VA requires that all major new construction designs be 30% more efficient than applicable code. VA's Green Building Advisory Council (GBAC) works with the VA Office of Construction and Facilities Management to ensure that renovations meet the applicable efficiency targets.	

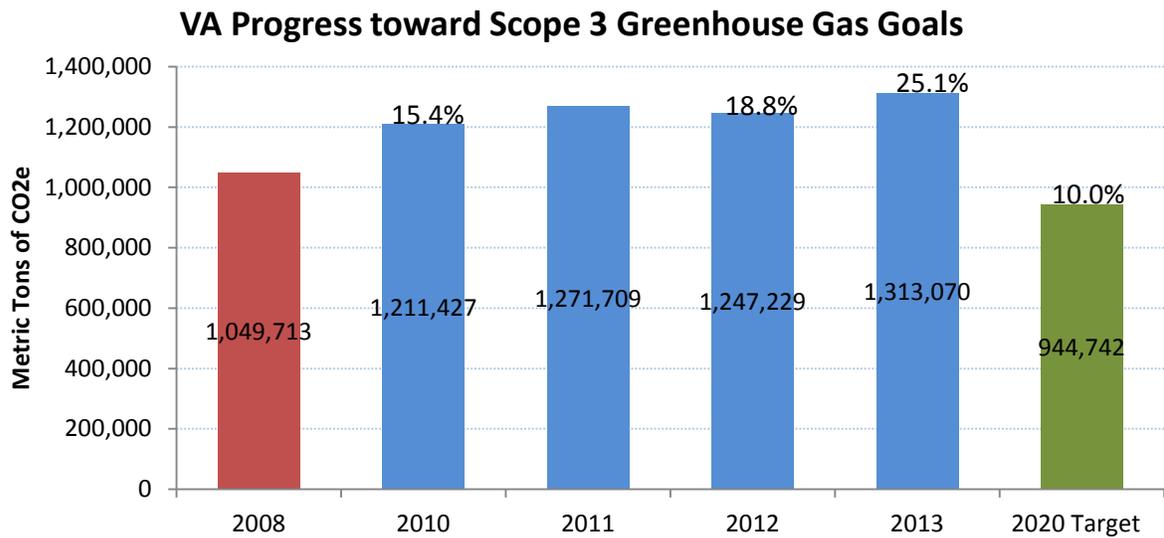
(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy Narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in next 12 months
Implement in EISA 432 covered facilities all life-cycle cost-effective ECMs identified	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 the next 12 months.	Evaluate facility audits to select life-cycle cost-effective 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 the next 12 months.	Evaluate facility energy audits to select life-cycle cost-effective projects to reduce on-site fossil fuel consumption, and to identify the best implementation method.
Reduce grid-supplied electricity consumption by improving/upgrading motors, boilers, HVAC, chillers, compressors, lighting, etc.	Yes	VA is seeking to reduce grid-supplied electricity by improving and/or upgrading motors, HVAC, chillers, compressors and lighting when energy audit findings suggest these upgrades are needed, or when potential energy savings are demonstrated. Using the audit results, VA	Evaluate facility energy audits to select life cycle cost effective projects to reduce electricity consumption, and to 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
		determines which upgrades to implement. VA will continue to employ this strategy in the next 12 months.	
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	Complete updates to the 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.

(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
		Service Network-VISN).	

Agency Progress toward Scope 3 GHG Goal

Figure 1-2



Name	Description
VA 1-2.pdf	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 the reduction or increase from the FY 2008 baseline. A positive percentage value indicates that the emissions have been increased 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 the 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.	Report annual GHG emissions associated with business travel, as calculated by the GSA TravelTrax report.
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.	Report annual GHG emissions associated with business travel, as calculated by the GSA TravelTrax report.
Develop and deploy employee commuter	No	VA facilities have employee commuter reduction plans in place where required by local law. VA	

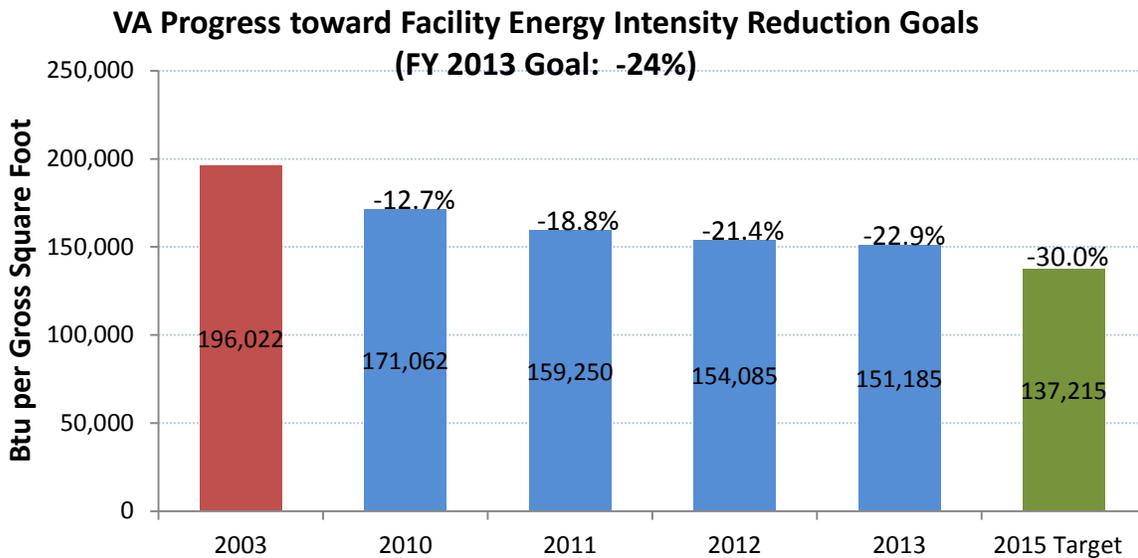
(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy Narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 months
reduction plan		may consider expanding this strategy to include additional facilities in future years.	
Use employee commuting survey to identify opportunities and strategies for reducing commuter emissions	Yes	VA conducts an annual employee commuting survey. Among other items, the survey allows employees to provide feedback and ideas on how VA can reduce the environmental impact of their commute.	Identify changes in commuting patterns through the VA Employee Commuter Survey.
Increase the number of teleworkers as a percentage of telework eligible employees.	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. Further telework implementation training is in development.	Increase the total number of teleworkers as a percentage of telework eligible employees.
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	No	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.	

