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U.S. Department of Justice Strategic Sustainability Performance Plan

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Table of Contents

Executive Summary	2
Section 1: Agency Policy and Strategy	3
I. Agency Policy Statement	3
II. Sustainability and the Agency Mission	4
III. Greenhouse Gas Reduction Goals	4
IV. Plan Implementation	5
Internal Coordination and Communication	5
Coordination and Dissemination of the Plan to the Field	5
Leadership and Accountability	6
Agency Policy and Planning Integration	6
Agency Budget Integration	6
Methods for Evaluation of Progress	7
V. Evaluating Return on Investment (ROI)	8
Economic Life-Cycle Cost/ROI.....	8
Social Costs and Benefits.....	8
Environmental Costs and Benefits.....	8
Mission-Specific Costs and Benefits	9
Operations and Maintenance and Deferred Investments	9
Climate Change Risk and Vulnerability	9
VI. Transparency	10
Section 2: Performance Review and Annual Update	11
I. Summary of Accomplishments	11
II. Goal Performance Review	22
Goal 1: Scope 1 and 2 Greenhouse Gas Reduction	22
Goal 2: Scope 3 Greenhouse Gas Reduction	31
Goal 3: Develop and Maintain Agency Comprehensive Greenhouse Gas Inventory	35
Goal 4: High-Performance Sustainable Design/Green Buildings.....	37
Goal 5: Regional and Local Planning	45
Goal 6: Water Use Efficiency and Management	51
Goal 7: Pollution Prevention and Waste Elimination	55
Goal 8: Sustainable Acquisition.....	61
Goal 9: Electronics Stewardship and Data Centers	65
Goal 10: Agency Innovation.....	71
Section 3: Agency Self-Evaluation	73

Executive Summary

To encourage environmental stewardship and sustainability as part of its mission, the U.S. Department of Justice (DOJ) has developed this Strategic Sustainability Performance Plan, which outlines how DOJ plans to reduce its combined Scope 1 and 2 greenhouse gas (GHG) emissions¹ by 16.4 percent and its Scope 3 GHG emissions² by 3.8 percent, both compared to the baseline of fiscal year (FY) 2008 GHG emissions.

To reduce the direct and indirect GHG emissions associated with its facilities, employees, and operations, DOJ will focus on the following 10 areas:

1. Reducing Scope 1 and 2 GHG emissions, specifically related to energy use, renewable energy, transportation, and fuel efficiency.
2. Reducing Scope 3 GHG emissions from employee travel, commuting, transmission and distribution losses from purchased electricity, and waste and wastewater treatment.
3. Developing and maintaining a comprehensive GHG emission inventory.
4. Designing, constructing, and operating high-performance sustainable buildings.
5. Conducting regional and local planning for new facilities in a sustainable manner.
6. Managing water, wastewater, and stormwater efficiently and effectively.
7. Preventing pollution and eliminating waste wherever possible.
8. Requiring sustainable acquisition practices when DOJ procures products and services.
9. Promoting electronics stewardship through product life cycles and in DOJ data centers.
10. Encouraging innovation in sustainability throughout DOJ.

Responsibility for meeting the goals outlined in this Strategic Sustainability Performance Plan lies with DOJ's Strategic Sustainability Officer (SSO), the Assistant Attorney General for Administration, with support from the Justice Management Division (JMD). The goals and strategies in this plan will be incorporated by all DOJ components and at each of the five main DOJ bureaus:

- Bureau of Prisons
- Federal Bureau of Investigation
- U.S. Marshals Service
- Bureau of Alcohol, Tobacco, Firearms and Explosives
- Drug Enforcement Administration

DOJ's Environmental Stewardship Council (ESC) includes JMD budget, and procurement staff and representatives of the five bureaus and is charged by the SSO with implementing this plan. The ESC will establish work groups to ensure integration of this plan across the Department, as well as coordinate with DOJ's strategic and budget planning process. DOJ will assess its progress in meeting the goals in this Strategic Sustainability Performance Plan using milestones identified for the next 12 months. The plan will be updated annually to ensure compliance.

¹ Scope 1 GHG emissions are those that DOJ directly emits from owned or controlled sources (e.g., emissions from fossil fuels burned on site and in vehicles). Scope 2 GHG emissions are those that result from the generation of electricity and steam generated off site but purchased by DOJ.

² Scope 3 GHG emissions are those from sources not owned or directly controlled by DOJ but related to the Department's activities (e.g., employee travel and commuting, contracted waste disposal).

Section 1: Agency Policy and Strategy

I. Agency Policy Statement

As the Federal agency charged with enforcing the laws of the United States and ensuring public safety, DOJ strives to be a model for compliance with Executive Order (EO) 13514, *Federal Leadership in Environmental, Energy, and Economic Performance*, as well as other environmental and energy-related laws, statutes, and executive orders. As part of its commitment to environmental stewardship, DOJ is committed to reducing its GHG emissions and overall environmental footprint.

To encourage environmental protection, energy conservation, and GHG emission reductions across the Agency, DOJ will integrate sustainability principles to the extent feasible across its five bureaus and more than 40 departmental components by incorporating the following objectives into its core missions over the coming decade:

- Improve the energy efficiency of buildings, vehicles, travel, employee commuting, and other operational factors in order to reduce GHG emissions.
- Manage water use, wastewater, and stormwater in an environmentally sound manner.
- Plan, build, procure, and operate high-performance, sustainable buildings.
- Prevent pollution and eliminate waste through sustainable acquisition practices, electronic stewardship, and other waste diversion efforts.

In cooperation with the Department's Chief Financial Officer, Chief Information Officer, Chief Acquisition Officer, and Senior Real Property Official, DOJ will work to meet or exceed the requirements of EO 13514, as outlined in the following Strategic Sustainability Performance Plan. Through its annual strategic and budget planning processes, DOJ will continue to commit the human and financial resources necessary to increase energy efficiency; measure, report, and reduce GHG emissions from direct and indirect activities; conserve and protect water resources; eliminate waste; leverage acquisition to foster markets for sustainable technologies, products, and services; design, construct, maintain, and operate high-performance sustainable buildings; and strengthen the vitality and livability of the communities in which DOJ facilities are located.

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II. Sustainability and the Agency Mission

DOJ's mission is: To enforce the law and defend the interests of the United States according to the law; to ensure public safety against threats foreign and domestic; to provide federal leadership in preventing and controlling crime; to seek just punishment for those guilty of unlawful behavior; and to ensure fair and impartial administration of justice for all Americans. As the agency charged with upholding the laws of the United States, it is important to be a model for compliance with environmental laws, regulations, and executive orders.

