



U.S. Department of Transportation



STRATEGIC SUSTAINABILITY PERFORMANCE PLAN

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THE SECRETARY OF TRANSPORTATION
WASHINGTON, DC 20590

U.S. Department of Transportation Policy Statement on Sustainable Operations and Management

The U.S. Department of Transportation is committed to fulfilling the directives set forth in President Obama's Executive Order 13514, *Federal Leadership in Environmental, Energy, and Economic Performance*, as well as other environmental- and energy-related Federal laws, regulations, and Executive Orders. We will ensure a fast, safe, efficient, accessible, and convenient transportation system that seeks to achieve environmental, economic, and community well-being. We will integrate the values of sustainability, stewardship, and resource conservation into all policies, programs, operations, investments, and research.

We will manage our assets and operations in a more sustainable and efficient manner, by prioritizing the following goals:

- Achieve greenhouse gas emissions reduction targets;
- Reduce energy intensity in buildings and fuel consumption in vehicles;
- Increase use of renewable energy and alternative fuels;
- Improve water use efficiency and management;
- Incorporate high performance, sustainable building and location efficiency guiding principles into the siting, design, construction, operation, management, maintenance, and deconstruction of buildings;
- Minimize waste, prevent pollution, and maximize reuse and recycling of remaining waste;
- Reduce the amount of toxic and hazardous chemicals and materials acquired, used, and disposed of;
- Promote sound environmental stewardship of electronic equipment and data centers;
- Advance sustainable acquisition by promoting green purchasing practices with responsible vendors;
- Evaluate operations and undertake actions to enhance climate change preparedness and resilience;
- Continuously improve environmental performance through formal implementation of environmental management systems; and
- Implement this policy through a comprehensive Strategic Sustainability Performance Plan.

We will communicate this policy to employees and contractors throughout the Department, and to the public to ensure a common understanding of these goals and to foster a culture of sustainability conducive to their accomplishment.

A blue ink signature of Anthony R. Foxx, written in a cursive style.

Anthony R. Foxx

EXECUTIVE SUMMARY

The mission of the U.S. Department of Transportation (DOT or the Department) is to ensure a fast, safe, efficient, accessible and convenient transportation system that meets national interests and enhances the quality of life. DOT's sustainability initiatives directly support the Department's mission and the Secretary's goal to create a 21st century transportation system.

The incorporation of sustainability principles—*environmental, economic and societal considerations*—is essential to DOT's mission:

Environmental: DOT has found innovative ways to reduce its greenhouse gases (equivalent of 72,000 passenger vehicles), electricity consumption (equivalent use of 3,000 homes), and water consumption (equivalent to 1,600 Olympic-sized swimming pools).

Economic: The Department has made unprecedented investments in improving highways, bridges, railroads, airports, public transit, and sea ports. These investments often have the benefits of improving energy efficiency, reducing fuel use, and increasing resiliency to climate change.

Societal: DOT is creating a culture of sustainability through its programs and for its employees that embraces advancement through ladders of opportunities, a commitment to better environmental outcomes for communities, and more efficient transportation options all embodied in the GROW AMERICA Act, the Department's proposed reauthorization bill.

DOT's sustainability initiatives directly support the Department's mission and the Secretary's goal to create a 21st century transportation system. In the coming year, DOT will continue to promote safety and critical transportation investments that will strengthen the economy and promote sustainability.

Internally, the Department has made significant progress in greening its operations and infrastructure, coincident with developing a sustainability culture. Over the years, DOT has improved its sustainability performance on the Office of Management and Budget's (OMB) Sustainability and Energy Scorecard. DOT has been in the top half of federal agencies meeting President Obama's sustainability mandates for the last two years. Going forward, the Department will continue to grow this culture and implement the strategies necessary to advance all of its sustainability goals.

Building a 21st Century Transportation System

Secretary Foxx has challenged all employees to build a better Department of Transportation that makes real differences in the lives of the American people, produces high-impact, long lasting, and measurable results and supports job creation in a stronger economy. The Secretary has identified three key strategies for achieving success:

Economic Growth

- *Government that supports an ever-growing economy and job creation.*

Effectiveness

- *Government that works better and produces long-term positive impacts.*

Efficiency

- *Government that uses fewer resources and costs less while exceeding mission requirements.*

The Department's sustainability program supports Secretary Foxx's strategies by integrating environmental, economic, and societal considerations into the organization's mission, programs and daily operations.



DOT Sustainability

We will weave sustainability principles into our policies, operations, investments, and research through initiatives in:

- *Infrastructure investments and other grant programs,*
- *Innovative financial tools and credit programs,*
- *Rule- and policy- making,*
- *Research, technology development, and application,*
- *Public information, and*
- *Enforcement and monitoring.*

VISION

The Department positively impacts all Americans transporting goods and traveling on the nation's roads, highways, railways, through the air or on waterways, as well as its employees, vehicles and buildings by incorporating sustainability into its mission critical work. DOT will continue to integrate environmental, economic, and social considerations into its operations by directing processes and investments towards projects, programs, technologies, and best practices that embrace sustainability. Employees at all levels must be responsible for integrating sustainability into day-to-day activities to reduce the Department's environmental impacts.

DOT has a long history of innovation, outreach, and leadership; and incorporating sustainable practices into the Department's mission and operations is a sound business practice. This practice promotes energy and natural resource conservation, decreases emissions of greenhouse gases (GHGs) and other pollutants, enhances our operations by

minimizing hazardous materials and chemicals, and advances our national interest in increasing energy efficiency, reduces our dependence on fossil fuels, and enhances quality of life for communities.

LEADERSHIP












Secretary Foxx has identified environmental sustainability as a [strategic goal](#) for the Department and this senior-level focus extends to the Deputy Secretary and to the leadership of DOT's Operating Administrations (OAs). Together they provide oversight, support, and integration of sustainability with other high-priority requirements for the Department's 57,000 employees, 5,700 vehicles, 10,000 buildings and the surrounding environment.

The Department's Senior Sustainability Officer's Council is chaired by the DOT Senior Sustainability Officer (SSO) and also serves as the Environmental Management System (EMS) Senior Advisory Board. Multiple functional areas are represented, including information technology (IT), finance, legal, procurement, human capital, and communications offices as well as each OA. The SSO Council is responsible for ensuring progress on the Office of Management and Budget's (OMB) Scorecard and carrying out activities to meet sustainability goals.

PERFORMANCE REVIEW

Under the leadership of Secretary Foxx and the Department's SSO, DOT has made significant strides to meet the President's sustainability mandates. The following table summarizes the Department's FY 2013 performance for each of the goals described in this plan and identifies sample future activities to improve performance. More detail on the strategies can be found in the body of the document. A star (★) indicates performance that exceeded targets for FY 2013.



SSPP Goal	FY 2013 Performance		Sample Future Activities/Strategies
Goal 1: Greenhouse Gas Emissions ★	Scope 1&2 GHG Emissions: reduced by 29% from 2008 baseline		Coordinate energy and water evaluations and audits, review results of audits, and explore ways to automate best practices.
	Scope 3 GHG Emissions: reduced by 27% from 2008 baseline		Draft action plan, based on 2013 commuter choice survey results, to reduce commuter emissions.
Goal 2: Sustainable Buildings	20% reduction in building energy intensity from 2003 baseline		Continue to incorporate green building and HPSB principles into new construction projects.
Goal 3: Fleet Management ★	22% reduction in petroleum consumption from 2005 baseline		Increase the acquisition of highly fuel efficient, low GHG and AFVs, including hybrids and plug-in hybrids (PEVs) where cost effective to the maximum extent possible.
Goal 4: Water Management ★	24% reduction in water intensity from 2007 baseline		Purchase and install leak detection technologies and building level meters. Implement best practices to minimize outdoor water use.
Goal 5: Pollution Prevention	6.6% reduction in solid waste generated from 2008 baseline in owned and direct-leased facilities		Reduce waste generation through elimination, source reduction, and recycling. Take inventory of current hydrofluorocarbon (HFC) use and purchases.
Goal 6: Sustainable Acquisition	95% of applicable contracts meet requirements		Update and deploy agency procurement policies and programs to ensure that federally-mandated designated sustainable products are included in all relevant procurements and services.
Goal 7: Electronic Stewardship	Met requirements for EPEAT, Energy Star and FEMP-designated electronics		Continue to 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.
Goal 8: Renewable Energy ★	9% of energy use came from renewable sources		Identify potential federal sites for onsite renewable energy projects.
Goal 9: Climate Change and Resiliency	Completed several recovery and resilience projects related to Hurricane Sandy		Implement recent updates to DOT's Climate Adaptation Plan changed to reflect EO 13653 requirements.
Goal 10: Performance-based Contracts	Provided monthly project status updates to OMB and CEQ		Devote 2% of new commitments to small buildings, where life cycle is cost effective.

Operating Administrations Lead by Example

Federal Aviation Administration (FAA)

FAA identified remote communication towers in the wild Alaskan mountain ranges as the ideal setting to pilot new photovoltaic technologies designed for low light, cold-weather, and hurricane force winds. The sites generate over 1.7 million watt hours annually, which is the equivalent GHG savings of 3,000 car miles not traveled.



Additionally, FAA completed construction on the new Oakland Air Traffic Control Tower and base building. The tower features solar panels that provide an estimated 30 percent of the facility's power needs.



Federal Highway Administration (FHWA)

FHWA launched an Alternative Fuel Awareness Campaign to identify fueling stations, create educational materials, and track progress. The campaign resulted in a 14 percent petroleum reduction and a 70 percent increase in alternative fuel use. It also resulted in 76 percent of the fleet being replaced with alternative fuel vehicles.

In FY 2013, the Department improved its sustainability performance by reducing its overall building energy use, decreasing fuel consumption in its vehicles, increasing the use of renewable energy, acquiring green products, and responsibly managing electronic equipment.

DOT also issued nine Sustainability Policy Orders that will positively impact the organization's environmental footprint—from sustainable buildings, to greenhouse gas emissions, to green procurement—while furthering its mission. This is the first comprehensive sustainability policy overhaul in over a decade.

These policies help organize and clarify requirements and responsibilities stemming from Executive Orders 13514 and 13423 and numerous statutory requirements, and renew emphasis on sustainability at DOT. This focus will ensure compliance with federal requirements, further DOT's commitment to sustainability, and help the organization operate more efficiently.

INTEGRATION

DOT defines sustainability as the integration of environmental, economic, and societal considerations into the Department's mission, programs, and daily operations. The Department uses an Environmental Management System (EMS) to execute department-wide sustainability programs and track initiatives to meet the goals identified in this document. Many large DOT facilities have implemented facility-level EMSs to gather data and report progress on sustainability metrics, including energy consumption, waste production, and water usage. Additionally, the facility level EMSs are reviewed on an annual basis to continually improve performance and meet sustainability goals.

EVALUATION MEASURES

Externally, DOT reports on a number of sustainability performance measures as part of the [Department's Strategic Plan and Annual Performance Report](#).