(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 the next 12 months
Continue waste diversion efforts to reduce Scope 3 emissions	Yes	VA has recently completed a waste audit survey, which will help VA identify opportunities to increase solid waste diversion. VA is currently investigating opportunities for composting and recycling waste at its facilities.	Reduce landfilled municipal solid waste.

Goal 2: Sustainable Buildings

Agency Progress toward Facility Energy Intensity Reduction Goal

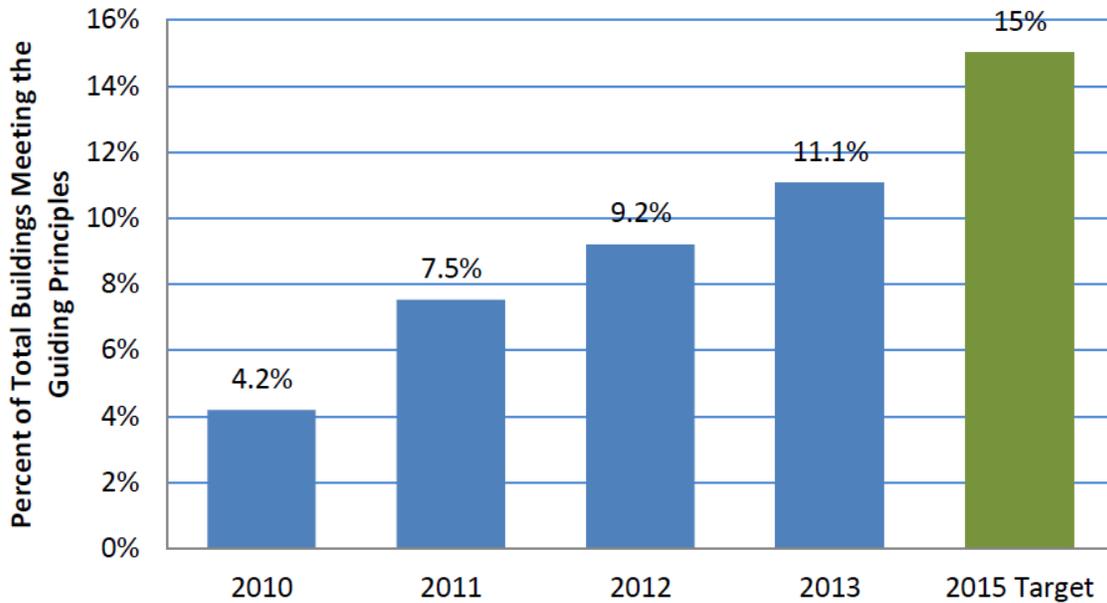
Figure 2-1



Name	Description
VA 2-1.pdf	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 FY 2015 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 positive percentage value indicates that the energy intensity has been increased compared to the FY 2003 baseline.

Agency Progress toward Total Buildings Meeting the Guiding Principles

Figure 2-2



Name	Description
VA 2-2.pdf	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 the next 12 months
Incorporate green building specifications into all new construction and major renovation projects	Yes	VA continued development of a Guiding Principles checklist for new construction and major renovation projects in FY 2014. VA is on track to	Update to the "Sustainable Design Requirements" in the Completion of VA Master Specifications (planned to be completed by the end of FY 2015).

(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 the next 12 months
		<p>finish its development by the end of FY 2014. 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. VA's projects must adhere to VA's Sustainable Design Manual.</p>	<p>Also pilot the LEED Guiding Principles compliance rating system for New Construction.</p>
<p>Redesign or lease interior space to reduce energy use by daylighting, space optimization, sensors/control system installation, etc.</p>	<p>Yes</p>	<ol style="list-style-type: none"> 1) VA policy specifies that all major renovations must meet E.O. 13514 and sustainability requirements for new construction. The SCIP process credits projects for including sustainability elements. 2) VA's leasing manual requires a minimum of LEED Silver or equivalent green building certification for all new leases and compliance with EISA 2007. VA's Capital Asset Inventory database will be updated to provide for the efficient collection of data on leases. 3) VA audits 25% of covered facilities annually. The audit process is required by 	<ol style="list-style-type: none"> 1) Continue incorporating sustainability into major renovation projects. 2) By the end of FY 2015, improve the Capital Asset Inventory database to allow for the collection of data on the sustainability of leased spaces. Collecting more accurate data about leased spaces is an agency wide goal.