More than 100,000 employees in 40 different components and more than 3,800 facilities are working to achieve DOJ's mission. The largest of these components, on an employee and facility basis, is the Federal Bureau of Prisons (BOP). BOP's mission is to protect society by confining offenders in the controlled environments of prisons and community-based facilities that are safe, humane, cost-efficient, and appropriately secure, and that provide work and other self-improvement opportunities to assist offenders in becoming law-abiding citizens. BOP alone has approximately 36,000 employees in 115 institutions, or campuses comprised of numerous buildings that house and care for incarcerated individuals. BOP is currently responsible for more than 172,000 inmates across the country, and that number continues to grow.

Sustainability is a key factor in the cost-efficient development and operation of the bureau's prison facilities. With 15 energy savings performance contracts (ESPCs) underway at BOP facilities, BOP is helping to support DOJ's mission and meet sustainability requirements in the most cost-effective manner possible. As part of these projects, BOP is implementing solar power, wind turbines, biomass boilers, lighting upgrades, water conservation retrofits, heating and cooling equipment replacement, and many other energy-saving measures. Described in more detail in Section 2, ESPCs have helped DOJ meet its mandated energy intensity reduction targets well ahead of schedule, and are helping to address water conservation in prisons as well. Environmental Management Systems (EMSs) are also employed at the institutional level to ensure that environmental impacts are addressed throughout BOP facilities and operations.

With regard to inmate work and self-improvement, BOP focuses on providing jobs and training, since the post-release success of offenders is as important to public safety as inmates' secure incarceration. As described in the Goal 10 Agency Innovation chapter of this Strategic Sustainability Performance Plan, prison work programs, including UNICOR, are successfully engaged in training inmates on creating renewable energy and recycling, job skills they can use both in prison and upon their release to contribute to the growing "green" economy.

BOP is not the only DOJ bureau working to achieve sustainability through its mission, but it is the largest. Other bureaus and DOJ components will integrate the following goals into their missions through EMSs, sustainable strategies, and other initiatives described below.

III. Greenhouse Gas Reduction Goals

DOJ's fiscal year 2020 goal is to reduce Scope 1 and 2 GHG emissions by 16.4 percent, compared to an FY 2008 baseline. In FY 2008, DOJ produced approximately 22 metric tons of carbon dioxide equivalent (MTCO_{2e}) per 1,000 square feet of facility area. Due to the need for

additional prison space, FBI expansion, and other departmental growth, DOJ is planning to increase its facility area by 4 percent (compared to FY 2008) in FY 2015, and by 15 percent in FY 2020. The 16.4 percent Scope 1 and 2 GHG emissions reduction goal was calculated and approved based on a “business as usual” analysis, rather than a comparison to the aggregated GHG emissions associated with DOJ’s growing inventory of facilities.

Significant GHG emission reductions on an absolute basis would be nearly impossible for DOJ to achieve, due to the substantial and necessary increase anticipated in its facility footprint. Likewise, because DOJ had already decreased its energy intensity 22.7 percent between FY 2003 and FY 2008, the low FY 2008 GHG Scope 1 and 2 emissions baseline should be taken into account when reviewing this reduction target.

DOJ is also submitting an initial estimate of its baseline FY 2008 Scope 3 GHG emissions using the Council on Environmental Quality’s (CEQ’s) Scope 3 Target Tool, which includes: federal employee business travel (air and ground transportation); federal employee commuting; contracted solid waste disposal and wastewater treatment; and transmission and distribution losses from purchased electricity.

Based on its initial Scope 3 GHG emissions baseline estimate of 599,190 MTCO₂e for FY 2008, DOJ plans to collectively reduce those emissions by 3.8 percent. DOJ will continue to refine its Scope 3 inventory in subsequent years and adjust its reduction strategy as necessary.

IV. Plan Implementation

A. Internal Coordination and Communication

Since 2007, DOJ has had in place an Environmental Stewardship Council (ESC), a high-level steering committee consisting of environmental representatives from each of the five main bureaus (BOP; Federal Bureau of Investigation [FBI]; U.S. Marshals Service [USMS]; Bureau of Alcohol, Tobacco, Firearms and Explosives [ATF]; and Drug Enforcement Administration [DEA]) to facilitate communication and consistency of policies within the Department. This group is chaired by a representative of DOJ’s Facilities and Administrative Services Staff (FASS), under the Justice Management Division (JMD). An Energy Program Management Team made up of JMD and bureau energy managers addresses energy and water issues across the bureaus and components, and an Environmental Working Group (EWG) representing all bureaus and JMD is responsible for coordinating compliance with all environmental executive orders.

To communicate with work group and team members, bureaus, and employees, DOJ has a well-organized and secure intranet site to protect internal, confidential, and classified items. Progress and best practices that DOJ wishes to share with employees will also be communicated through training programs and newsletters distributed electronically to thousands of DOJ personnel.

B. Coordination and Dissemination of the Plan to the Field

DOJ worked through its EWG to ensure that its main bureaus were involved in the development of this plan and will work with each bureau to incorporate the overall Agency Policy Statement on sustainability and GHG emission reductions into their facility-level and higher-tier EMSs and mission support. DOJ's Strategic Sustainability Performance Plan provides a framework under which all bureaus and components can help achieve GHG reduction targets.

C. Leadership and Accountability

DOJ's JMD and EWG help develop policies and procedures for effectively managing energy and sustainability while enhancing the facilities and operations that support DOJ's mission. The Energy Program Management Team, coordinated by an Energy Program Manager in JMD, has responsibility for coordinating energy and water projects, renewable energy, and energy management and security at DOJ. JMD Environmental Program Managers, working with the EWG, address broader sustainability issues, including energy and GHG reductions.

DOJ's facility, energy, and environmental management is somewhat decentralized, with each main bureau retaining program management responsibility for its installations. At the Headquarters level, the FASS Energy Program Management and Environmental Policy staff provide leadership, expertise, assessments, and policy guidance on energy and environmental laws, executive orders, and other regulations. Each bureau has an energy and environmental manager to implement ESPCs, other energy conservation measures, and environmental policies. All BOP institutions and some other facilities also develop their own facility-level EMSs to address specific environmental aspects and create environmental programs to address them.

Accountability starts at the top, with DOJ's Strategic Sustainability Officer (SSO), who directs JMD through FASS to implement the strategies outlined in this plan. Specific milestones, metrics, and reporting requirements are incorporated into Energy and Environmental Program Managers' performance reviews as appropriate. Specific bureau energy and environmental staff are also held accountable for the successful implementation of ESPCs, EMSs, and DOJ energy, sustainability, and environmental policies at their respective bureaus.

D. Agency Policy and Planning Integration

DOJ's Department-wide Strategic Plan, developed in FY 2007, addresses the efficient operation of DOJ facilities. To ensure that Strategic Plan updates take into account DOJ's GHG emission reduction goals and facilitate planning integration in the future, DOJ has communicated the targets and other key strategies to its senior managers prior to submission. Through its Energy Management Program, DOJ has had in place since 2006 an Energy Conservation Initiative to improve its energy performance, and its Sustainable Building Implementation Plan (SBIP) will support 15 percent of existing buildings meeting the *Guiding Principles for Federal Leadership in High Performance and Sustainable Buildings*. DOJ also has in place electronic stewardship, recycling, and green purchasing policies to help address several goal areas of this Strategic Sustainability Performance Plan.