Internally, the Department holds quarterly review meetings where senior officials from each of the OAs report their



Federal Motor Carrier Safety Administration (FMCSA)

Over 31,000 commuting days in FY 2013 through telework and Alternative Work Schedule programs, making a positive impact in reducing greenhouse gases.

Federal Railroad Administration (FRA)

FRA collaborated with stakeholders to replace hard copy production and shipping of safety training course materials to more than 800 attendees each year with digital documents. This initiative avoids at least \$14,000 in costs annually, while ensuring that FRA's safety critical workforce maintains and improves its technical qualifications.

Maritime Administration (MARAD)

The James River Ready Reserve Fleet recycled or reused 89 tons of excess material in FY 2013. This project focused on identifying reusable excess items and selling them through GSA's auction process. This resulted in over \$17,000 returned to the government, avoiding an estimated \$50,000 for contracted waste removal.

Pipeline and Hazardous Materials Safety Administration (PHMSA)

PHMSA worked with OST to identify and implement opportunities to consolidate data servers in multiple locations across the nation. PHMSA achieved a 65 percent reduction in data servers and moved all mission servers to one centrally located data center, resulting in energy and maintenance cost savings.

Federal Transit Administration (FTA)

FTA awarded \$2 million in grants to the city of Minneapolis for engineering/design of onsite renewable energy generation projects at public and support bus facilities. Proposed renewable energy projects include solar panels, wind turbines, and other technologies. These projects have an average payback of four years and help to reduce operating costs.

progress to the Deputy Secretary on defined sustainability performance metrics. The reporting is done in the form of a "Leadership in Sustainability" scorecard that shows whether the OA is "on target" or "not on target" for each metric. This has increased awareness of the sustainability goals identified in this SSPP and Executive Order (E.O. 13514) requirements at senior levels across all facets of the Department, and has spurred positive progress towards the targets. It is one of the Department's most successful management tools in driving continued improvement.

SUCSESSES

Highlights of the Department's FY 2013 performance:

Investments & Advancements

→ Finalized nine sustainability policy orders governing internal DOT operations. The policy orders impact all aspects of the Department's operations, from sustainable buildings to vehicle fleet and green purchasing.

→ Redesigned the external sustainability website as a one-stop-shop for Departmental sustainability information, to facilitate information exchange, highlight efforts to protect the natural environment, and provide performance updates.

→ Took aggressive steps to upgrade facilities to meet the high performance sustainable buildings (HPSBs) requirements. This effort is exemplified by implementing performance-based contracts to further reduce its energy and water footprint. In FY 2013 the Department added several more buildings meet these requirements.

→ Awarded \$474 million in TIGER grants for 52 projects that will ensure a stronger and more efficient transportation system by repairing existing infrastructure, connecting people to jobs and other opportunities, and generating economic growth.

→ Helped Americans use less gasoline by promoting and enhancing transportation options like bus rapid transit, light rail, streetcars, and bike shares across the country.



National Highway Traffic Safety Administration (NHTSA)

To make it easier for people in cities to get around without cars, NHTSA made \$2 million in pedestrian safety grants available in cities, and partnered with FHWA to develop a comprehensive pedestrian safety website with tips and resources for local leaders, city planners, parents and others stakeholders.

Office of the Secretary of Transportation (OST)

The Volpe Center piloted a program where used coffee grounds and filters from the cafeteria were collected for use as compost material. Volpe was able to collect approximately 700 pounds of used coffee and filters (approximately 30,000 cups of coffee) for composting. The Volpe Center has already expanded this program to include reclaiming coffee grounds from the onsite coffee shops.

Saint Lawrence Seaway Development Corporation (SLSDC)

SLSDC led the formation of a partnership with the U.S. Environmental Protection Agency (EPA) and the Coast Guard aimed at improving ballast water management on the Great Lakes. These efforts paved the way for the EPA to expand the “saltwater flushing” requirements to all international ships resulting in a substantial decrease in the numbers of aquatic invasive species detected in the Great Lakes, with no new invaders documented in the last eight years.



Additionally, the SLSDC has ensured that at least 50 percent of energy consumed comes from renewable sources and designed a new visitor's center building that will be at least 30 percent more efficient than applicable code.

→ Took significant strides by incorporating climate change adaptation and resiliency considerations into DOT policies and grant programs.

Reducing Environmental Impact

→ Maintained a steady reduction trend and nearly doubled scope 3 greenhouse gas reductions. DOT has reduced its overall scope 1 and 2 greenhouse gas emissions by 29 percent and its scope 3 greenhouse gas emissions by 27 percent, both relative to a FY 2008 baseline.

→ For the first time, DOT met and exceeded its water reduction target and more than doubled last year's progress by reducing water consumption by more than 100 million gallons or 24 percent from a FY 2007 baseline

→ Reduced petroleum consumption in DOT's fleet by 800,000 gallons or 22 percent since 2005, exceeding the FY 2013 target, and nearly quadrupled its alternative fuel use.

→ Reduced building energy use by 137 billion BTUs (British Thermal Units), which represents a 20 percent reduction (measured by intensity), from a FY 2003 baseline.

Partnerships

The Department has leveraged existing resources to form several cooperative partnerships to address its growing list of energy, environmental, and sustainability requirements. These collaborations are a rich source of knowledge sharing and have moved the organization forward in creative ways:

→ The Volpe Center partnered with the nonprofit Green Streets Initiative to promote the *Walk/Ride Day Corporate Challenge*, a competition among Boston- and DC-area organizations to increase green commuting by employees. Volpe tied for first place in the 2013 Challenge for its highest overall participation rate (7.2 percent) among all Boston-area companies with over 1,000 employees.



→ In FY 2013, FTA partnered with 10 local and state transit agencies (36 transit agencies over last 10 years) to design and implement environmental management systems (EMSs). EMS participants are seeing environmental benefits, such as reductions in greenhouse gases, energy, water and chemical use, and increases in recycling and alternative fuel use. Additionally, the participants are anticipated to achieve over \$1 million in cost savings and these environmental activities can be adopted by sites across the nation.

→ The Department expanded its partnership with the Federal Energy Management Program (FEMP) at the Department of Energy (DOE). Through the partnership, DOT has been able to nearly double the number of facilities reviewed for energy and water savings. These efforts have generated many energy and environmental benefits for DOT, including the identification of nearly \$1 million in potential cost savings. Moreover, DOE is using the latest building technology to assist the Department in designing energy and water efficient airport control towers.

CHALLENGES

Over the last several years, there has been a growing awareness of the importance of meeting sustainability goals. However, several challenges remain for the Department:

Budget Considerations:

One challenge for the Department is the struggle to invest in sustainability activities among other competing, mission-critical priorities. The sequestration of the FY2013 budget placed particular constraints on the Department's ability to implement environmental sustainability activities such as ongoing maintenance and renewable energy projects and training to incorporate the principles of sustainability into purchasing decisions and procurement systems. Going forward, the Department will continue to request appropriated funds for sustainability initiatives, but are dependent on Congress to approve such requests. In addition, DOT will continue to seek out low-cost and no-cost tools to facilitate progress.

Data Collection and Reporting: Baseline and progress measurements are cornerstones of achieving sustainability and it is necessary to routinely collect data related to energy, environmental and sustainability. DOT continues to improve its data collection and reporting for all goals. In the last year, DOT has made significant strides in its data collection effort by implementing methodologies for collecting and reporting data related to

Strengthening the foundation for success with nine sustainability policy orders.

With the launch of numerous new sustainability requirements, many of the Department's internal policy orders were outdated. In 2011, the Department began updating its internal policies or drafting new ones to meet new requirements. This effort involved close coordination with stakeholders and participation from each of the OAs and general counsel. Through two years of intense work sessions, facilitated meetings and senior management support, the Department completed revisions to all of the policy orders and is now working to communicate them to all DOT employees.

This was the first major overhaul and clarification in over a decade of the numerous sustainability requirements that apply to DOT. These policy orders impact all aspects of the Department's operations, from sustainable buildings, to its vehicle fleet, to green purchasing. These policies allow DOT to build on the significant progress made by employees who enthusiastically make changes in their everyday activities to further sustainability.



water consumption and solid waste disposal. Historically, the Department had very little visibility into these key sustainability areas, but is now collecting information and tracking performance.

Unfortunately, the burden (e.g. employees time and resources) to collect this information remains a challenge for the Department. Until automation can be integrated into the data collection and reporting process, the Department will continue to make only incremental progress. Furthermore, the frequency in which the Department must report on its performance to external stakeholders continues to increase, exceeding the capacity of finite resources.

Personnel Expertise and Resources: The Department has made significant progress in meeting or exceeding its energy, environmental and sustainability goals over the last few years, despite a shortage of trained sustainability personnel. Currently, most employees working on sustainability initiatives within the Department have an interdisciplinary background, multiple job duties, limited budgets and time. As new requirements are released and existing performance requirements grow, meeting sustainability goals with the existing labor force will be a growing challenge for DOT, especially at the field level.

LESSONS LEARNED

In addition to the regulatory review process described above, DOT has identified several key lessons learned related to data management, collaboration and innovation.

Data Management: Through better data management, DOT has devised policies that have dramatically reduced its vehicle fleet's greenhouse gas emissions and petroleum consumption. To address these challenges, DOT created a centralized data management system that is linked to vehicle procurement and maintenance databases. The web-based system accesses important vehicle information such as quantity, type, mileage, and fuel use on a monthly basis, which is used to track performance.

This system has generated both financial and environmental benefits for the Department:

- Identified underutilized vehicles and returned them to the General Services Administration (GSA), right-sizing the fleet and saving significant money on leases.
- Used vehicle type information from the system to implement a vehicle replacement procurement plan that maximizes the acquisition of alternative fuel vehicles. To date, approximately 60 percent of the fleet is comprised of alternative fuel vehicles.
- Held town hall meetings with the fleet community sharing "best practices" regarding alternative fuel usage, use of public transportation, ride sharing, and right-sizing the fleet based on information in the data management system.

All of these efforts have resulted in a dramatic change in performance. To date, DOT has reduced petroleum consumption by 22 percent and exceeded alternative fuel use targets by 65 percent—two years ahead of schedule. Additionally, greenhouse gas emissions for the vehicle fleet have decreased 40 percent.



DOT followed a similar strategy for water consumption. The Department did not have routine visibility into water consumption at the facility level. By focusing on data collection efforts and sharing best practices, DOT has been able to reduce water use by 24 percent, which is a 30 percent improvement in just three years.

Collaboration: Partnering with other Federal agencies to achieve a common goal has also been beneficial. DOT was able to get the technical expertise to design and review energy efficient buildings by partnering with FEMP, and DOE was able to gain valuable facility management insights and beta test new designs, tools, and technologies to help all Federal agencies. Without this partnership, DOT would not have been able to make progress on its green building goals or achieve success on fleet initiatives.