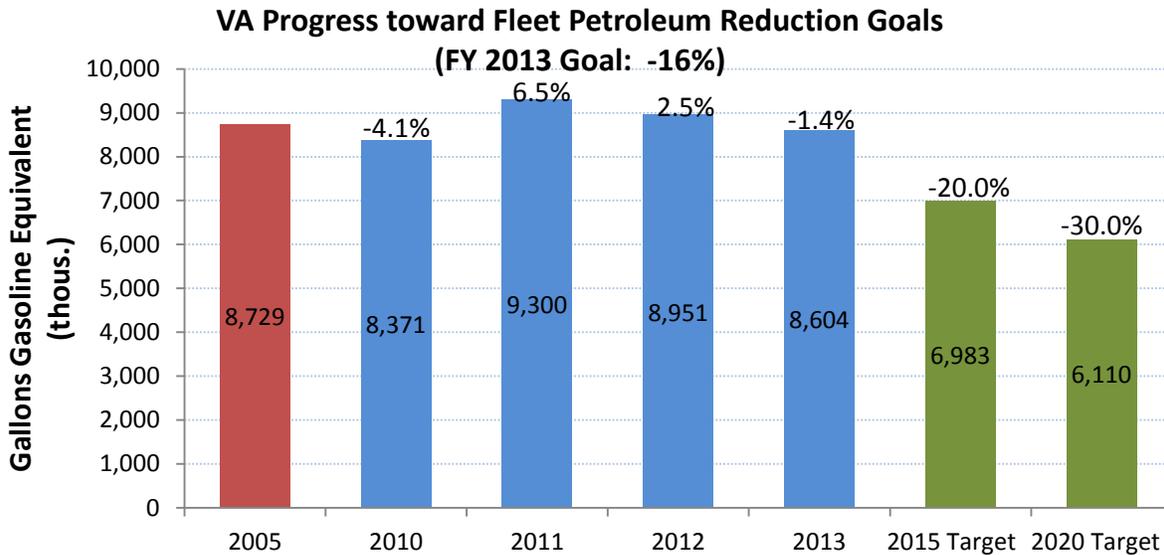
(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 months
		EISA and generates suggestions for reducing energy use through renovations.	
Deploy CEQ's Implementing Instructions – Sustainable Locations for Federal Facilities	Yes	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. Sustainable siting has been added to CFM's Sustainable Design Manual.	Continue to assess the incorporation of sustainable locations metrics in siting new buildings.
Include in every construction contract all applicable sustainable acquisition requirements for recycled, biobased, energy efficient, and environmentally preferable products	No	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 biobased and other types of sustainable acquisition.	
Develop and deploy energy and sustainability training	No	VA provides in-house training to building managers, and encourages	

(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 the next 12 months
for all facility and energy managers		training via external sources as well.	
Conduct sustainability assessments of existing buildings.	Yes	In FY 2014, a multi-year contract for third-party certification was awarded. Under this contract, approximately 100 buildings will be certified in 2014. As of April 2014, approximately 11% of owned and direct-leased buildings over 5,000 GSF verified as sustainable. VA is on track to meet the E.O. 13514 target to have 15% of owned and direct-leased buildings over 5,000 GSF verified as sustainable by the end of FY 2015. VA will continue to conduct annual sustainability self-assessment surveys for each VA facility greater than or equal to 5,000 GSF.	Plan to meet the E.O. 13514 target to have 15% of owned and direct-leased buildings over 5,000 GSF verified as sustainable by the end of FY 2015. Plan to certify 100 buildings in 2015.
Develop and maintain data and metrics to track the sustainability of existing buildings.	Yes	In FY 2014, VA began the development of a database to track the certification status of existing buildings. Difficulties associated with lease identification in the Capitol Asset Inventory impeded the development of the database. 2) VA issued its annual data call requesting inputs to a Guiding Principles survey and updates to ENERGY STAR Portfolio Manager.	1) Complete certification status database by the end of FY 2015. 2) Update Guiding Principles survey and ENERGY STAR Portfolio Manager by issuing an annual data call.

Goal 3: Fleet Management

Agency Progress toward Fleet Petroleum Use Reduction Goal

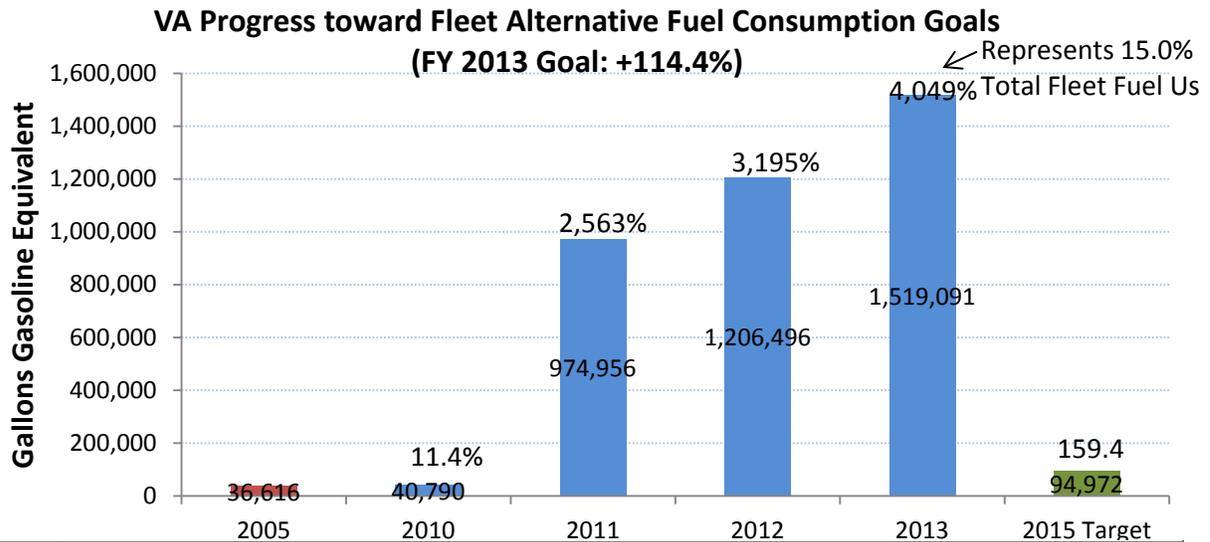
Figure 3-1



Name	Description
VA 3-1.pdf	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 positive percentage indicates an increase in fleet petroleum use.