E. Agency Budget Integration

DOJ's Chief Financial Officer supports integration of the Strategic Sustainability Performance Plan into the Department's budget planning process. In its Spring 2010 budget call for FY 2012, DOJ specifically called out budget planning for EO 13514, but noted that additional costs to implement items in the Strategic Sustainability Performance Plan would need to be absorbed. As DOJ's Energy and Environmental Program Managers and bureau representatives identify the resources necessary to complete the strategies described in this plan, they will work with the DOJ budget planning staff to integrate those priorities into the Buildings and Facilities (B&F) funding process. For example, BOP has funded and implemented energy and water conservation projects with its B&F budget through the Modernization and Repair (M&R) decision unit.

F. Methods for Evaluation of Progress

Based on the milestones identified in Section 3, DOJ will evaluate progress on this Strategic Sustainability Performance Plan every six months. Performance metrics will be collected through existing data collection processes, including the energy, water, renewable energy, GHG emissions, and other relevant data recorded in DOJ's annual energy performance report to the U.S. Department of Energy (DOE); biannual Office of Management and Budget (OMB) scorecard requests; DOJ fleet petroleum use and alternative fuel use reporting; updates to the SBIP in new and planned facilities and DOJ progress meeting the Guiding Principles in 15 percent of existing buildings; and sustainable purchasing data, electronics stewardship results, and waste diversion and pollution prevention numbers.

The following Critical Planning Coordination Table describes which documents reinforce various goals from the Strategic Sustainability Performance Plan:

Originating Report/Plan	Scope 1 & 2 GHG Reduction	Scope 3 GHG Reduction	Develop and Maintain Agency Comprehensive GHG Inventory	High-Performance Sustainable Design/Green Buildings	Regional and Local Planning	Water Use Efficiency and Management	Pollution Prevention and Waste Elimination	Sustainable Acquisition	Electronic Stewardship and Data Centers	Agency Specific Innovation
GPRA Strategic Plan ³	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES
Agency Capital Plan	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO
A-11 300s (April 26, 2010 draft)	NO	NO	NO	NO	NO	NO	NO	YES	NO	YES
Annual Energy Data Report	YES	YES	YES	YES	NO	YES	NO	YES	YES	NO
EISA Section 432 Facility Evaluations/Project Reporting	YES	YES	NO	YES	NO	YES	NO	NO	NO	NO
Budget	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES
Asset Management Plan/Three-Year Timeline	NO	N/A	N/A	NO	NO	NO	N/A	N/A	NO	N/A
Circular A-11 Exhibit 53s	NO	NO	NO	NO	NO	NO	NO	NO	YES	NO
OMB Scorecards	YES	YES	NO	YES	N/A	YES	YES	YES	YES	N/A

³ Reference only.

Originating Report/Plan	Scope 1 & 2 GHG Reduction	Scope 3 GHG Reduction	Develop and Maintain Agency Comprehensive GHG Inventory	High-Performance Sustainable Design/Green Buildings	Regional and Local Planning	Water Use Efficiency and Management	Pollution Prevention and Waste Elimination	Sustainable Acquisition	Electronic Stewardship and Data Centers	Agency Specific Innovation
DOE's Annual Federal Fleet Report to Congress and the President	YES	N/A	YES	N/A	N/A	N/A	N/A	YES	N/A	N/A
Data Center Consolidation Plan	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	YES	N/A
Environmental Management System	YES	YES	YES	YES	N/A	YES	YES	YES	YES	N/A

V. Evaluating Return on Investment (ROI)

Financial ROI is only one factor DOJ takes into account when establishing new facilities, considering projects, or signing ESPCs. As part of this Strategic Sustainability Performance Plan, DOJ will continue to weigh a variety of life-cycle factors—including environmental and GHG impact—at the outset of any major capital project or ESPC.

A. Economic Life-Cycle Cost/ROI

DOJ currently requires life-cycle cost analyses (LCCAs) as part of design submissions for major capital projects. LCCAs typically account for the present value of all relevant project costs and projected savings, in order to provide a comprehensive assessment of the project's cost-effectiveness. By looking at key costs and benefits, DOJ can decide whether to undertake a particular new construction or renovation project, ESPC, or other resource conservation measure. Life-cycle cost is estimated by adding up all costs incurred over the life of the project or equipment, including operations and maintenance (O&M), then subtracting any positive cash flows, including resale, or, in the case of a renewable energy system, replacement of utility costs.

Through its ESPCs, for example, BOP typically calculates the installation, implementation, O&M, and measurement and verification costs, then subtracts energy or water savings, as well as any potential O&M savings realized from replacing equipment, to determine if a specific project will be life-cycle cost-effective over a simple payback period. BOP uses Integrated Process Teams from several different branches and disciplines to ensure that all aspects of a project employ the most energy-efficient designs, systems, equipment, and controls that are life-cycle cost-effective. Specifically, BOP uses the Federal Energy Management Program's Building Life-Cycle Cost Program, found at www1.eere.energy.gov/femp/information/download_blcc.html.

B. Social Costs and Benefits

Defining the social costs and benefits of DOJ projects is more complicated, due to the nature of DOJ's building inventory and the need for security in the vast majority of its facilities. A new draft federal document, *Recommendations on Sustainable Siting for Federal Facilities*, urges selection criteria such as siting new facilities near public transit, affordable housing, or central

business districts; however, prisons are typically located much further from urban centers, for obvious security and societal reasons. However, prisons can provide social benefit by rehabilitating former criminals and, in many cases, training them in jobs that not only can benefit the community in general, but the green economy in particular, as described in the Goal 10 Agency Innovation chapter.

C. Environmental Costs and Benefits

ESPCs have been a convenient way for DOJ to enumerate the environmental benefits of many of its projects, from replacing fossil fuel use with renewable energy to reducing GHG emissions by decreasing energy and water consumption. All the measures considered through this financing mechanism have some benefit to the environment; but energy service companies (ESCOs) are also required to assess the potential environmental costs associated with any given project and conduct an environmental impact study or make adjustments, as appropriate. For example, a wind turbine project being considered at a federal correctional institution near an airport had to adjust the turbine size to address the safety requirements of low-flying aircraft. For the most part, however, the environmental benefits and energy savings offered by ESPCs have outweighed any costs identified.

When a new facility or expansion of a current facility is necessary, DOJ follows all requirements of the National Environmental Policy Act (NEPA), including the completion of an environmental assessment, at a minimum. BOP initiates the majority of facility or expansion projects; the bureau considers all potential sites with respect to NEPA, as well as other environmental regulations.