Innovation: Use of performance-based contracts facilitates the adoption of innovative technologies and improves building energy efficiency. Access to alternative financing mechanisms allowed DOT to improve environmental performance by installing:

- Renewable energy projects such as solar photovoltaic systems and geothermal systems, and
- Water conservation measures such as xeriscaping, irrigation management systems, low-flow bathroom fixtures, and new high efficiency cooling towers.

PLANNED ACTIONS

In FY 2014, DOT launched a number of the initiatives described in this SSPP and is working on new strategies to ensure further progress.

The Department is also focusing its efforts on meeting the President's new federal renewable energy goals. Specifically, DOT is looking to identify potential facilities suitable for on-site renewable energy generation and continue to work with FEMP in the evaluation of existing buildings for energy and water conservation measures.

The Department is committed to awarding at least \$40 million in project value for building improvements through performance based contracts by December 2016.

Finally, the Department is working on strategies to increase efficiency by aligning existing and emerging energy, environmental, and sustainability requirements with finite resources.

Employees play an important role in achieving sustainability goals and they are an essential source of innovative solutions.

Frederick Royer of NHTSA initiated the successful deployment of a "Lights Out Power Down" pop-up web banner that appears on all NHTSA employees' computers daily at 3:00 p.m. The web banner promotes energy awareness by reminding employees to power down their computers and turn off task lights at the end of the day. After implementation, NHTSA saw a 2.6 percent reduction in electricity use and has been encouraging all OAs to adopt this practice.

PROGRESS ON ADMINISTRATIVE PRIORITIES

Climate Change Adaptation Plans

The updated DOT Climate Adaptation Plan reflects an increased emphasis on implementing resiliency strategies and work recently undertaken or planned by the Department. For example, DOT has completed and is working on additional pilot projects to help state transportation departments and transit agencies improve their ability to plan for adapting to the impacts of climate change. The Administration's proposed language for the next surface transportation reauthorization, the GROW AMERICA Act, includes funding and policy changes to improve resiliency to climate change throughout the nation's surface transportation infrastructure.

DOT is addressing comments received on its 2012 Climate Adaptation Plan through the public comment process. For example, many commenters indicated that Plan is strongest in the section on tools, where each OA identified a range of actions to build awareness of the impacts of climate change and develop skills for implementing adaptation solutions.

Fleet Management Plan (FMP)

DOT owns and/or operates a fleet of more than 5,700 vehicles, the majority of which are used to support operation and maintenance of the National Airspace System, as well as transportation safety inspectors and law enforcement officials across the United States and its territories. Management of this geographically dispersed and diverse fleet operation is an ongoing challenge. DOT established a Fleet Management Council (FMC) responsible for the organizational leadership needed to implement the Department's FMP. The FMP outlines Department's strategies for meeting the President's goals regarding right-sizing of the fleet, petroleum reduction, and increasing alternative fuel use. Through shared membership, the FMC will be linked to DOT's SSO Council. This organizational structure will ensure integration of the FMP with the Annual Strategic Sustainability Performance Plan.

DOT plans to eliminate 10 percent of conventional fuel vehicles from its fleet by FY 2015, compared to a FY 2011 baseline. DOT has proposed vehicle reductions in every category, including heavy duty trucks. In future years, DOT plans to use hydrogen, electric and extended range electric vehicles, plug-in hybrids, and low speed electric vehicles. On a percentage basis, medium and light trucks will see the greatest reductions.

In the past four years, DOT has surpassed the EPACT requirement that 75 percent of all covered light duty vehicles acquired be alternative fuel vehicles (AFVs). DOT will continue to surpass this requirement in FY 2015 by acquiring more AFVs to replace conventional vehicles in locations where biofuel (e.g., E85 or biodiesel) is available. In locations where biofuel is not available, DOT will consider acquiring AFVs that operate on other alternative fuels (e.g., electricity, natural gas, or propane), including hybrids and other low GHG-emitting vehicles. Additionally, DOT is planning to acquire all light duty vehicles as Alternative Fuel Vehicles through GSA's FY15 acquisitions program in accordance with EO 13514 Section 12.



DOT has challenged its OAs to establish aggressive alternative fuel usage campaigns which has resulted in them producing employee awareness posters, videos, and training programs regarding alternative fuel usage and petroleum reduction.

DOT’s fleet oversight is done at the executive level, requiring Associate Administrators to justify any changes to their fleet concerning vehicles upsizing, additions and exception requests to the low greenhouse gas vehicles mandate.

Performance-based Contracts (PBCs)

The Department continues to use performance-based contracts to facilitate the adoption of innovative technologies and improve building energy efficiency. Currently, the Department is pursuing nine opportunities for using performance-based contracts involving approximately 78 facilities across the nation. These alternative financing mechanisms are benefiting DOT in many ways, including:

- Dramatic improvements in energy and water consumption,
- Identification and installation of more onsite renewable energy generation projects,
- Advancing green buildings principles, and
- Providing funding during times of budget constraints so projects can progress.

A closer look at the Department’s Performance:

Awarded to Date:	\$16.4 Million
Planned Investments:	\$24.2 Million
2016 Target:	\$40.6 Million

Looking Ahead with Biobased Purchasing:

DOT’s strategy for sustaining compliance includes incorporating requirements and clauses for biobased products in relevant and appropriate contracts and other activities such as:

- Deploying an awareness campaign and provide additional training opportunities
- Generating and disseminating agency level reports on biobased compliance using data from newly created biobased reporting elements in the Federal Procurement Data System (FPDS-NG).
- Encouraging the use of U.S. Department of Agriculture contract templates from the BioPreferred website.
- Increasing its biobased purchasing by expanding requirements clauses to 100 percent of cafeteria and fleet maintenance contracts.

Going forward, the Department will continue to pursue opportunities for alternative financing mechanisms and identify and prioritize projects that provide the greatest energy savings potential.

Biobased Purchasing Strategies

Over the last year, DOT has advanced its biobased procurement strategy through a multi-pronged approach, including training, data management, monitoring, and increased awareness of our goals and requirements. The Department has been: (1) facilitating continuous learning opportunities through computer based training, (2) monitoring biobased performance during quarterly contract compliance reviews, (3) issuing Departmental guidance highlighting new policies and procedures on sustainable acquisition and biobased procurement, and (4) updating FAA’s Acquisition Management System

(AMS) policy, guidance, and clauses to promote the use of biobased products.

CONCLUSION

Led by the Secretary, DOT senior management understands that sustainability efforts succeed or fail based upon employees' commitment. DOT has surged in its performance, building on the energy, commitment, and community that each of its employees brings to our sustainable culture. Through the sustainability program, the Department looks forward to maintaining and accelerating its successful track record of innovation and improvements.

*The Department recently finalized **nine sustainability policy** orders ensuring that organization will continue to **identify novel approaches** in achieving our goals.*



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Table 1: Agency Size & Scope

Agency Size & Scope	FY 2012	FY 2013
Total Number of Employees as Reported in the President's Budget	56,919	55,883
Total Acres of Land Managed	141,723	139,929
Total Number of Buildings Owned	9,782	10,015
Total Number of Buildings Leased (GSA and Non-GSA Lease)	1,130	1,402
Total Building Gross Square Feet (GSF)	29,476,109	32,303,213
Operates in Number of Locations Throughout U.S.	51	51
Operates in Number of Locations Outside of U.S.	9	9
Total Number of Fleet Vehicles Owned	397	393
Total Number of Fleet Vehicles Leased	6,072	5,753
Total Number of Exempted-Fleet Vehicles (Tactical, Law Enforcement, Emergency, Etc.)	114	85
Total Amount Contracts Awarded as Reported in FPDS (\$Millions)	6,380	6,054

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	Yes, DOT will continue to use the FEMP GHG emission report to identify/target high emission categories and implement specific actions to resolve high emission areas identified.
Ensure that all major renovations and new building designs are 30% more efficient than applicable code	Yes	Yes	Yes, DOT has issued policy orders that require all major building designs to be 30% more efficient.
Reduce grid-supplied electricity consumption by improving/upgrading motors, boilers, HVAC, chillers, compressors, lighting, etc.	Yes	Yes	Yes, DOT will continue to reduce grid-supplied electricity consumption by improving/upgrading motors, boilers, HVAC, chillers, compressors, lighting, etc.
Employ operations and management best practices for energy consuming and emission generating equipment	Yes	Yes	Yes, DOT will continue to employ operations and management best practices for energy consuming and emission generating equipment.
Install building utility meters and benchmark performance to track energy and continuously optimize performance	Yes	Yes	Yes, DOT will continue to install building utility meters and benchmark performance to track energy and continuously optimize performance.
Reduce on-site fossil-fuel consumption by installing more efficient boilers, generators, furnaces, etc. and/or use renewable fuels	Yes	Yes	Yes, DOT will continue to reduce on-site fossil-fuel consumption by installing more efficient boilers, generators, furnaces, etc. and/or use renewable fuels.

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 air travel	Yes	Yes	Yes, DOT will continue to reduce employee business air travel.
Use employee commuting survey to identify opportunities and strategies for reducing commuter emissions	No	No	Yes, DOT will use the employee commuting survey to identify opportunities and strategies for reducing commuter emissions.
Increase number of employees eligible for telework and/or the total number of days teleworked	Yes	Yes	Yes, DOT will continue to increase the number of employees eligible for telework and/or the total number of days teleworked.
Increase use of technology to reduce Scope 3 emissions.	Yes	Yes	Yes, DOT will continue to increase use of technology to reduce Scope 3 emissions.
Increase number of employees who participate in an alternate work schedule (AWS).	Yes	Yes	Yes, DOT will continue to increase the number of employees who participate in an alternate work schedule (AWS).

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 construction and major renovation projects	Yes	Yes	Yes, DOT will continue to incorporate green building specifications into all new construction and major renovation projects
Include in every construction contract all applicable sustainable acquisition requirements for recycled, biobased, energy efficient, and environmentally preferable products	Yes	Yes	Yes, DOT will continue take steps to include in every construction contract all applicable sustainable acquisition requirements for recycled, biobased, energy efficient, and environmentally preferable products
Develop and deploy energy and sustainability training for all facility and energy managers	Yes	Yes	Yes, DOT will continue to develop and deploy energy and sustainability training for all facility and energy managers.
Utilize performance based contracts (PBC) to achieve green buildings	Yes	Yes	Yes, DOT is actively working on awarding more PBCs next year.
Focus on leasing green buildings	Yes	Yes	Yes, DOT will continue to lease green buildings.
Implement an Environmental Management System (EMS)	Yes	Yes	Yes, DOT will continue to implement an Environmental Management System (EMS).