Agency Progress toward Fleet Alternative Fuel Consumption Goal

Figure 3-2



Name	Description
VA 3-2.pdf	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 the next 12 months
Optimize/Right-size the composition of the fleet (e.g., reduce vehicle size, eliminate	Yes	The VA VAM Tool was extended to Administrations and staff offices in FY 2013. The tool recommends the	Continue to use the tool in all Administrations and staff offices 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 the next 12 months
underutilized vehicles, acquire and locate vehicles to match local fuel infrastructure)		appropriate vehicle type to the fleet manager based on specific criteria and also recommends the use of existing, underutilized vehicles within the current fleet.	support consistent implementation of the tool across VA.
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 only highly fuel-efficient, low greenhouse gas-emitting vehicles and alternative fuel vehicles (AFVs)	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. The vast majority of VA's fleet is leased from GSA, which provides highly fuel efficient vehicles. Given VA's continued achievement of the federal mandate that 75 of all light duty vehicles acquired by AFVs, VA will expand acquisition of low greenhouse gas-emitting vehicles, which include hybrid and fuel efficient vehicles.	Continue to acquire highly fuel-efficient, low greenhouse gas-emitting vehicles and AFVs to the greatest extent possible.

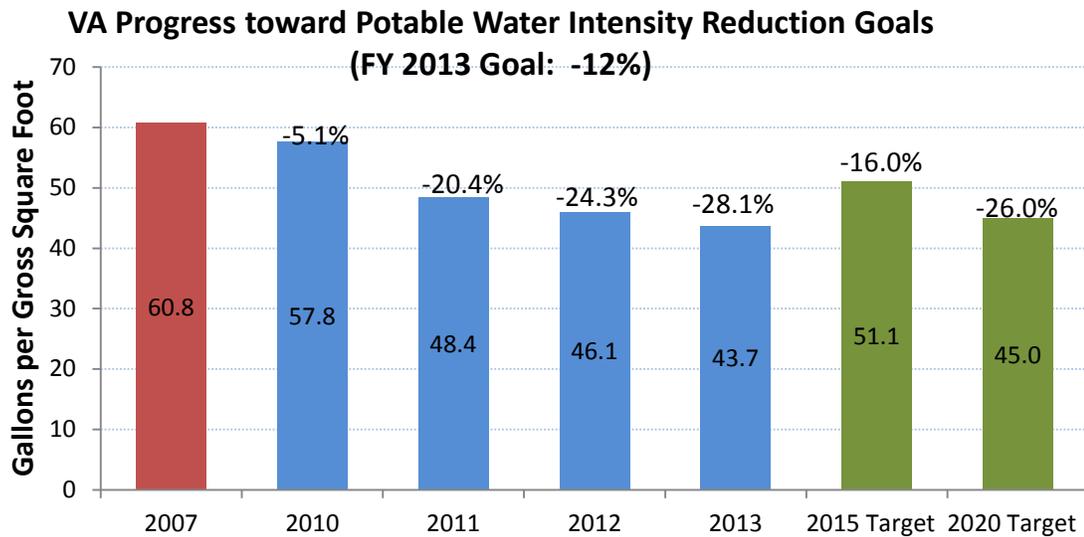
(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 months
Increase utilization of alternative fuel in dual-fuel vehicles	Yes	VA has increased the use of alternative fuels by 4,048.7% relative to FY 2005. VA has installed E-85 stations at many medical centers where large fleets are garaged. VA completed installation of 11 E-85 stations in FY 2013, which adds to the existing 45 E-85 stations in operation. In addition, VA exceeded its goal of installing 30 AFV fueling stations by installing 33 electric vehicle charging stations in FY 2013, with more in development.	Monitor the use of alternative fuel in dual fuel vehicles and look for additional ways to increase the use of alternative fuels.
Use a Fleet Management Information System to track fuel consumption throughout the year for agency-owned, GSA-leased, and commercially-leased vehicles	Yes	VA designated an agency-wide Fleet Management Information System (FMIS) to continue to track all vehicles in VA's fleet.	Enter the necessary data into the FMIS and begin use by the end of FY 2015. VA will continue to ensure all system, functionality, and implementation requirements are met.
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 replaced of any owned vehicles with GSA leased vehicles as they reach end of life.	

(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 the next 12 months
Develop and deploy an agency wide training for fleet managers.	Yes	VA is developing a series of modules for fleet manager training. In the interim, GMP has been doing comprehensive on-site training for fleet managers as needed. During FY 2013, VA GMP conducted comprehensive on-site training for 11 fleet managers across the Agency. VA will require participation from current fleet managers and any new hires within fleet management.	Train at least 50 additional people by the end of FY 2015.

Goal 4: Water Use Efficiency & Management

Agency Progress toward Potable Water Intensity Reduction Goal

Figure 4-1



Name	Description
VA 4-1.pdf	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 positive percentage value indicates that potable water use intensity has increased 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 the next 12 months
Purchase and install water efficient plumbing	Yes	VA is installing water efficient plumbing fixtures	Evaluate facility audits to select water efficiency

(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 the next 12 months
fixtures (e.g., WaterSense, low-flow water fixtures and aeration devices)		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 2015.	upgrades and identify the best implementation method.
Prepare and implement a water asset management plan to maintain desired level of service at lowest life cycle cost (for best practices from the EPA, go to http://go.usa.gov/KvbF)	No	In FY 2015, VA will continue to use energy and water audits to identify the most cost-effective opportunities to improve water efficiency.	
Minimize outdoor water use and use alternative water sources as much as possible	No	In FY 2015, VA will continue to use energy and water audits to identify new opportunities for minimizing outdoor water use and using alternative water sources where feasible.	
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 2015, VA will continue to use energy audits to identify new opportunities for designing and deploying capture, recharge and	Evaluate facility energy audits to select water reclamation upgrades or installations and identify best implementation methods where these practices are feasible and sanitary.