D. Mission-Specific Costs and Benefits

From time to time, DOJ considers factors beyond financial, social, and environmental costs and benefits. When BOP considers a list of potential energy projects, for example, some projects that have a longer payback period might still receive higher priority if they are in older facilities in need of mechanical system improvements or other infrastructure replacement. These mission-critical items provide much-needed support for older building stock and ensure the security and health of employees and inmates alike.

In FY 2007, DOJ included in its Strategic Plan an idea to develop a methodology for identification of mission-critical and mission-dependent assets, in order to prioritize investments and establish disposal targets for real property assets that are either inactive or excess. DOJ will continue to update its real property portfolio based on facility condition, operating costs, and disposition of unneeded assets.

E. Operations and Maintenance and Deferred Investments

As part of the ESPC process, or when funding is available for energy conservation projects, DOJ takes into account the ROI from prioritizing O&M projects, including lighting upgrades, power plant improvements, heating and cooling system improvement, or new technologies such as

laundry ozone systems, that will help address any existing backlog of deferred maintenance at DOJ facilities.

F. Climate Change Risk and Vulnerability

As part of the need to constantly assess and reevaluate security measures at its facilities, DOJ is well positioned to handle the effects of any disaster that might occur as a result of climate change-related phenomena, including extreme weather events that damage property, power outages resulting from such events, and severe droughts caused by changes in precipitation patterns across the country. In the event of a major weather-related or other disaster, DOJ has in place a continuity of operations plan, or COOP, that designates roles and responsibilities, alternative locations/procedures, and other factors to ensure employee safety, inmate security, and the ability to maintain business as usual. DOJ also plans to evaluate the effects of climate change on its key priorities, programs, and initiatives as it continues to refine its GHG inventory and reduction targets.

VI. Transparency

DOJ's national security, investigation, and law enforcement functions often require the Department to maintain confidentiality over critical information. Because DOJ strives to serve as a model for other agencies on how to comply with environmental regulations, it will make portions of this Strategic Sustainability Performance Plan public, but there are critical components that must be treated confidentially. Based on the Open Government principles of transparency, participation, and collaboration, DOJ will share relevant portions of its Strategic Sustainability Performance Plan, redacted for security measures where necessary, with other federal agencies and the public by posting an abridged version on its public website, www.justice.gov.

As more GHG emissions reduction initiatives are completed in its facilities and operations, DOJ will also share relevant, secure results of its efforts with interested parties who can learn from DOJ's experience.

Section 2: Performance Review and Annual Update

I. Summary of Accomplishments

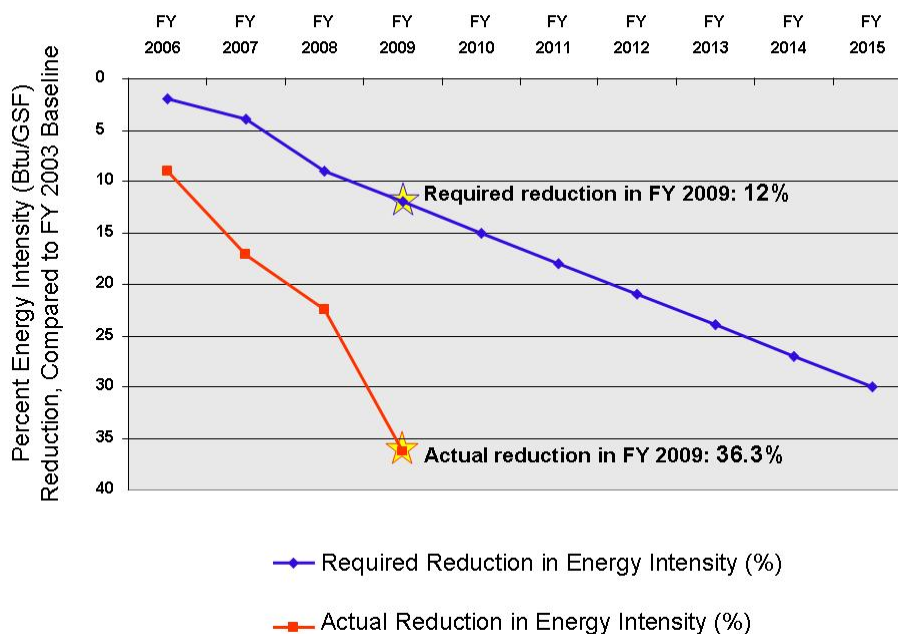
GOAL 1: SCOPE 1 AND 2 GREENHOUSE GAS REDUCTION

In response to a variety of federal mandates, DOJ has achieved a number of accomplishments in the areas of building energy efficiency, renewable energy installations and purchases, and fleet management—all of which have contributed to Scope 1 and 2 GHG emission reductions.

Reduced Facility Energy Intensity

In FY 2009, DOJ achieved a 36.3 percent reduction in energy intensity as compared to an FY 2003 baseline, as a result of successful energy management initiatives, commitment to the use of innovative ESPCs, the construction of new energy-efficient buildings, and the installation and purchase of renewable energy. DOJ's performance, illustrated in Figure 2-1, is more than triple the 12 percent reduction required by the Energy Independence and Security Act of 2007 (EISA).

Figure 2-1: Reduction in DOJ's FY 2006-09 Energy Intensity, Compared to FY 2003 Baseline



In response to rising energy costs for its prisons and the Energy Policy Act of 2005 (EPAct 2005), BOP developed an Energy Initiative that assigned energy reduction goals to each of BOP's six regions and provided a list of low- and no-cost strategies to be included in regional energy conservation plans, including:

- Increased use of daylighting, where possible
- Elimination of one hot meal per day
- Proper operation of heating, ventilation, and air-conditioning (HVAC) equipment

- Revised temperature set points for the heating and cooling season
- Elimination of hot water in washing machines
- Replacement of old equipment with ENERGY STAR[®] qualified equipment
- Procurement of professional energy audits

In addition to promoting increased energy awareness among BOP's regional staff, the BOP Energy Initiative encourages collaboration with local communities to increase public awareness of BOP's efforts to promote energy conservation, renewable energy, and other sustainable practices. Eligible inmates can also receive education and training on renewable energy technology and give feedback on innovative no-cost strategies to reduce energy in BOP's facilities. In recognition of these efforts, DOE's Federal Energy Management Program (FEMP) presented DOJ with a 2007 Presidential Energy Management Award.

BOP has awarded 15 ESPCs (one in FY 2003; three in FY 2008; five in FY 2009; and six in FY 2010). These projects include HVAC equipment and lighting upgrades; control systems optimization; high-efficiency motors; advanced metering; variable frequency drives (VFDs); and renewable energy such as solar thermal water heating, photovoltaic (PV) arrays, wind turbines, and biomass boilers.