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 composition of the fleet (e.g., reduce vehicle size, eliminate underutilized vehicles, acquire and locate vehicles to match local fuel infrastructure)	Yes	Yes	Yes, DOT will continue to optimize/right-size the composition of the fleet.
Acquire only highly fuel-efficient, low greenhouse gas-emitting vehicles and alternative fuel vehicles (AFVs)	Yes	Yes	Yes, DOT will continue to purchase, low greenhouse gas-emitting vehicles and alternative fuel vehicles (AFVs).
Increase utilization of alternative fuel in dual-fuel vehicles	Yes	Yes	Yes, DOT will continue to increase use of alternative fuel in dual-fuel vehicles.
Use a Fleet Management Information System to track fuel consumption throughout the year for agency-owned, GSA-leased, and commercially-leased vehicles	Yes	Yes	Yes, DOT will to use its Integrated Logistics Management System (ILMS) system for fleet management and extend training and use of ILMS at the OA level.
Increase GSA leased vehicles and decrease agency-owned fleet vehicles, when cost effective	No	No	Yes, DOT will continue to evaluate opportunities to increase the number of GSA leased vehicles, when cost effective.
Improve data integrity.	Yes	Yes	Yes, DOT will continue to improve data integrity.

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 efficient technologies (e.g., Waterwise, low-flow water fixtures and aeration devices).	Yes	Yes	Yes, DOT will continue to look for opportunities to replace existing technologies with high-efficient ones.
Improve data management.	Yes	Yes	Yes, DOT will continue to work closely with utility providers and financial offices to improve the quality of its water data.
Utilize performance based contracts to achieve water savings.	Yes	No	Yes, DOT is working on finalizing several performance-based contracts that include a water component and anticipates awarding them in FY 2014.
Meter water consumption for improved accountability.	Yes	Yes	DOT will continue to install more building-level meters for water and develop an updated metering plan for the Department.
Perform required EISA Audits to identify water conservation measures.	Yes	Yes	Several OAs are scheduling audits for the upcoming year which include the opportunity to identify water Energy Conservation Measures.

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)
Reduce waste generation through elimination, source reduction, and recycling	Yes	Yes	Yes, DOT will continue to reduce waste generation through elimination, source reduction, and recycling.
Establish tracking and reporting system for solid waste diversion.	Yes	Yes	Yes, DOT will continue to improve the process for tracking and reporting solid waste diversion.
Implement program to improve C&D waste diversion.	Yes	Yes	Yes, DOT will continue to implement strategies to improve C&D waste diversion.
Promote training opportunities for waste management.	Yes	Yes	Yes, DOT will continue to provide waste management training for employees.
Improve measurement and tracking of C&D waste.	Yes	Yes	Yes, DOT will continue to explore opportunities to improve measurement and tracking on C&D waste.

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	Yes, the Department issued policies in FY 2013, but will be incorporated at the OA level and local level next year.
Include biobased and other FAR sustainability clauses in all applicable construction and other relevant service contracts	Yes	Yes	Yes, DOT will continue to review and monitor that contracts include biobased and sustainability clauses. Some OAs are still working to standardize this type of language in their contracts.
Use Federal Strategic Sourcing Initiatives, such as Blanket Purchase Agreements (BPAs) for office products and imaging equipment, which include sustainable acquisition requirements	Yes	Yes	Yes, DOT will continue to use BPAs and try to expand their use to support sustainable acquisition requirements.
Promote training for all personnel involved with acquisition.	Yes	Yes	Yes, DOT-specific training was developed last year and will be published and promoted this year. FAA is currently developing its own specific training for its acquisition system.
Chart progress to increase sustainable procurements with special emphasis on biobased purchasing and include corrective actions as needed.	Yes	Yes	Yes, DOT will continue to use the quarterly Regulatory Review process to monitor progress by each OA in meeting these requirements.

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	Yes	Yes	Yes, DOT has identified 16 Core data centers for consolidation and optimization.
Consolidate 40% of agency non-core data centers	Yes	Yes	Yes, DOT will continue to consolidate 40% of agency non-core data centers as planned per FDCCI portal reporting data.
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	Yes, DOT will continue to 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.
Ensure acquisition of 95% EPEAT registered and 100% of ENERGY STAR qualified and FEMP designated electronic office products	Yes	Yes	Yes, DOT will continue to ensure acquisition of 95% EPEAT registered and 100% of ENERGY STAR qualified and FEMP- designated electronic office products.
Implement sustainable data management and storage strategies.	Yes	Yes	Yes, DOT will continue to implement sustainable data management and storage strategies.
Pilot new technologies to promote telework	Yes	Yes	Yes, DOT will continue to pilot new technologies to promote telework.

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	Yes, DOT will continue to prioritize onsite renewable energy generation and direct purchase of renewable energy. However, if necessary, DOT will purchase RECs to meet its renewable energy requirement.
Install onsite renewable energy on federal sites	Yes	No	DOT is still in the early stages of identifying sites and setting up performance-based contracts, but plans to continue to install more onsite renewable energy next year.
Utilize performance contracting methodologies for implementing Energy Conservation Measures (ECMs) and increasing renewable energy	Yes	No	DOT is still in the early stages of identifying sites and setting up performance-based contracts, but plans to continue to install more onsite renewable energy next year.
Work with other agencies to create volume discount incentives for increased renewable energy purchases	Yes	Yes	The Volpe Center partners with GSA to create volume discounts in New England and other sites are planning to explore this option next year.
Implement a policy to set more aggressive renewable energy goals.	Yes	Yes	DOT issued a new policy order that requires the Department to meet a 20% goal. OAs are working on incorporating these new policies internally.
Create hierarchy for promoting onsite and direct renewable energy generation.	Yes	Yes	DOT completed this strategy last year by issuing a new policy order that clearly states the hierarchy.

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 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	Yes	Yes	DOT will continue to implement its Policy Statement on Climate Change Adaptation and Adaptation Plan, which require coordination with local partners and integration with planning efforts.
Update agency external programs and policies (including grants, loans, technical assistance, etc.) to incentivize planning for, and addressing the impacts of, climate change	Yes	Yes	DOT will update guidance related to grants and environmental planning (e.g. NEPA) efforts to address impacts of climate change.
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	Several DOT OAs plan to evaluate implications to vulnerable communities from climate-related impacts with respect to various transportation modes
Ensure that agency climate adaptation and resilience policies and programs reflect best available current climate change science, updated as necessary	Yes	Yes	DOT will continue to support key Departmental programs that help provide best available science to transportation-related decision making, including climate science considerations in rulemakings, as appropriate.
Incorporate climate preparedness and resilience into planning and implementation guidelines for agency-implemented projects	Yes	Yes	DOT plans to convene working groups and develop guidance related to internal and external projects and how they should incorporate

(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)
			climate change impact planning next year.
Update agency external programs and policies (including grants, loans, technical assistance, etc.) to incentivize planning for, and addressing the impacts of, climate change. " Part 2	Yes	Yes	DOT will update guidance related to grants and environmental planning (e.g. NEPA) efforts to address impacts of climate change.

Goal 1: Greenhouse Gas (GHG) Reduction

Figure 1-1

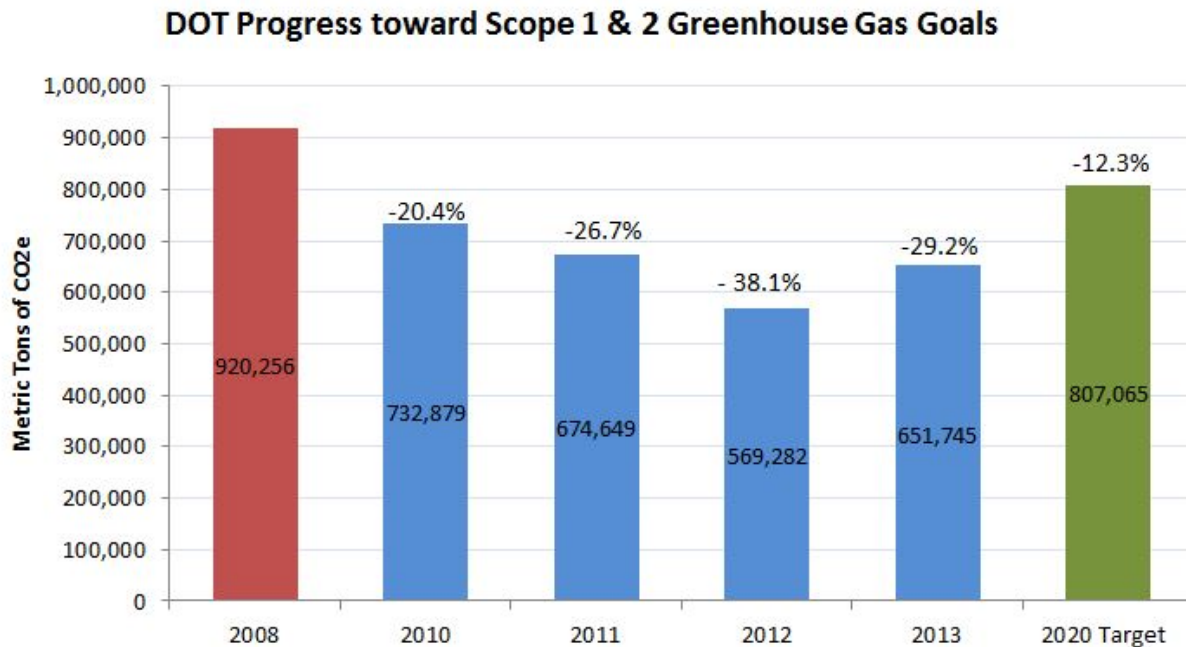


Table 1-1: Goal 1 Strategies - Scope 1 & 2 GHG Reductions

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy Narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in next 12 months
Use the FEMP GHG emission report to identify/target high emission categories and implement specific actions to resolve high emission areas identified	Yes	DOT is using the FEMP GHG emission report to identify high emission areas (such as building electricity) and has issued a policy order to reduce GHG emissions. DOT will continue to track performance at quarterly meetings with the OAs and DOT senior leadership (internal regulatory review).	Reduce energy consumption (as measured by intensity) by 27% by the end of FY 2014.

(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
Ensure that all major renovations and new building designs are 30% more efficient than applicable code	Yes	DOT will evaluate and implement, where lifecycle cost-effective, efficiency measures as part of building design reviews for major renovations and new buildings.	Ensure all major renovations or new building designs meet the energy efficiency targets provided within DOT policy orders.
Implement in EISA 432 covered facilities all lifecycle cost effective ECMs identified	No	DOT is in the process of identifying Energy Conservation Measures (ECMs), but implementation depends on available resources and mission priorities. DOT is exploring multiple mechanisms ranging from capital improvement projects to performance based contracts (PBCs) to install cost effective ECMs to the maximum extent possible.	
Reduce on-site fossil-fuel consumption by installing more efficient boilers, generators, furnaces, etc. and/or use renewable fuels	Yes	DOT will improve the condition of infrastructure equipment by purchasing energy efficient equipment and planning and performing energy audits to identify further reduction opportunities.	Initiate at least two projects that will reduce on-site fossil fuel consumption.
Reduce grid-supplied electricity consumption by improving/upgrading motors, boilers, HVAC, chillers, compressors, lighting, etc.	Yes	DOT will continue efforts to award Energy Savings Performance Contracts (ESPCs) and Utility Energy Service Contracts (UESCs) to reduce grid-supplied electricity consumption as well as integrate ECMs with	Initiate at least two projects that will reduce grid-supplied electricity consumption.