(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 the next 12 months
		reclamation systems where feasible.	
Install advanced meters to measure and monitor 1) potable and 2) industrial, landscaping and agricultural water use	Yes	VA has installed meters to monitor industrial and landscaping water use at eligible facilities. Meter data is reviewed to identify any unusual variances. In FY 2015, VA will continue to install soil moisture sensors to help reduce water consumption and experiment with advanced data analysis tools, such as cloud-based irrigation controllers.	1) Review water data throughout the year. 2) Train cemetery field staff and MSN engineers/agronomists on how to use handheld soil moisture meters.
Develop and implement programs to educate employees about methods to minimize water use	No	VA will continue to train cemetery field staff and MSN engineers/agronomists on how to perform irrigation audits to measure performance.	
Assess the interconnections and dependencies of energy and water on agency operations, particularly climate change's effects on water which may impact energy use	No	VA's climate resilience planning activities are evolving to address the impacts on VA's mission of climate change's effects on water and energy use	
Develop and deploy an operations and maintenance program that includes a stream, chilled	Yes	VA reviews and compares water utility bills at each facility quarterly for changes in water	Review water bills throughout the year.

(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 the next 12 months
water and potable water distribution system audit, leak detection, and repair programs		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.	
Design, install, and maintain landscape to reduce water use.	Yes	In FY 2015, VA will continue to perform irrigation audits by prioritizing cemeteries with larger water consumption in order to establish a baseline irrigation performance.	1) Train cemetery field staff and MSN engineers/agronomists on how to perform irrigation audits to measure irrigation performance, and 2) Test installed in-ground soil moisture meters to ensure that they are functioning properly.

Goal 5: Pollution Prevention & Waste Reduction

Agency Progress toward Pollution Prevention & Waste Reduction

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 the 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.	Continue to follow the Chemicals Management and Pollution Prevention Directive, and monitor implementation of the VA Chemicals Management Program.
Reduce waste generation through elimination, source reduction, and recycling	Yes	VA's Waste Management and Recycling Program is administered through environmental management systems all VA facilities. VHA uses Practice GreenHealth, a service which enables VHA to track waste generation and diversion rates.	Use the results of the 2014 waste audit survey to identify opportunities for increasing recycling and reducing landfilled waste generation. VA will also to train employees in the field on waste reduction practices.
Implement integrated pest management and improved landscape management practices to reduce and eliminate the	No	Since 1998, VHA has had an Integrated Pest Management Program Guide designed to eliminate or reduce	

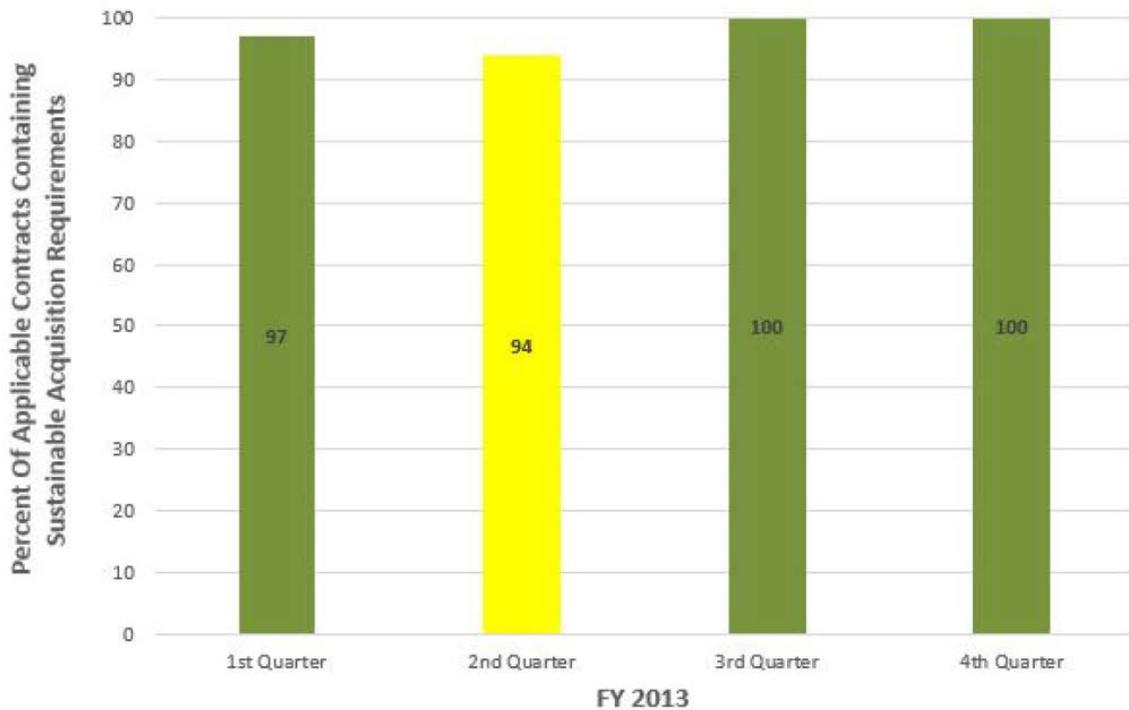
(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 months
use of toxic and hazardous chemicals/materials		unnecessary acquisition 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. The IPM Program Guide was updated in 2011 as part of the Pest Operations Handbook, 1850.02. VA is also evaluating opportunities to increase composting at VAMCs.	
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.	Conduct an annual data call on construction and demolition waste.
Develop/revise Agency Chemicals Inventory Plans and identify and	Yes	VHA employs a service to track SDSs and chemical inventories on-site at 107	Track number of facilities that have adopted the

(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 the next 12 months
deploy chemical elimination, substitution, and/or management opportunities		VHA medical centers and 55 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 more sustainable alternatives. This system has helped VA establish a baseline and methodology to measure performance in eliminating, substituting and managing chemicals onsite. VA is continuing to expand the use of this system across VHA.	system/service.
Take inventory of current HFC use and purchases	Yes	VA is exploring options to develop a methodology and tracking system for HFC use and purchases.	Develop outline of approach for HFC tracking system.
Require high-level waiver or contract approval for any agency use of HFCs	No	VA is developing a strategy for tracking HFCs to better understand where they are being used, prior to exploring the utility of tools such as waivers.	
Ensure HFC management training and recycling equipment are available	No	VA is developing a strategy for tracking agency use of HFCs, prior to exploring what types of training and outreach may be useful.	