FBI has also awarded two ESPC projects—one at its FBI Academy in Quantico, Virginia, and another at its Washington, D.C., Headquarters in the J. Edgar Hoover Building. The Quantico ESPC will implement an array of energy conservation measures, including new boilers and a new chilled water system, a new energy management control system, and lighting upgrades. The Hoover Building ESPC includes lighting upgrades, chiller replacement, and enhancements to the building's HVAC system.

Renewable Energy

In 1998, BOP completed construction of the bureau's first solar hot water heater at the Phoenix Federal Correctional Institution (FCI) in Phoenix, Arizona, which produces up to 50,000 gallons of hot water each day—enough to supply the facility's kitchen, shower, laundry, and sanitation needs for 1,250 inmates and staff. The system offsets the annual consumption of approximately 1 million kilowatt-hours (kWh), helping avoid the emissions of nearly 600 tons of CO₂ per year.

In March 2005, BOP completed construction of the first wind turbine for a U.S. prison at the Federal Correctional Complex (FCC) in Victorville, California, which supplies approximately 10 percent of the facility's annual electricity needs. BOP also installed a 50-kilowatt (kW) PV array on top of covered parking spaces that further reduces the complex's conventional electricity demand. Inmates assist in maintaining solar panels by cleaning bugs and dirt from the panels. To supplement its onsite renewable energy applications, DOJ purchases green power. In FY 2009, DOJ increased its green power purchases by 196 percent compared to FY 2008.

Fleet Management

DOJ has made significant strides in greening its automotive fleet. In FY 2009, DOJ's alternative fuel vehicle (AFV) acquisitions represented 138 percent of the Department's total goal-covered

(or nontactical) vehicles, far exceeding the 75 percent requirement. DOJ also reduced its total petroleum consumption in covered vehicles by 8.4 percent, exceeding the required 8 percent reduction. The average fuel economy of DOJ's newly acquired light-duty vehicles (LDVs) in FY 2009 was 5 miles per gallon greater than the baseline FY 2005 fuel efficiency of its LDV fleet.

To address Section 246 of EISA, DOJ has three fueling centers that provide alternative fuel. BOP's Beaumont (Texas) FCC provides both biodiesel and compressed natural gas (CNG), and both the Victorville FCC and Butner (North Carolina) FCC provide fuel pumps for CNG. To further reduce petroleum consumption in tractors and landscape vehicles, inmates at six of BOP's facilities participate in a program to produce biodiesel from recovered cooking oil. Not only does this program benefit the environment and provide additional skills to inmates in preparation for their reentry into society, but it also helps BOP reduce waste disposal expenses.

GOAL 2: SCOPE 3 GREENHOUSE GAS REDUCTION

In response to EO 13514, DOJ has made significant progress quantifying its Scope 3 GHG emissions in order to better understand the environmental impact of its day-to-day operations.

Employee Travel

DOJ has not yet uploaded its FY 2008 air travel data into the U.S. General Service Administration's (GSA's) Travel Management Information System (Travel MIS) to calculate the Scope 3 GHG emissions associated with its employees' business air travel. As an alternative, DOJ compiled total FY 2008 air travel mileage and estimated the associated GHG emissions using emission factors from the U.S. Environmental Protection Agency's (EPA's) Climate Leaders Program. These initial calculations represent a reasonable estimate and help DOJ understand the extent to which its annual air travel contributes to its overall Scope 3 GHG emissions. Using the estimate of GHG emissions associated with air travel, DOJ then developed an order of magnitude estimate for Scope 3 GHG emissions associated with ground travel, based on published research suggesting that 25 percent of an organization's Scope 3 GHG emissions associated with both business air and ground travel can be attributed to ground travel.⁴

To further estimate the environmental impact of the Department's employee travel, DOJ estimated its Scope 3 GHG emissions associated with employee commuting based on the Department-wide transit subsidy program and carpool participation data, as well as published research on the distribution of commuting mode⁵ and distance.⁶

⁴ M. Buttazzoni & K. Zyla, 2005. *Lessons learned from Yale University inventory: GHG emissions from transportation*. www.epa.gov/ttn/chief/conference/ei14/session3/buttazzoni.pdf

⁵ 1990 Census of Population, STF3C. <http://www.census.gov/population/socdemo/journey/usmode90.txt>

⁶ U.S. Department of Transportation, 2003. Omnibus Household Survey. www.bts.gov/publications/omnistats/volume_03_issue_04/html/figure_02.html

Waste Disposal and Wastewater Treatment

DOJ estimated the Scope 3 GHG emissions associated with both contracted solid waste disposal and contracted wastewater treatment using CEQ's Scope 3 Target Tool. To develop an estimate for Scope 3 GHG emissions associated with contracted solid waste disposal, DOJ compiled actual FY 2008 solid waste generation data for all BOP facilities (which represent the waste generated by 31 percent of DOJ's employees and 166,000 inmates). DOJ then used national average daily waste generation figures to extrapolate GHG emissions associated with waste for all remaining DOJ employees.

DOJ also utilized CEQ's Scope 3 Target Tool to estimate the Department's Scope 3 GHG emissions associated with contracted wastewater treatment. In order to more comprehensively and transparently communicate the environmental impact of DOJ's daily operations, DOJ also accounted for the Scope 3 GHG emissions associated with wastewater resulting from BOP's inmate population.

Transmission and Distribution (T&D) Losses

DOJ used CEQ's Scope 3 Target Tool to estimate the Department's Scope 3 emissions associated with T&D loss from purchased electricity.

GOAL 3: DEVELOP AND MAINTAIN AGENCY COMPREHENSIVE GREENHOUSE GAS INVENTORY

In direct response to EO 13514, DOJ has developed an initial inventory of the Department's following Scope 1, 2, and 3 GHG emissions.

DOJ's Scope 1 GHG emissions include:

- Onsite combustion of natural gas, fuel oil, and propane at DOJ's reporting facilities
- Fuel combustion in DOJ's covered fleet vehicles

DOJ's Scope 2 GHG emissions include:

- Purchased electricity
- Purchased steam

DOJ's Scope 3 GHG emissions include:

- T&D losses associated with purchased electricity
- Employee business air travel
- Employee business ground travel
- Employee commuting
- Contracted solid waste disposal
- Contracted wastewater treatment

While still refining its GHG emission estimates, DOJ is able to better understand the environmental impact of its operations, which lays the important foundation for DOJ's efforts to

further develop, refine, and maintain its comprehensive GHG emissions inventory in subsequent years.

GOAL 4: HIGH-PERFORMANCE SUSTAINABLE DESIGN/GREEN BUILDINGS

DOJ has been actively pursuing green building strategies in its new construction and existing buildings. Since 2006, DOJ has achieved the U.S. Green Building Council's Leadership in Energy and Environmental Design (LEED[®]) certification for one of its owned facilities with another four facilities in the process of pursuing certification. All future new construction must achieve the requirements of LEED for New Construction (LEED-NC) Silver at a minimum. Listed below are several DOJ-owned facilities that have received or are in the process of pursuing LEED certification.