(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
		Capital Improvement Plans (CIPs).	
Employ operations and management best practices for energy consuming and emission generating equipment	Yes	DOT will coordinate energy and water evaluations and audits, review results of audits, and explore ways to automate best practices to better ensure that energy consuming and emissions generating equipment, are properly maintained to operate efficiently and minimize emissions.	Coordinate energy and water evaluations for at least 25% of covered facilities in FY 2014.
Install building utility meters and benchmark performance to track energy and continuously optimize performance	Yes	DOT will continue efforts to identify opportunities for meter system optimization, install advanced meters, where cost effective, and monitor and benchmark performance.	Update DOT metering plan, including use of advanced meters in accordance with the DOT policy and DOE guidance.

Figure 1-2

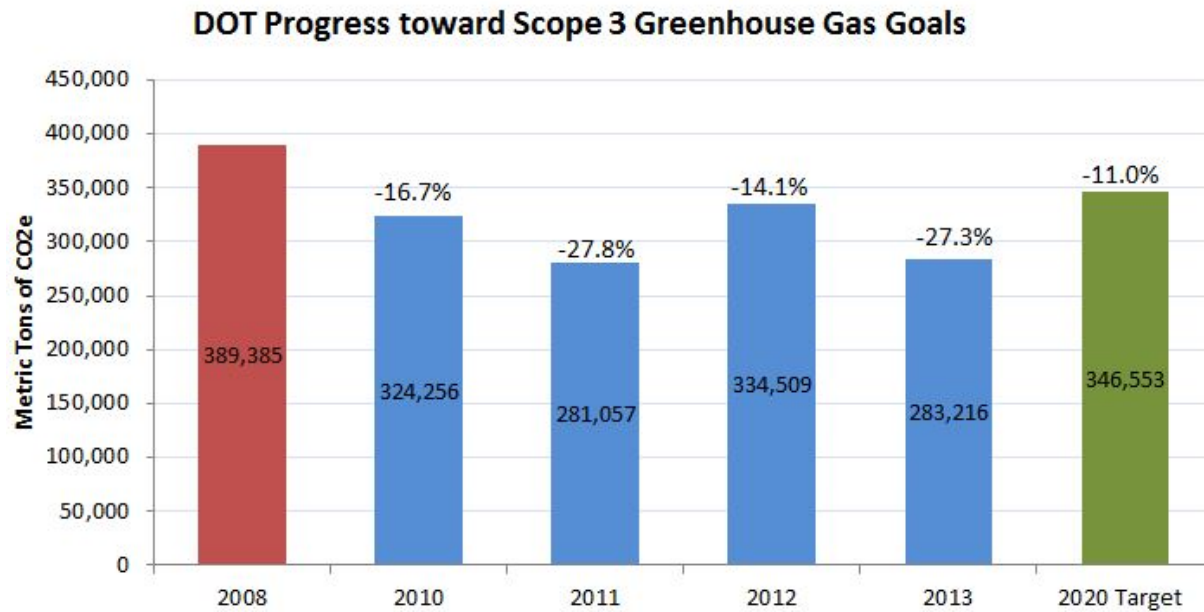


Table 1-2: Goal 1 Strategies - Scope 3 GHG Reductions

(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	No	The GHG emission data for employee business ground travel does not provide enough detail to set performance targets. DOT will continue to monitor this issue and establish reduction goals when appropriate data is available.	
Reduce employee business air travel	Yes	DOT currently monitors each OAs business air travel on a quarterly basis. DOT has set interim business air travel emission reduction goals to meet its 2020 reduction target. DOT will continue to track	Reduce business air travel emissions by 1% annually.

(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
		performance at quarterly meetings with the OAs and DOT senior leadership (internal regulatory review).	
Develop and deploy employee commuter reduction plan	No	DOT is reviewing its FY 2013 commuter survey results and analyzing opportunities for reducing commuter emissions. DOT has combined this strategy with the one below: "Use employee commuting survey to identify opportunities and strategies for reducing commuter emissions."	
Use employee commuting survey to identify opportunities and strategies for reducing commuter emissions	Yes	DOT is analyzing the FY 2013 survey results for opportunities and strategies to reduce commuter emissions.	Draft action plan to reduce commuter emissions. Use internal communications to highlight benefits of telework, alternative work schedules, and public transportation as a way to reduce commuter emissions. Encourage participation in future surveys.
Increase number of employees eligible for telework and/or the total number of days teleworked	No	DOT is supportive of increasing the number of employees eligible for telework and/or the total number of days teleworked; however this is not one of the Departments top five priorities at this time.	
Develop and implement bicycle commuter program	No	DOT will continue to promote the bicycle benefit. DOT established this program for its headquarters employees 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 the next 12 months
		May 2010.	
Provide bicycle commuting infrastructure	No	DOT is supportive of employees' adoption of alternative modes of transportation; however this is not one of the Department's top five priorities at this time.	
Increase use of technology to reduce Scope 3 emissions.	Yes	DOT will continue to leverage information technology capabilities as a travel avoidance strategy.	Increase the use of web meeting and remote collaboration products in lieu of local meetings.
Increase number of employees who participate in an alternate work schedule (AWS).	Yes	DOT will continue to track performance at quarterly meetings with the OAs and DOT senior leadership.	Track AWS participation through Scorecard reporting Implement communications for training of employees, managers and supervisors about options to participate in an alternative work schedule.
Maintain telework participation rate and encourage new eligible employees to telework.	Yes	DOT will seek to maintain its telework participation rate along with average total number of days teleworked and encourage new eligible employees to telework by initiating communications, training and awareness.	Maintain or exceed the FY 2014 goal of 42 commuting days avoided per employee.

Goal 2: Sustainable Buildings

Figure 2-1

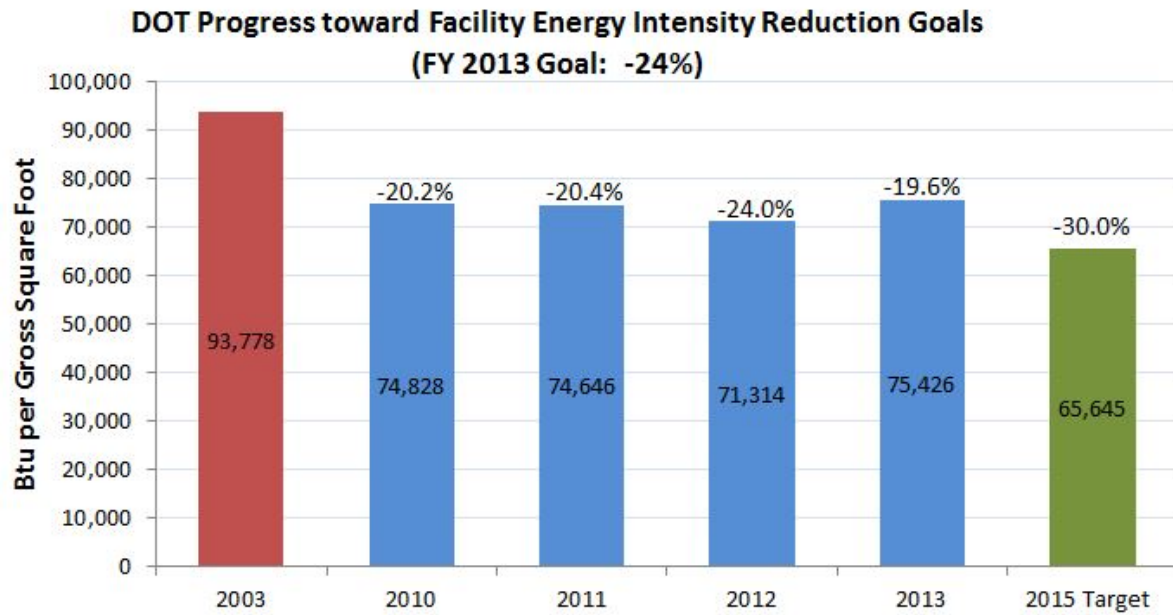


Figure 2-2

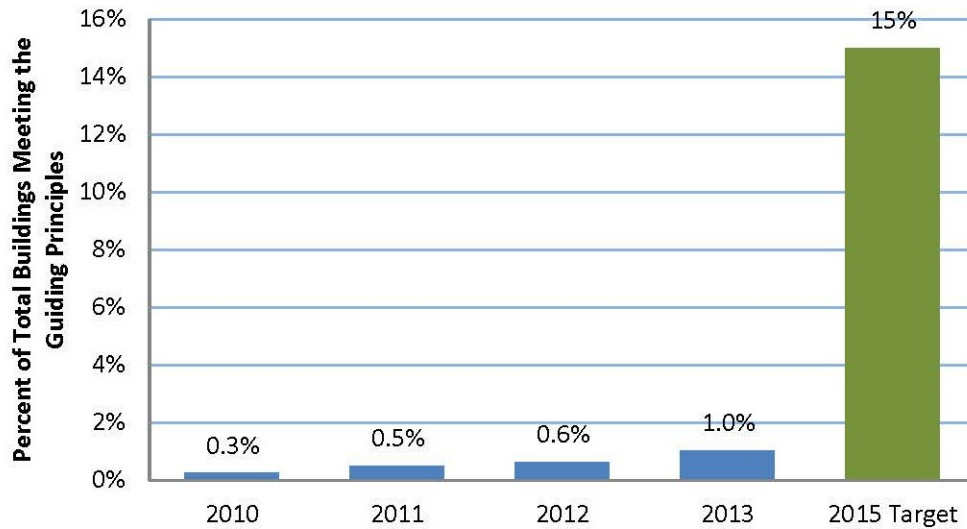


Table 2: Goal 2 Strategies & Sustainable Buildings

(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	Where lifecycle cost-effective, DOT will continue to (1) evaluate and implement green building measures as part of building design reviews; (2) incorporate the most impactful of these specifications into new construction IFB documents; and (3) document and	Several OAs will continue to incorporate green building and High Performance Sustainable Buildings (HPSBs) guiding principles into new construction projects.

(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
		analyze water consumptions, energy intensity, maintenance, waste generation, recycling, indoor environmental quality, and occupant commute over a designated test period.	
Redesign or lease interior space to reduce energy use by daylighting, space optimization, sensors/control system installation, etc.	No	DOT is supportive of projects to reduce energy by way of redesign or new leases; however, this is not one of the Department's top five priorities at this time.	
Deploy CEQs Implementing Instructions " Sustainable Locations for Federal Facilities	No	DOT is supportive of sustainable locations for federal facilities; however, this is not one of the Departments top five priorities at this time because most new DOT siting location decisions have limited flexibility (e.g., air traffic control towers at airports).	
Include in every construction contract all applicable sustainable acquisition requirements for recycled, biobased, energy efficient, and environmentally preferable products	Yes	DOT will continue to raise awareness of the applicability of sustainability contract clauses for construction contracts through developing and adopting (1) an online sustainable acquisition training course, (2) procedures that require every construction contract be considered for the	DOT will ensure that 95 percent of new contract actions, are in compliance with sustainable acquisition guidelines through acquisition plans, statements of work, and relevant contract clauses.