Goal 6: Sustainable Acquisition

Agency Progress toward Sustainable Acquisition Goal

Figure 6-1



Name	Description
VA 6-1.pdf	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.

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 the next 12 month
<p>Update and deploy agency procurement policies and programs to ensure that federally-mandated designated sustainable products are included in all relevant procurements and services</p>	<p>Yes</p>	<p>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 finalized and published VA Directive and Handbook 0058 VA Green Purchasing Program to augment Directive 0057. VA distributed these widely to the acquisition workforce and other key audiences within VA. These documents provide policy and guidance to VA's acquisition workforce and other staff on how to integrate sustainable acquisition into agency procurements.</p>	<p>Continue to utilize the policy and guidance in VA Directive and Handbook 0058, VA Green Purchasing Program.</p>
<p>Deploy corrective actions to address identified barriers to increasing sustainable procurements with special emphasis on biobased purchasing</p>	<p>No</p>	<p>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 VISN contracting staff. VA will continue to participate in the</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 the next 12 month
		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 Manual, which includes biobased and other sustainable procurement requirements. VA will continue to promote biobased and other types of sustainable acquisitions.	Continue to use 5% contract reviews to demonstrate compliance with the inclusion of applicable biobased and other sustainability clauses.
Review and update agency specifications to include and encourage biobased and other designated green products to enable meeting sustainable acquisition goals	Yes	VA reviewed many of its specifications for biobased applicability and updated several of the specifications with biobased procurement criteria.	Continue to review and update specifications with biobased criteria, where appropriate.
Use Federal Strategic Sourcing Initiatives, such as Blanket Purchase Agreements (BPAs) for office products and imaging	Yes	1) VA utilized FSSI for Office Supplies Second Generation (FSSI OS 2) BPAs as the mandatory source of office supplies within VA. They help VA cost effectively meet	1) When awarded, utilize FSSI for Office Supplies Third Generation (FSSI OS 3). A marketing strategy for OS 3 will be developed. VA will

(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 the next 12 month
equipment, which include sustainable acquisition requirements		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 continues to explore opportunities for utilization. VA anticipated using Functional Area III of the FSSI in FY 2014, however it was not awarded until recently, and therefore VA used interim contract solutions to service existing printing equipment.	continue to monitor enterprise spend for the purchase of office supplies. 2) In FY 2015, VA plans to make greater use of the FSSI MPS especially 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.	
Develop and implement green purchasing training.	Yes	During the past year, VA revised training materials and delivered green purchasing training to VHA VISN 19 contracting staff, the VA Fleet Management Task Force, and VHA GEMS coordinators during the contracting session of the VHA GEMS Intermediate Training. VA updated and enhanced its Procurement Policy Service	Continue to conduct outreach and training on green purchasing requirements through existing training and communication methods.

(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 the next 12 month
		GPP Web page and launched a new electronic newsletter, Green Purchasing News. VA co-chaired the SAMM training sub-group, which developed a Sustainable Acquisition Training Resources tool that was posted on FedCenter.gov.	

Goal 7: Electronic Stewardship & Data Centers

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

Figure 7-1

EPEAT	POWER MANAGEMENT	END-OF-LIFE	COMMENTS
			

Name	Description
VA 7-1.pdf	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.

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 the next 12 months
Identify agency “Core” and “Non-Core” Data Centers	Yes	Due to changes made by Federal Data Center Consolidation Initiative (FDCCI) and the addition of sub-classifications for non-core data centers that cannot be closed, VA is in progress revising its list to reduce the number of core	Revision of the list is anticipated to be completed in the next 12 months. However, this is an on-going requirement that may entail additional updates in out-years. As a part of this effort, VA has made improvements in its

(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 the next 12 months
		data centers and place some of the previously identified core data centers into the new non-core sub-classifications.	data center inventory data collection process to help identify data centers that can be moved from the core list to the non-core list. VA intends to improve the data collection process continuously based on lessons learned with each update.
Consolidate 40% of agency non-core data centers	No	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.	
Optimize agency Core Data Centers across total cost of ownership metrics	Yes	In concert with the changes in FDCCI data center classifications, OMB is also changing the method of calculating ownership costs. VA will be revisiting its overall strategy for consolidation and optimization as a result of these changes. While optimizing Core Data Centers remains a top goal for VA, revising the list of Core data centers and OMB's decision on cost per operating system per hour calculations (both of which are in progress) are required precursors to revising the overall VA	VA anticipates revisiting the overall core data center strategies upon completion of re-classifications and OMB's determination of how costs will be calculated in the future.