Facility	Rating System	Certification Level	Square Footage	Status
BOP FCI #3, Butner, NC	LEED-NC 2.1	Certified	529,000	Awarded
BOP FCI, Aliceville, AL	LEED-NC 2.2	Goal: Certified	600,000	In progress
BOP FCI, Hazelton, WV	LEED-NC 2.2	Goal: Silver	600,000	In progress
BOP FPC, Yazoo City, MS	LEED-NC 2.2	Goal: Silver	36,468	In progress
FBI Biometrics Technology Center, Clarksburg, WV	LEED-NC 2.2	Goal: Silver	360,000	In progress

BOP has used a two-pronged approach in implementing its sustainability goals since 2003. First, BOP uses Technical Design Guidelines for all new construction and renovations. Second, BOP focuses on upgrading its current facilities through ESPCs. Other DOJ bureaus and components are planning to use the EMS framework to drive sustainable operations in its existing building portfolio. Organizational level EMSs will be established at DOJ Headquarters and at some of the bureaus by the end of FY 2011.

As of December 31, 2009, DOJ met the *Guiding Principles for Federal Leadership in High Performance Sustainable Buildings* (Guiding Principles) at approximately 3.6 percent of its FY 2009 Federal Real Property Profile (FRPP) buildings greater than 5,000 gross square feet (GSF). DOJ is on track to meet the Guiding Principles in at least 15 percent of its existing building inventory by 2015.

GOAL 5: REGIONAL AND LOCAL PLANNING

BOP accounts for the vast majority of DOJ's new construction on the horizon, and most new facilities are sited on existing properties. If BOP has need for a new location, the bureau begins the site selection process with assessments of potential sites, often including environmental studies, wetland jurisdiction determination studies, geotechnical studies, topography studies, boundary surveys, utility studies, cultural resource reports, and housing studies. Once a site is considered feasible for development, BOP conducts a NEPA assessment prior to acquiring the property for development.

DOJ also has a history of reclaiming brownfield sites on which to construct its facilities. For example, the following are some of the installations developed on prior mining sites:

- BOP FCI Manchester, Kentucky
- BOP FCI McDowell, West Virginia
- FBI Complex, Clarksburg, West Virginia
- FBI Complex, Harrison County, West Virginia

GOAL 6: WATER USE EFFICIENCY AND MANAGEMENT

In response to the 2 percent annual water use intensity reduction goals established for federal agencies under EO 13423 and 13514, DOJ has established an organizational framework to implement a water conservation program and track its progress, and the Department is aggressively implementing numerous projects to reduce water use intensity at DOJ facilities.

DOJ's Energy Program Management and Environmental Policy Teams promote reductions in water use intensity, costs, and GHG emissions. Energy management teams also address water efficiency, and reduction goals have been established at each bureau.

In a policy statement issued in February 2009, DOJ established its commitment to use EMS to drive water conservation, energy efficiency, and other environmental aspects of DOJ operations. High-level EMSs will be established at DOJ and appropriate bureaus by the end of FY 2011, and water use will likely be one of their significant environmental aspects.

Because of the size and scope of prison facilities, they account for more than 99 percent of DOJ's water use. BOP has been aggressively pursuing reductions in water use intensity through the implementation of ESPCs. BOP awarded three ESPCs in FY 2008 and five contracts in FY 2009 with significant water conservation initiatives. As these projects are completed, more than 370 million gallons of water per year are anticipated to be saved through plumbing system retrofits with more efficient fixtures and fittings, installation of control systems that limit frequency of toilet flushing and duration of showers in prisons, replacement of water-cooled ice machines, and laundry and kitchen system improvements.

Notwithstanding these accomplishments, DOJ water use has increased compared to its FY 2007 baseline. FY 2007 water use intensity was 119.7 gallon per GSF; in FY 2009, DOJ's water use intensity was 127.7 gallons per GSF, a 6.7 percent increase. There are several factors that may have caused this increase. First, BOP shifted its FCC in Victorville, California, from onsite well water to city water to address unacceptable levels of arsenic in the well water. This change increased reported water use by 240 million gallons, or 2.7 percent.

In FY 2009, the federal prison population increased by 6,500 inmates. Because the nature of water use in prisons is to serve population needs, true water use intensity is more a function of population than facility footprint; however, expressing intensity as a function of building footprint is the required metric under the applicable executive orders. The increase in prison population accounts for approximately 4 percent of the observed increase in water use intensity, when expressed on a per-square-foot basis.

Faced with the challenge of an increasing prison population, DOJ is continuing to work on a strategy to achieve the water use efficiency and management goals required under EO 13423 and 13514.

GOAL 7: POLLUTION PREVENTION AND WASTE ELIMINATION

Many DOJ components have developed successful waste reduction programs at individual facilities. BOP, which accounts for the majority of DOJ facilities, implements waste diversion programs at the local or institutional level. BOP has a policy requiring all facilities to collect basic recyclable commodities (i.e., cardboard, white office paper, aluminum cans, plastics, and glass). Many BOP facilities have more extensive waste diversion programs that capitalize on the available labor from inmates and separate other recoverable materials from the waste stream, including organic waste and construction and demolition (C&D) debris.

For example, the FCC in Lompoc, California, operates a comprehensive recycling and environmental awareness program, employing several inmates to sort recyclable materials throughout the complex. In FY 2007, the complex's recycling efforts diverted 320,000 tons of wood, cardboard, ferrous metals, nonferrous metals, tires, batteries, antifreeze, motor oil, cooking oil, wood pallets, plastics, light bulbs, computers and paper from the waste stream. These materials generated \$28,885 in revenue in 2007 and saved more than \$24,000 in landfill disposal fees.

A number of BOP facilities have received White House Closing the Circle awards for waste diversion efforts. For example, the FCC in Florence, Colorado, received the 2005 Recycling–Civilian award, and the FCC in Coleman, Florida, received the 2004 Recycling–Civilian award.

Organic wastes are currently composted at 23 BOP facilities across the country. BOP provides case studies and facility contacts for these innovative programs to environmental managers to encourage similar initiatives at additional institutions.

FBI's Criminal Justice Information Services (CJIS) facility in Clarksburg, West Virginia, has successfully diverted nearly 50 percent of its waste through a robust recycling program, including partnering with a local pulping mill to recycle confidential paper waste under the watchful eye of FBI security officers.