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 months
		applicability of sustainable acquisition requirements, and (3) sustainability language in construction projects for 100% compliance.	
Develop and deploy energy and sustainability training for all facility and energy managers	Yes	DOT will continue efforts to improve compliance with energy and sustainability requirements by (1) training facility and energy managers; and (2) raising awareness of free training provided by FEMP, DOE, and the building management industry. DOT will continue to work with FEMP on developing EISA-related training.	Incorporate energy and sustainability training into Departmental and OA training management systems and increase employee awareness of Departmental and FEMP provided training.
Utilize performance based contracts (PBC) to achieve green buildings	Yes	DOT will continue to use PBCs as one of its primary ways to achieve green buildings.	Award at least 4-5 PBCs to make progress on DOTs green building goals.
Focus on leasing green buildings	No	DOT is supportive of leasing green buildings; however, this is not one of the Departments top five priorities at this time.	
Implement an Environmental Management System (EMS)	Yes	DOT will continue to implement its higher-tier EMS and update EMSs in DOT facilities, as needed.	DOT will continue to stand-up and have fully functional EMSs at both the higher-tier and other OA and facility levels.

Goal 3: Fleet Management

Figure 3-1

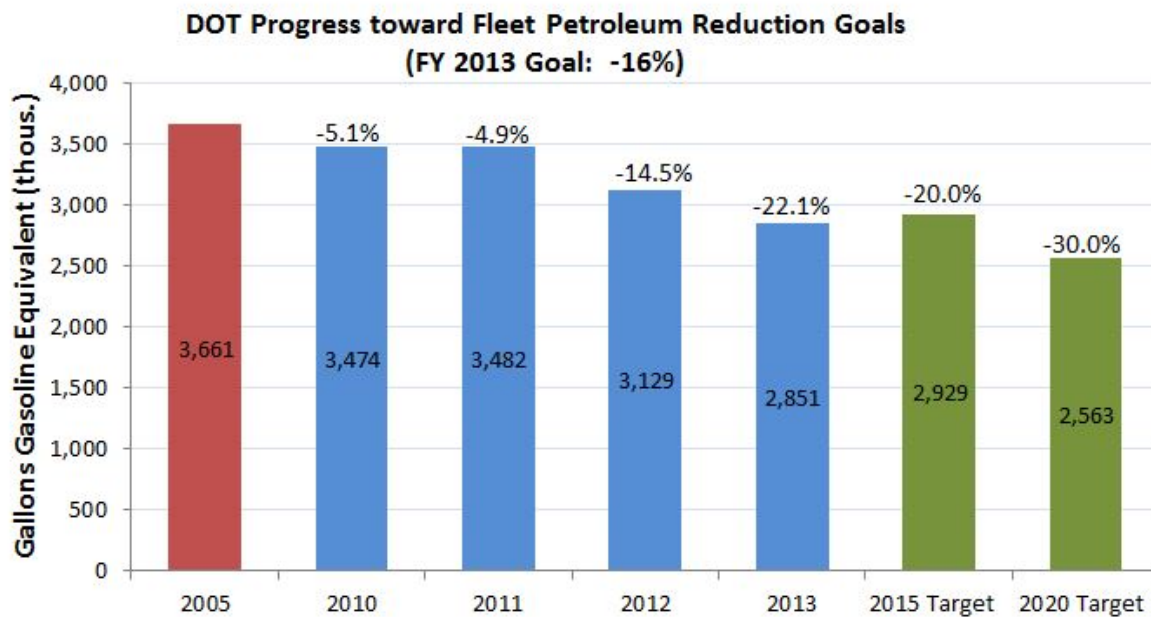


Figure 3-2

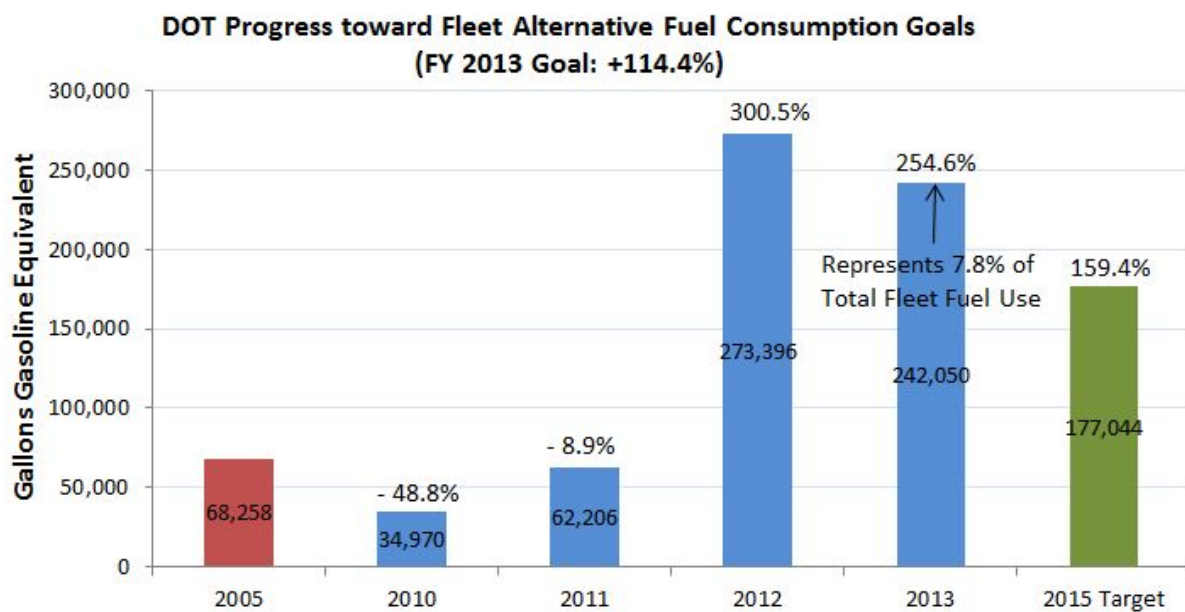


Table 3: Goal 3 Strategies & Fleet Management

(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 underutilized vehicles, acquire and locate vehicles to match local fuel infrastructure)	Yes	DOT will continue to monitor (which may include site visits) and conduct further data analysis to optimize OA fleets and acquire more alternative fuel vehicles where alternative fuel infrastructure is available.	Reduce fleet size when compared to prior year or 10% by FY 2015 from a FY 2011 baseline.
Reduce miles traveled (e.g., share vehicles, improve routing with telematics, eliminate trips, improve scheduling, use shuttles, etc.)	Yes	DOT will continue to reduce miles travel by consolidating trips and where possible using public transportation and or shuttle services.	Reduce miles travelled when compared to prior year.
Acquire only highly fuel-efficient, low greenhouse gas-emitting vehicles and alternative fuel vehicles (AFVs)	Yes	DOT will continue to increase the acquisition of highly fuel efficient, low GHG and AFVs, where cost effective to the maximum extent possible. DOT expects to increase the number of hybrids and plug-in hybrids (PEVs) in its fleet, but is also exploring other AFV technologies and strategies for deploying AFV infrastructure. DOT will continue to track performance at quarterly meetings with the OAs and DOT senior leadership (internal regulatory review).	Reduce petroleum consumption by at least 2% each year or by at least 20% by the end of FY 2015, as compared to an FY 2005 baseline.
Increase utilization of alternative fuel in dual-fuel vehicles	Yes	Many OAs will continue to use DOE National Renewable Energy Laboratory's (NREL)	Ensure that 5% of the total fuel used by DOT is alternative

(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
		FleetDash program to identify missed opportunities for using alternative fuel. Additionally, some OAs will send monthly reminders to fleet managers about using alternative fuel. A few OAs will continue manually track alternative fuel use in vehicles to ensure accurate reporting of performance.	fuel in FY2014 and FY2015.
Use a Fleet Management Information System to track fuel consumption throughout the year for agency-owned, GSA-leased, and commercially-leased vehicles	Yes	DOT will continue to use its Integrated Logistics Management System (ILMS) system for fleet management.	Update ILMS system to meet DOT tracking and reporting requirements and GSA guidance.
Increase GSA leased vehicles and decrease agency-owned fleet vehicles, when cost effective	No	DOT supports leasing vehicles from GSA and will continue to review its fleet inventory and GSA vehicle availability to identify opportunities for moving from agency owned vehicles to GSA leased vehicles when cost effective however DOT is not able to prioritize this strategy at this time.	

Goal 4: Water Use Efficiency & Management

Figure 4-1

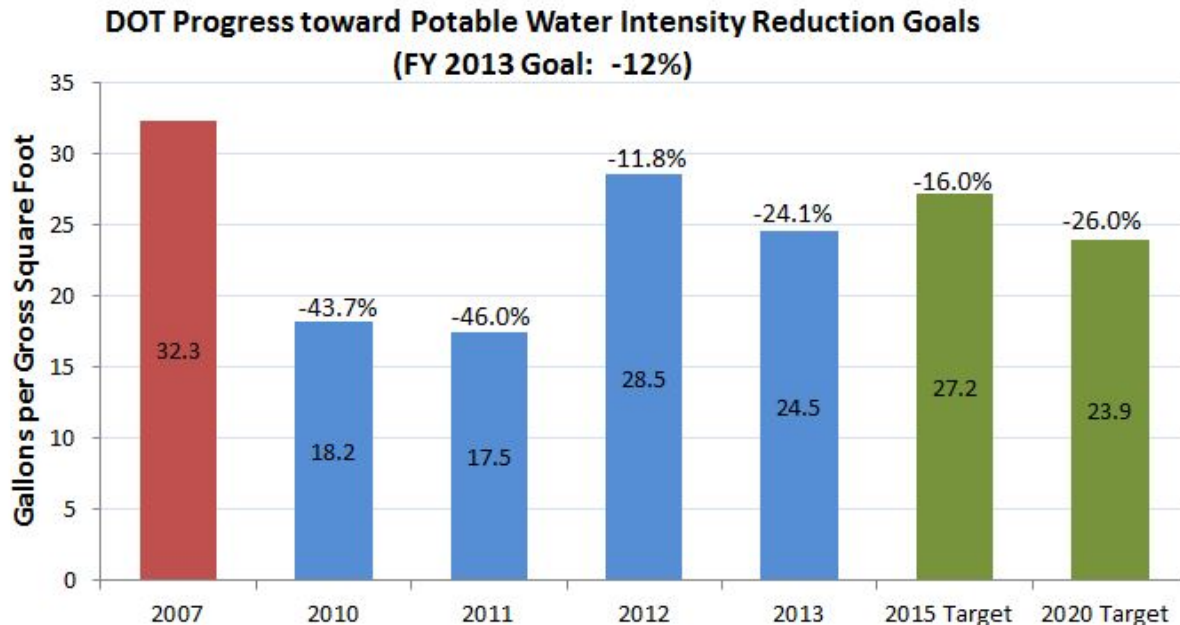


Table 4: Goal 4 Strategies & Water Use Efficiency & Management

(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 high efficiency technologies (e.g., WaterSense)	No	DOT is supportive of this strategy and has completed several projects related to this in recent years. DOT is also purchasing Water Sense technologies through its PBCs.	
Prepare and implement a water asset management plan to	No	DOT is supportive of all 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
maintain desired level of service at lowest life cycle cost (for best practices from the EPA, go to http://go.usa.gov/KvbF)		practices and technologies that conserve water; however, this is not one of the Department's top five priorities at this time.	
Minimize outdoor water use and use alternative water sources as much as possible	Yes	Several OAs are researching and implementing a range of best practices such as xeriscaping, stormwater reuse and other outdoor water conservation measures in their landscaping plans.	Facilities for at least two OAs will have updated their landscape plans or implemented best practices to minimize outdoor water use
Design and deploy water closed-loop, capture, recharge, and/or reclamation systems	No	DOT is supportive of all management practices and technologies that conserve water; however, this is not one of the Department's top five priorities at this time.	
Install more meters to measure and monitor (1) potable and (2) industrial, landscaping and agricultural water use.	Yes	Several OAs plan to increase the number of building level meters, and advanced meters, where life-cycle cost-effective to improve tracking and management of water use	Install more building level water meters. Update DOT's metering plan, including use of advanced meters in accordance with the DOT policy and DOE guidance.
Develop and implement	No	DOT is supportive of	