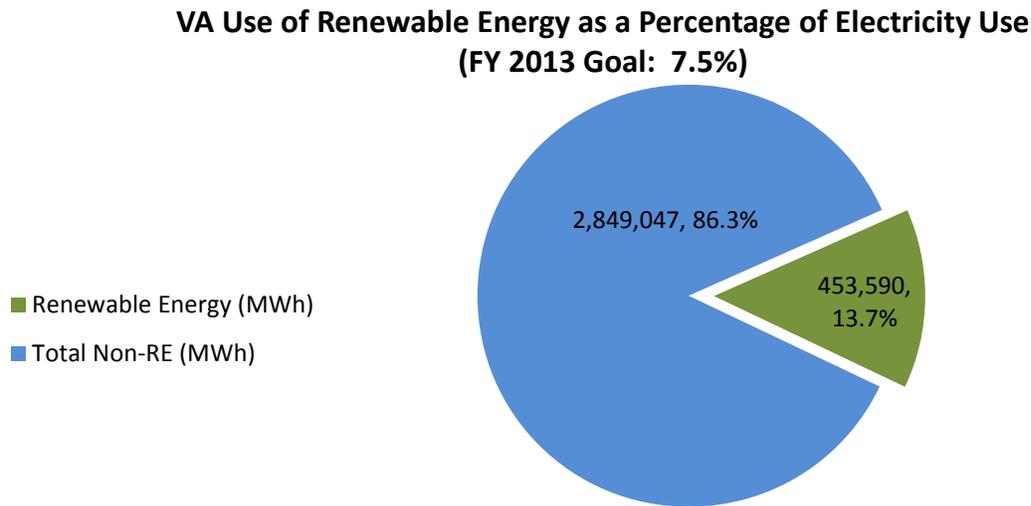
(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 months
		core data center optimization strategies.	
Ensure that power management, 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 2015, 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 (11-28-2006) provides guidance on duplexing and other methods for reducing paper consumption. VA also provides employees with duplexing and other green printing tips as part of an online "greening toolkit."	Continue monitoring compliance auditing via the 1E Agility Framework Reporting (AFR) server/ Microsoft Systems Center Configuration Manager 2007.
Deploy policy to use environmentally sound practices for disposition of all 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 Unicolor, whose e-recycling facilities are R2 certified. In FY 2015, VA will continue to deploy this policy, will use internal	Conduct a data call to demonstrate compliance with policy.

(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 the next 12 months
		data calls to monitor compliance with the policy, and will assess and improve the tool used to conduct internal data calls, as needed.	
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. In March 2013, VA awarded a national "Commodities Enterprise Contract (CEC)" IDIQ contract for electronic products that includes EPEAT and ENERGY STAR requirements. VA finalized and published VA Directive and Handbook 0058 VA Green Purchasing Program, which addresses federal requirements for EPEAT, ENERGY STAR and FEMP designated products, among other federal procurement requirements.	Plan to continue purchasing PCs and monitors under the existing PC IDIQ and continue to buy electronic products under the CEC.

Goal 8: Renewable Energy

Agency Renewable Energy Percentage of Total Electricity Usage

Figure 8-1



Name	Description
VA 8-1.pdf	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 the next 12 months

(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 the 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.	Document RECs purchased. RECs will be purchased by the end of FY 2015.
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) Track number of renewable energy feasibility studies and project contracts awarded in FY 2015. 2) Track number of renewable energy installations installed on-site in FY 2015.
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.	Monitor renewable energy generated and consumed through existing leases to ensure that it helps meet 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	1) Begin operation of new biomass installations. 2) Investigate biogas fueling opportunities for new natural gas fired co-

(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 the next 12 months
		<p>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.</p>	<p>generation facilities.</p>
<p>Utilize performance contracting methodologies for implementing ECMs and increasing renewable energy</p>	<p>Yes</p>	<p>VA will investigate renewable energy as part of energy performance-based contracts where feasible.</p>	<p>Evaluate renewable energy initiatives for potential implementation in 100% of planned energy performance based contract activities.</p>
<p>Work with other agencies to create volume discount incentives for increased renewable energy purchases</p>	<p>No</p>	<p>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.</p>	

Goal 9: Climate Change Resilience

Agency Climate Change Resilience

Table 9: Goal 9 Strategies & Climate Change Resilience

(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 the 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	VA is engaged in the Federal Adaptation Community of Practice which brings together representatives from different agencies to share information on climate change. At the HQ level, VA is also participating in inter-agency efforts including Council on Climate Preparedness and Resilience, and the National Exercise Program’s Climate Adaptation Planning Workshop.	
Update agency emergency response procedures and protocols to account for projected climate change, including extreme weather events	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.	
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. In 2014, these events included an Earth Day Fair, Energy Action Month, and an	1) Develop materials, events, activities, and programs. 2) Track the number of individuals who participate in these

(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 the next 12 months
		America Recycles Day Fair. VA has also implemented robust health and safety programs to ensure that workers take the appropriate actions when exposed to extreme weather due to climate change.	programs.
Update agency external programs and policies (including grants, loans, technical assistance, etc.) to incentivize planning for, and addressing the impacts of, climate change	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.	
Ensure agency principals demonstrate commitment to adaptation efforts through internal communications and 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. In FY 2014, VA reviewed the directive and ensured that the content is current and accurate.	Review Climate Change Adaptation Directive 0065 annually and update as needed.
Identify vulnerable communities that are served by agency mission and are potentially	Yes	1) VA published an Emergency Preparedness Manual for Veterans in May 1, 2014. Chapters within this	Continue to utilize the VA disease surveillance tool to track additional