In the area of pollution prevention, DOJ components have developed and implemented plans to phase out the acquisition, use, and disposal of hazardous materials. BOP's environmental compliance division systematically works to eliminate the use of specific products containing hazardous or toxic materials by first piloting green alternatives, then mandating their use bureau-wide. Through this process, BOP successfully found alternatives for all of its cleaners and halogenated solvents. For example, BOP's U.S. Penitentiary (USP) Hazelton in Bruceton Mills, West Virginia, received a White House Closing the Circle award for piloting the use of cleaning agents with fewer harmful effects on human health and the environment to determine that they were cost-effective, equivalent in quality, and suitable to the unique safety and security issues of

the correctional environment. Beginning in 2009, BOP replaced all of its janitorial solvents with comparable green alternatives. BOP is currently exploring environmentally preferable laundry detergents using the same pilot model, with the intention of expanding the use of the best green alternative bureau-wide.

GOAL 8: SUSTAINABLE ACQUISITION

In 2007, DOJ developed a Green Purchasing Plan (GPP) stating the Department's sustainable acquisition objectives, including: Educating all employees on federal requirements for green procurement preference programs; increasing purchases of green products and services; reducing the amount of solid and hazardous waste generated; reducing the consumption of energy and natural resources; and expanding markets for green products and services. DOJ updated the GPP in 2008.

In February 2008, DOJ's Senior Procurement Executive issued a memo to bureau procurement chiefs to reiterate the role DOJ's acquisition workforce plays in achieving federal sustainability goals. The memo included recent Federal Acquisition Regulation (FAR) requirements to purchase ENERGY STAR qualified or FEMP-designated products whenever possible.

DOJ's components have made strides in increasing sustainable acquisitions. As described above, BOP has transitioned a significant percentage of its procurement to green alternatives. BOP also purchases a wide range of products containing recovered content materials. In FY 2008, more than 75 percent of tissue products, 70 percent of traffic barricades, and 20 percent of signage purchased by BOP contained recovered materials. In addition, 60 percent of engine lubricating oil was re-refined, and 50 percent of toner cartridges were remanufactured.

FBI has implemented a green purchasing training module for all acquisition personnel and is seeing trends in compliance reviews that sustainability requirements are being addressed. In FY 2009, FBI purchased WaterSense labeled faucets, paper and tissue products containing recovered content, re-manufactured toner cartridges, and re-refined oil. In addition, FBI purchased engine oils, lubricants, carpets, carpet and upholstery cleaners, glass cleaners and other green janitorial products, and hand sanitizers containing biobased materials.

GOAL 9: ELECTRONIC STEWARDSHIP AND DATA CENTERS

DOJ developed an Electronics Stewardship Implementation Plan in 2007 to outline the Department's approach to meeting the electronic stewardship requirements of EO 13423. The plan enumerates DOJ's electronic stewardship goals, defines roles and responsibilities, and provides a blueprint for meeting EO 13423 requirements that continues to be relevant to helping DOJ meet the requirements of EO 13514.

In January 2010, the Office of the Federal Environmental Executive recognized DOJ with the Agency Award for centralized agency level participation in the FY 2009 Electronics Reuse and Recycling Campaign. To earn this achievement, DOJ facilities donated or recycled more than

3,264,600 pounds of electronic equipment during FY 2009. DOJ recycles its own obsolete electronics, as well as providing electronics recycling services to the broader community, through its Federal Prison Industries' UNICOR electronics recycling program, which follows best practices for recycling electronic equipment. UNICOR provides recycling services to federal, state, and local governments; schools; nonprofit organizations; and the private sector, and is described in more detail below. Through the National Capital Recycling Center, UNICOR provides electronics recycling to many federal agencies in the Washington, D.C. region.

DOJ's Chief Information Officer (CIO) issued a policy in September 2009 requiring the deployment of ENERGY STAR power management features on all new and in-use desktop and laptop computers and monitors. The policy also encourages DOJ employees to power down their computers at the conclusion of the work day and requires all DOJ components to report on the enabling of power management features at the close of each fiscal year. With this policy in place, DOJ is working to educate component CIOs, information technology (IT) contractors, and employees to ensure compliance. DOJ policy also requires reuse or recycling of electronic equipment at end-of-life, as well as the purchase of desktops, laptops, and monitors registered Silver or higher under the Electronic Product Environmental Assessment Tool (EPEAT).

DOJ provides representation on the Federal Electronics Stewardship Work Group (FESWG) and participates in the Federal Electronics Challenge (FEC) program—designed to help federal agencies reduce the environmental impacts of their electronics purchase, use, and disposal—with more than 11,000 DOJ employees currently covered under the FEC framework. In 2010, 10 DEA facilities were recognized by the FEC program for: implementing exceptional electronic stewardship programs; purchasing EPEAT-registered and ENERGY STAR qualified computers and electronics; enabling power management settings on computers; donating computers and laboratory equipment to schools and other law enforcement organizations; and recycling equipment using UNICOR or an approved, local recycler. The data center at the FBI's CJIS facility in West Virginia also received a high score for efficiency as a participant in an ENERGY STAR data center energy-efficiency pilot because of its high power usage effectiveness based on the ENERGY STAR rating system.

GOAL 10: AGENCY INNOVATION

Numerous innovative programs within BOP are advancing DOJ sustainability efforts beyond the scope of EO 13514, by finding new methods to reduce the environmental impact of prison facilities across the country and giving inmates the opportunity to learn “green” job skills.

UNICOR

Federal Prison Industries, Inc. (FPI), commonly referred to by its trade name UNICOR (www.unicor.gov), is a wholly owned government corporation that employs nearly 19,000 inmates and is authorized to operate industries such as PV panel manufacturing and electronics recycling. Besides environmental benefits, UNICOR and other prison initiatives simultaneously serve DOJ's larger mission of providing work and other self-improvement opportunities to help inmates acquire the skills needed for a successful return to society.

Congress established UNICOR on June 23, 1934. For more than 75 years, UNICOR has manufactured products that meet the needs of the broader federal community. Currently UNICOR produces more than 80 products and services for sale to the federal government. Electronics recycling, in particular, has filled an important niche. UNICOR partners with federal agencies that donate used or broken electronics for recycling and refurbishment. Functioning equipment is processed for resale, and nonfunctioning equipment is broken down to scrap components and sold to reprocessors.

Through UNICOR, inmates refurbish other products such as parachutes, ponchos/liners, field packs, and sleeping bags for the military, as well as rebuilding truck and HMMWV (Humvee) engines. In addition to reducing waste, these programs have helped agencies save up to 60 percent on their procurement dollars, as compared to the cost of buying new equipment.

In keeping with DOJ's environmental, safety, and security commitments, UNICOR participants work in factories in compliance with Occupational Safety and Health Administration (OSHA) standards and EPA regulations, and a BOP safety manager helps oversee each facility. Six facilities are ISO-9001:2008 Certified and International Association of Electronics Recyclers (IAER) Certified. In addition, all hard drives are cleaned in accordance with U.S. Department of Defense high-level security wiping procedures.