(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
programs to educate employees about methods to minimize water use		this strategy and has developed a new sustainability handbook to assist with this goal; however, this is not one of the Department's top five priorities at this time.	
Assess the interconnections and dependencies of energy and water on agency operations, particularly climate changes effects on water which may impact energy use	No	DOT is supportive of this strategy; however, this is not one of the Department's top five priorities at this time.	
Develop and deploy operational controls for leak detection including a distribution system audit, leak detection, and repair programs	Yes	A few of the OAs are focused on improving water performance by deploying leak detection technologies	Improve water performance through deployment of new leak detection technologies
Improve data management	Yes	DOT will continue to improve data collection, data tracking and meter water use to improve quality of data	Increase data in Energy Star Portfolio Manager. Gather actual water data for 75% of DOTs water use
Perform required EISA Audits to identify water conservation measures.	Yes	DOT will continue to conduct energy and water evaluations at EISA covered facilities.	Conduct audits for at least 25% of covered facilities in FY 2014.

Goal 5: 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	DOT will implement management practices to eliminate, reduce, or recover refrigerants and other fugitive emissions.	Continue to track performance and report progress in annual DOT GHG Inventory.
Reduce non-hazardous solid waste generation through elimination, source reduction, and recycling	Yes	DOT will continue broad efforts to reduce waste generation through internal communications, routine monitoring and awareness training.	Ensure 40% of waste is diverted from landfills.
Implement integrated pest management and improved landscape management practices to reduce and eliminate the use of toxic and hazardous chemicals/materials	No	DOT is supportive of integrated pest management practices however, this is not one of the Department's top five priorities at this time.	
Establish a tracking and reporting system for construction and demolition debris elimination	Yes	DOT will develop comprehensive tracking and reporting system for Construction and Demolition (C&D) waste.	Launch C& D waste tracking system and accompanying guidance.
Develop/revise Agency Chemicals Inventory Plans and identify and deploy chemical elimination, substitution, and/or management opportunities	No	DOT is supportive of Chemical Inventory Plans however, this is not one of the Department's top five priorities at this time.	

(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
Take inventory of current HFC use and purchases	Yes	DOT will focus efforts on identifying current HFC use and purchases.	Monitor and report HFC reduction progress in annual DOT GHG Inventory.
Require high-level waiver or contract approval for any agency use of HFCs	No	DOT is supportive of reducing HFCs however, this is not one of the Department's top five priorities at this time.	
Ensure HFC management training and recycling equipment are available	No	DOT is supportive of reducing HFCs however, this is not one of the Department's top five priorities at this time.	
Improve data collection process for solid waste diversion.	Yes	DOT will review current data collection process for improvement opportunities.	Update data collection methodology and distribute to OAs.

Goal 6: Sustainable Acquisition

Figure 6-1

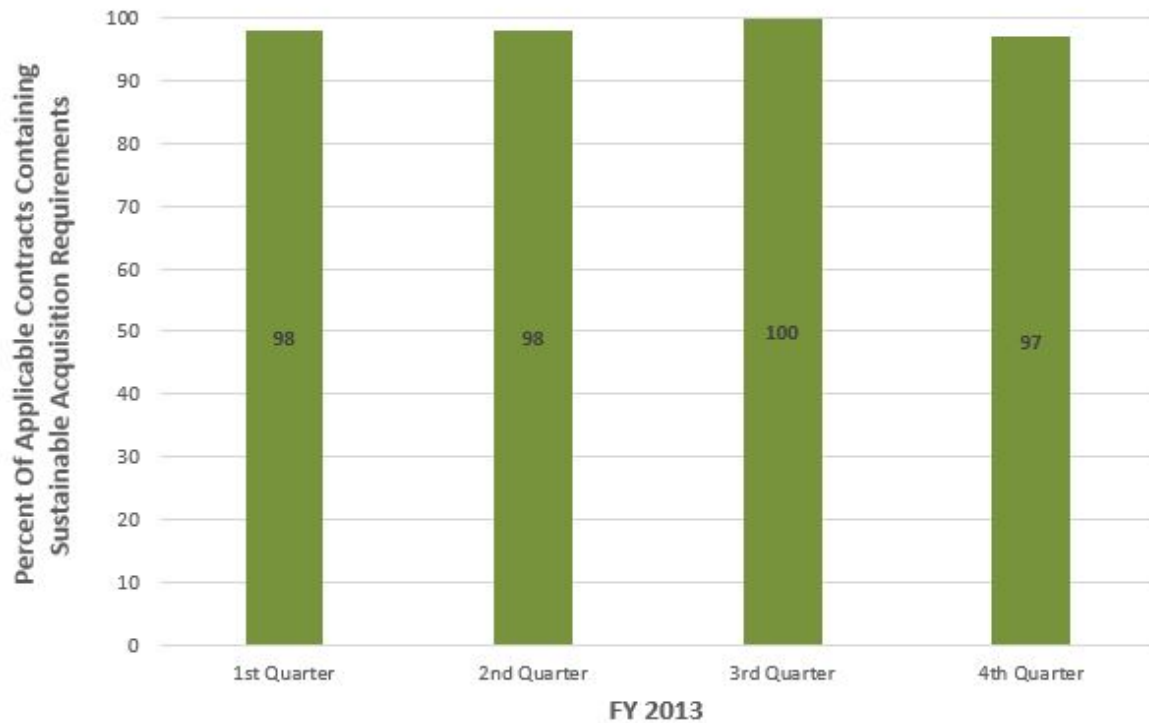


Table 6: Goal 6 Strategies & Sustainable Acquisition

(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
Update and deploy agency procurement policies and programs to ensure that federally-mandated designated sustainable products are included in all relevant procurements and	Yes	DOT finalized its policy order in FY 2013 and will share it with all impacted OAs through a robust, multi-faceted communication strategy in FY 2014. OAs will then begin to update their own guidance documents and procurement systems at national and local levels.	Successful rollout of the DOT Sustainable Acquisition policy. Several OAs review and make appropriate updates to their acquisition guidance documents and procurement systems. Greater awareness across DOT about sustainable acquisition through periodic

(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
services			communications at national and local levels.
Deploy corrective actions to address identified barriers to increasing sustainable procurements with special emphasis on biobased purchasing	No	DOT already has a system in place for identifying corrective actions for all sustainable acquisition.	
Include biobased and other FAR/AMS sustainability clauses in all applicable construction and other relevant service contracts	Yes	Many OAs are developing standard language for bio-based and green products for statements of work (SOWs) so that compliance with the requirements becomes automatic. At DOT, only a few OAs do construction; the rest only deal with service contracts.	At least four OAs finalize and begin using standard language in their SOWs and insert the required sustainability clauses to meet biobased and other sustainable acquisition requirements. Ensure that at least 70% of applicable procurements meet biobased requirements
Review and update agency specifications to include and encourage biobased and other designated green products to enable meeting sustainable acquisition goals	No	Although the OAs that have applicable specifications are establishing a review process, this is not one of DOT's top five priorities at this time.	
Use Federal Strategic Sourcing Initiatives, such as Blanket Purchase Agreements (BPAs) for office products and imaging	Yes	DOT's new policy encourages the use of BPAs for both office products and electronics. DOT will continue to encourage OAs that are not using BPAs to use them and those that are	Increase green purchasing through office supply strategic sourcing contracts and BPAs (e.g. SAVES, Staples, GSA) by at least 5 percent. (FAA only) Increase percentage of

(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		using them to increase the number of products purchased through BPAs that meet the sustainability requirements as a way to simplify and maximize meeting the requirements.	EPEAT certified imaging equipment purchased through SAVES to 95%.
Report on sustainability compliance in contractor performance reviews	No	This strategy is part of the broader strategy described below.	
Promote training for all personnel involved with acquisition.	Yes	Several OAs already require 4-8 hours of sustainability acquisition training for their staff to meet COR certification requirements. At both the DOT and FAA level, training that is more tailored to each organization has been developed and is expected to be deployed in the coming year.	Complete and disseminate FAA sustainable acquisition training. DOT OAs will publish DOT-specific training through the learning management system and have at least 20% of the acquisition workforce take it in the first year. All OAs will continue to promote sustainable acquisition training opportunities for all employees involved with acquisition.
Verify sustainability of acquisition actions throughout procurement process (Pre-Award to post-award)	Yes	Some OAs are now taking the initiative to go one step further and apply best practices such as: building in a step to check for vendors or products that meet sustainability requirements in the pre-award process; incorporating sustainability compliance reviews as part	At least 95% of new contract actions for products and services meet federally-mandated designated sustainable products requirements. At least three OAs begin using a best practice (either pre-award or post-award) to increase the number of contracts that meet the requirements and/or

(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
		of the CPARS process; or randomly sampling awarded contracts to verify if sustainability language is being followed.	to verify whether sustainability requirements are being met. Continue quarterly monitoring through the Regulatory Review process.

Goal 7: Electronic Stewardship & Data Centers

Figure 7-1




EPEAT	POWER MANAGEMENT	END-OF-LIFE	COMMENTS
			FAA is continuing to move toward only using R2/eSteward for Federal Electronic Assets (FEA).