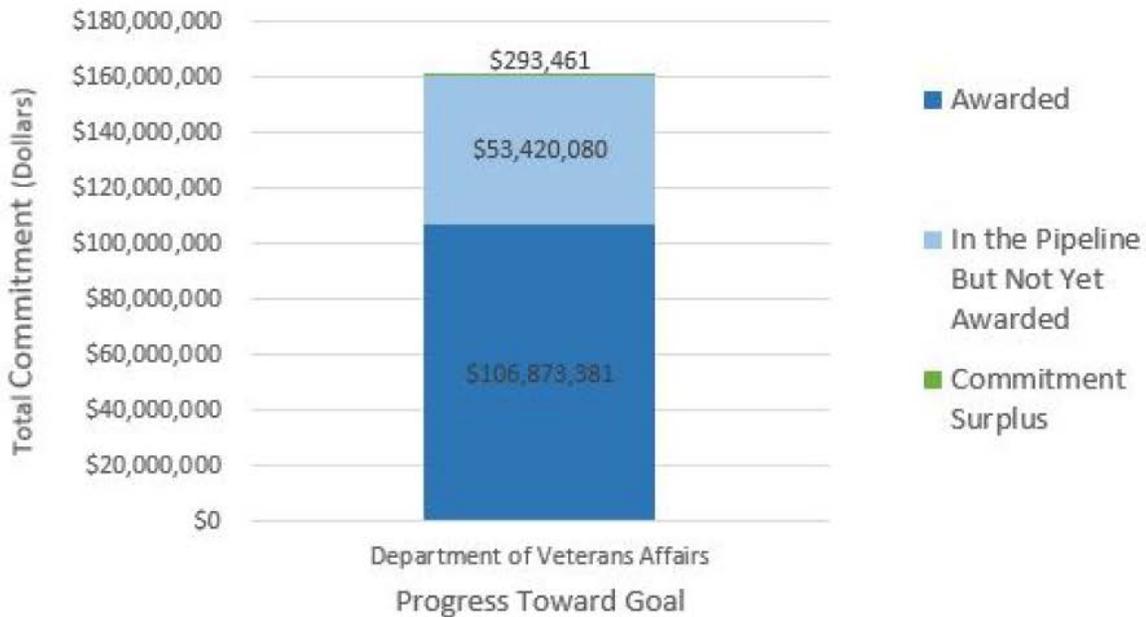
(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 months
impacted by climate change and identify measures to address those vulnerabilities where possible		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.	vector borne diseases in FY 2015.
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) Update climate change vulnerability assessment, as required. 2) Attend COP meetings.
Design and construct new or modify/manage existing agency facilities	Yes	In FY 2014, VA's Department-level working group on sustainable building	Complete detailed guidance on how to incorporate climate

(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 the next 12 months
and/or infrastructure to account for the potential impacts of projected climate change		design issued two new requirements related to climate change adaptation: the new Sustainable Design Manual requires facility managers to incorporate climate resilience considerations into projects and a new Standards Alert requires consideration of sea level rise in site selection and design. The next step for VA will be to develop detailed guidance on how to incorporate climate resilience into design. VA is still on track to develop guidance for project teams on how to incorporate climate change adaptation into project planning and development.	resilience (focusing on sea level rise guidance) into projects in FY 2015.
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. Renewable generation and a reduction in energy intensity will help increase the resiliency of facilities in the event of disaster and help make the electricity grid more resilient by having less demand. Going forward, VA will consider applying lessons learned to other projects and programs.	

Goal 10: Energy Performance Contracts

Agency Progress in Meeting President’s Performance Contracting Challenge (PPCC) Goal

Figure 10-1



Name	Description
VA 10-1.pdf	<p>The chart below represents the agency’s performance contracting commitment and progress toward that commitment reported through December 31, 2013 (for agencies subject to the 2011 President’s Performance Contracting Challenge). The bar graph shows the total dollar value (in millions) of (1) already awarded projects, (2) projects in the pipeline but not yet awarded, and (3) the pipeline shortfall or surplus depending on whether the agency has reached their commitment goal.</p> <p>NOTE: All agencies are to meet or exceed their initial target no later than June 30, 2014.</p>

Table 10: Goal 10 Strategies - Energy Performance Contracting

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top Five? Yes/No/NA	(C) Strategy Narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in next 12 months
Evaluate all buildings over 50,000 sq. ft. for use with energy performance contracts	Yes	VA performs audits of all large buildings to identify buildings with the greatest potential energy and cost savings.	1) Report energy audits at 25% of covered facilities in the next 12 months with a reporting deadline in CTS of June 30, 2015. 2) Report audits in CTS on an annual basis.
Evaluate 25% of agency's most energy intensive buildings for use with energy performance contracts	No	VA evaluates all buildings over 50,000 sq. ft. for use with energy performance contracts. This evaluation process already covers the most energy intensive buildings.	
Prioritize top ten projects which will provide greatest energy savings potential	No	VA does not prioritize projects based on energy savings. VA prioritizes ESPCs at all facilities where feasible.	
Cut cycle time of performance contracting process by at least 25%	No	VA makes every attempt to reduce cycle time of performance contracting within the confines of internal review requirements.	
Assign agency lead to participate in strategic sourcing initiatives	Yes	VA's Office of Asset Enterprise Management will have a point of contact to support strategic sourcing initiatives. The Program Office will explore potential opportunities with every project as well as one-off	Assign at least one agency lead from the Office of Asset Enterprise Management to participate in strategic sourcing initiatives. The agency lead will participate in every applicable strategic sourcing

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top Five? Yes/No/NA	(C) Strategy Narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in next 12 months
		opportunities.	initiative and implement opportunities where feasible.
Devote 2% of new commitments to small buildings (<20k sq. ft.)	No	VA assesses all buildings for feasibility for doing a performance contract, but most VA buildings are greater than 20,000 feet. VA's strategy is to focus on larger facilities where projects are appropriate and resources are available. Most buildings less than 20,000 sq. ft. are leased.	
Identify and commit to include 3-5 onsite renewable energy projects in energy performance contracts	No	VA will evaluate onsite renewable energy in 100% of its contracts.	
Ensure relevant procurement staff is trained by FEMP ESPC/UESC course curriculum.	Yes	VA's centralized performance contracting office receives FEMP ESPC and UESC training on a regular basis.	Have each member of the Energy Performance Contracting Team within Program Contracting Activity Central (PCAC) participate in at least one FEMP ESPC/UESC online or in-person course curriculum per year.
Collect measurement and verification data for all awarded projects	Yes	Under the requirements of VA's energy performance-based contracting program, VA collects performance and savings data for all awarded and accepted projects. After construction is complete on an	Track measurement and verification data for all awarded and accepted energy performance-based contracts in a centralized database managed by PCAC.

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top Five? Yes/No/NA	(C) Strategy Narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in next 12 months
		ESPC contract, VA begins to receive measurement and verification reports in accordance with the terms and conditions outlined in the contract.	
Enter all reported energy savings data for operational projects into MAX COLLECT (max.gov)	Yes	VA submits all reportable energy savings data each month.	Enter 100% of reportable energy savings data for awarded projects into MAX COLLECT by the 15th of each month.