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	Yes	DOT will continue to identify Core and non-Core data centers according to OMB FDCCI requirements.	Continue to inventory data center classifications and follow the OMB requirement of optimizing Core Data Centers.
Consolidate 40% of agency non-core data centers	Yes	DOT will continue to consolidate 40% of agency non-core data centers.	Support streamlining of data center and server reduction initiatives and increase the number of systems operating on the cloud.
Optimize agency Core Data Centers across total cost of ownership metrics	Yes	DOT will continue to optimize agency Core Data Centers across total cost of ownership metrics.	Continue to reduce the number of physical servers and establish cost metrics and calculate the total cost of ownership.
Ensure that power management, duplex printing, and other energy efficiency or environmentally preferable options and	Yes	DOT will continue to ensure that power management, duplex printing, and other energy efficiency or environmentally	Explore opportunities to improve energy efficiency on all eligible electronics. Continue enabling duplex printing settings through 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
features are enabled on all eligible electronics and monitor compliance		preferable options and features are enabled on all eligible electronics and monitor compliance.	deployment of new software programs in FAA.
Update and deploy policies to use environmentally sound practices for disposition of all agency excess or surplus electronic products, including use of certified eSteward and/or R2 electronic recyclers, and monitor compliance	Yes	DOT will continue to update and deploy policies to use environmentally sound practices for disposition of all agency excess or surplus electronic products, including use of certified eSteward and/or R2 electronic recyclers, and monitor compliance.	Issue and implement relevant electronic disposition policies and procedures at the OA level, and perform periodic assessments to ensure that electronic products are disposed following sound end-of – life management practices.
Ensure acquisition of 95% EPEAT registered and 100% of ENERGY STAR qualified and FEMP designated electronic office products	Yes	DOT will continue to ensure acquisition of 95% EPEAT registered and 100% of ENERGY STAR qualified and FEMP designated electronic office products.	Maintain electronic stewardship policy requirements; update SOPs, and routinely monitor performance to ensure DOT meets the electronic stewardship goals on the OMB Scorecard.

Goal 8: Renewable Energy

Figure 8-1

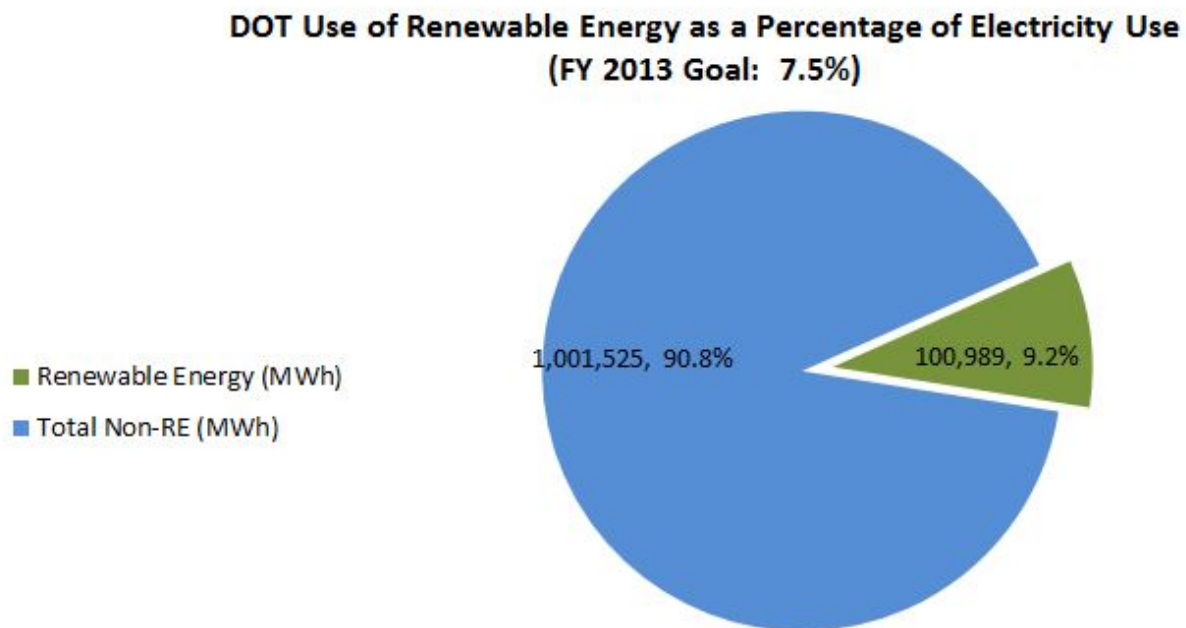


Table 8: Goal 8 Strategies & Renewable Energy

(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
Purchase renewable energy directly or through Renewable Energy Credits (RECs)	Yes	DOT will continue to prioritize onsite renewable energy generation and direct purchase of renewable energy. However, if necessary, DOT will purchase RECs to meet its renewable energy requirement. DOT will continue to track performance at quarterly meetings with the OAs and DOT senior leadership (internal regulatory review).	Ensure that not less than 10% of DOT total electricity consumed annually comes from renewable sources.

(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 potential for onsite renewable energy on federal sites.	Yes	Using currently scheduled and ongoing evaluations through ESPCs and energy audits, DOT will look to identify sites where we can install onsite renewable energy.	Evaluate feasibility of installing onsite renewable energy at 4-5 sites. Integrate 2-3 onsite renewable energy projects into performance-based contracts, where life-cycle, cost-effective.
Lease land for renewable energy infrastructure	No	DOT is supportive of on-site renewable energy generation; however the Department is still in the early stages of assessing feasibility of onsite renewable energy generation.	
Develop biomass capacity for energy generation	No	DOT is supportive of biomass capacity for energy generation; however DOT is still in the early stages of assessing feasibility of renewable energy generation options.	
Utilize performance contracting methodologies for implementing ECMs and increasing renewable energy	Yes	DOT is pursuing multiple performance based contracts (PBCs) nationwide across many facilities (more than 50) that will consider opportunities for increasing renewable energy.	Integrate 2-3 onsite renewable energy projects into performance-based contracts, where life-cycle, cost-effective.
Work with other agencies to create volume discount incentives for increased renewable energy purchases	Yes	DOT will continue explore avenues, such as power purchase agreements, as a path to increase renewable energy purchases.	Pilot at least one opportunity to partner with another agency for volume discounts.

(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
Implement strategies to meet more aggressive renewable energy goals at sub-organizational levels.	Yes	DOT will evaluate ways to meet new renewable energy goals at OA level including updating OA level policies and looking for grant opportunities.	At least two OAs establish a plan or policy for meeting new goals.

Goal 9: 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	DOT will implement its updated Policy Statement on Climate Change Adaptation and Resilience and its updated Adaptation Plan, which require coordination with local partners and integration with planning efforts. This is reflected in the other priority strategies.	
Update agency emergency response procedures and protocols to account for projected climate change, including extreme weather events	Yes	DOT will begin to review emergency plans for employees and mission programs and update them to account for climate change, including extreme weather events.	At least four OAs will have updated their emergency response procedures to account for projected climate change.
Ensure workforce protocols and policies reflect projected human health and safety impacts of climate change	No	DOT's adaptation planning addresses climate-induced transportation safety issues, as well as weather impacts on health of transportation work force and system users.	
Update agency external programs and policies (including grants, loans, technical assistance, etc.) to incentivize planning	No	This strategy is covered under the last few strategies in this table.	

(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, and addressing the impacts of, climate change			
Ensure agency principals demonstrate commitment to adaptation efforts through internal communications and policies	Yes	OAs use various communication channels to demonstrate commitment and awareness of climate change adaptation with employees and stakeholders.	OAs will contribute to the implementation of the updated DOT Climate Adaptation Plan. Through green teams, OA newsletters and other channels, agency officials will issue and/or support communications.
Identify vulnerable communities that are served by agency mission and are potentially impacted by climate change and identify measures to address those vulnerabilities where possible	Yes	DOT will evaluate the implications to vulnerable communities (such as flood-prone areas and environmental justice concerns) from climate-related impacts with respect to various transportation modes.	Complete at least two reports or recommendations related to a transportation mode and a vulnerable community.
Ensure that agency climate adaptation and resilience policies and programs reflect best available current climate change science, updated as necessary	Yes	Continue support of key Departmental programs that help provide best available science to transportation related decision making, including climate science considerations in rulemakings, as appropriate.	Maintain the cross-agency activities of the DOT Climate Change Core Team to share research and sponsor new research across DOT.
Design and construct new or modify/manage existing agency facilities and/or infrastructure to	Yes	Several OAs will either include language in statements of work (SOWs) for new	Resiliency is considered in at least three projects, either directly owned by DOT or working with

(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
account for the potential impacts of projected climate change		construction projects or work with GSA to ensure vulnerable facilities are upgraded.	GSA.
Incorporate climate preparedness and resilience into planning and implementation guidelines for agency-implemented projects	Yes	DOT will evaluate the best available information, convene working groups and develop guidance related to internal and external projects and how they should incorporate climate change impacts into planning.	Issue at least three different updated guidance documents related to considering climate change impacts for agency-implemented projects (e.g. NEPA or infrastructure planning).

Goal 10: Energy Performance Contracts

Figure 10-1



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 25% of agency's most energy intensive buildings for use with energy performance contracts	No	DOT is supportive of conducting energy and water evaluations in buildings however this is not one of the Department's top five priorities at this time.	
Prioritize projects which will provide greatest energy savings potential	Yes	DOT will identify and prioritize projects that provide the greatest energy savings potential.	Develop methodology for prioritizing projects with the greatest energy savings potential.
Cut cycle time of performance	No	DOT is supportive of increasing performance	

(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
contracting process by at least 25%		contracts efficiency however this is not one of the Department's top five priorities at this time.	
Assign agency lead to participate in strategic sourcing initiatives	No	DOT is supportive of participating in strategic sourcing initiatives however this is not one of the Department's top five priorities at this time.	
Devote 2% of new commitments to small buildings (<20k sq. ft.)	Yes	DOT will include energy and water improvements for smaller buildings in performance-based contracts.	Using performance-based contracts, identify and devote 2% of new energy and water improvement projects to smaller buildings.
Identify 2-3 onsite renewable energy projects that can be included in performance-based contracts.	Yes	DOT will include on-site renewable energy projects in performance-based contracts.	Integrate 2-3 onsite renewable energy projects into performance-based contracts, where life-cycle, cost effective.
Ensure relevant legal and procurement staff are trained by FEMP ESPC/ UESC course curriculum	No	DOT is supportive of training relevant legal and procurement staff using FEMP ESPC/UESC course curriculum, however; this is not one of the Departments top five priorities at this time.	
Provide measurement and verification data for all awarded ESPC projects	Yes	DOT will provide measurement and verification data for awarded ESPC projects.	Provide ESPC measurement and verification data on routine basis to DOE.
Enter appropriate	Yes	DOT will enter appropriate	Provide appropriate

(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
energy savings data for operational projects into MAX COLLECT (max.gov)		energy savings data for operational projects into MAX COLLECT.	energy savings data to OMB on routine basis.

APPENDIX A: 2014 Department of Transportation's Climate Adaptation Plan

A copy of the 2014 Department of Transportation's Climate Adaptation Plan can be found at:
<http://www.dot.gov/mission/sustainability/adapting-climate-change>