UNICOR vendors are required to sign no-landfill certifications, follow a restrictive export policy, and agree to onsite inspections. UNICOR's green practices in recycling and in its five other industries (clothing/textiles, office furniture, industrial products, electronics, and fleet solutions) keep 32.5 million tons of materials from American landfills each year.

UNICOR bolsters the U.S. economy by supporting domestic jobs and allotting nearly 60 percent of its procurement dollars to small, minority-owned, and disadvantaged businesses. UNICOR increases prison safety by keeping inmates constructively occupied and decreases recidivism among program participants. In fact, inmates who participate in UNICOR are 24 percent less likely to re-offend than nonparticipants and are 14 percent more likely to be gainfully employed upon reentry into society.

All this is accomplished without any taxpayer dollars. The corporation is self-sustaining and receives no appropriated funds for its operations; revenues generated by sales are used to cover the program's operational expenses.

Other Green Prison Initiatives

Other BOP greening initiatives span a wide range of environmental aspects. To assist in the sustainable operations and maintenance of BOP facilities, inmates in numerous locations also participate in comprehensive recycling and renewable energy programs. There are federal prisons converting food scraps to compost, kitchen grease to biodiesel fuel, and wind and sun into electricity, changes that make these compounds not only more sustainable, but more self-sustaining.

To reduce waste, two USPs in McCreary, Kentucky, and Leavenworth, Kansas, are diverting 100 percent of their food scraps for composting. Likewise, the Federal Prison Camp in Duluth, Minnesota, employs a three-tiered recycling program that includes systematic sorting of the waste stream to recover recyclable materials—up to 3.8 tons per week—and a vermiculture and composting program. Numerous federal penitentiaries have robust recycling programs.

Six BOP facilities are producing their own biodiesel fuel from recovered cooking oil, which teaches inmates valuable vocational skills and reduces BOP's disposal expenses. The biodiesel fuel is used to power vehicles of all types, including fleet buses, trucks, tractors, backhoes, mowers, emergency generators, forklifts, bulldozers, and all-terrain vehicles (ATVs). To reduce petroleum consumption at several prisons, BOP has replaced shuttle buses with bicycles for transporting low-security inmates within the complex.

After BOP built its first successful wind turbine at the FCC in Victorville California, several other prisons have followed suit. BOP has partnered with West Virginia University (WVU) to study the potential for wind turbines at a prison site within West Virginia. In 1998, BOP constructed the bureau's first solar hot water heater at the Phoenix FCI in Arizona, which produces up to 50,000 gallons of hot water each day.

To reduce energy consumption, BOP has formed dedicated committees at each prison that include inmates who offer feedback and ideas for additional energy-saving measures. To reduce water consumption, seven BOP facilities operate their own wastewater treatment plants, enabling the complexes to reclaim and reuse millions of gallons of water that would otherwise go straight to sewage.

management policy to make sure all employees are aware of the policy and their role in implementation. DOJ plans to charge JEST in FY 2010 with examining the FEC as a framework for educating and training appropriate DOJ leads about their electronic stewardship responsibilities, as well as tracking progress toward electronic stewardship requirements.

By FY 2011, DOJ will develop a Data Center Consolidation Plan to outline a strategy for transitioning to a consolidated end-state architecture that will meet federal data center energy efficiency requirements. In conjunction with this plan, DOJ will establish a structure for ongoing monitoring and reporting to update the Department's data center asset inventory and progress annually.

GOAL 10: AGENCY INNOVATION

A. Goal Performance: DOJ's Agency Innovation Goals

DOJ's sustainability goals for UNICOR include:

- DOJ will look into the feasibility of expanding manufacture and installation of technologies to use solar and wind energy and biofuels in its facilities.
- DOJ will continue to leverage the UNICOR program to teach inmates green job skills and procure materials and services for the federal government using environmentally sound processes.
- DOJ will pursue certification for its electronics recycling facilities.

B. Agency Lead for Goal

The DOJ lead for UNICOR is the General Counsel for Federal Prison Industries, Inc., and the program is supported by numerous BOP staff and thousands of inmates.

C. Implementation Methods

In 2009, UNICOR began its latest greening venture: a 25-megawatt PV panel manufacturing operation in Otisville, New York, making solar panels so that federal agencies can capitalize on the sun's energy to replace traditional energy generation associated with Scope 2 GHG emissions. UNICOR is planning to initiate design of a second, 50-megawatt PV panel manufacturing plant in Sheridan, Oregon, in FY 2011.

DOJ will also consider installing other forms of onsite renewable technology. Correctional facilities are good candidates for wind and solar energy generation because they are located on public land, and they are often situated in remote areas, where winds are stronger. DOJ will examine opportunities for expanding wind- and solar-energy generation in new locations.

On the recycling side, at two of its electronics recycling factories, UNICOR will work to achieve certification with EPA's Responsible Recycler (R2) best practices, a set of six voluntary e-cycling standards that were developed through a multi-stakeholder process.

D. Positions

UNICOR is currently staffed by FPI employees and inmate labor. As a non-appropriated program, UNICOR does not reflect a budget planning table. The program will adjust staffing as necessary to meet additional reporting requirements.

E. Planning Table

Because UNICOR generates revenue from the sale of products such as PV systems to the federal government, the prison industries' program is self-funded, and therefore does not require a budget line item in DOJ's Strategic Sustainability Performance Plan.

F. Agency Status

In FY 2010 and 2011, DOJ will continue its successful prison industries and other "green" initiatives. In late FY 2010, UNICOR intends to triple its annual manufacturing capacity with the planned initiation of a new PV plant in BOP's FCI in Sheridan, Oregon. DOJ will work with UNICOR to evaluate the potential for solar installations throughout the Department's nationwide facility inventory.

Section 3: Agency Self-Evaluation

DOJ has answered the following questions regarding its Strategic Sustainability Performance Plan:

Does your plan provide/consider overarching strategies and approaches for achieving long-term sustainability goals?	Yes
Does your plan identify milestones and resources needed for implementation?	Yes
Does your plan align with your agency's 2011 budget submission?	Yes
Is your plan consistent with your agency's FY 2011 budget and appropriately aligned to reflect your agency's planned FY 2012 budget submission?	Yes
Does your plan integrate existing EO and statutory requirements into a single framework and align with other existing mission and management related goals to make the best use of available resources?	Yes
Does your plan provide methods for obtaining data needed to measure progress, evaluate results, and improve performance?	Yes

GOAL 1: SCOPE 1 AND 2 GREENHOUSE GAS REDUCTION

Between July 1, 2010, and December 31, 2010, DOJ plans to achieve the following milestones:

- Install three new alternative fuel pumps, one at the FBI training academy and two at FCIs
- Establish a DEA policy for mandatory E-85 use where available
- Replace DEA's Vehicle Management Information System to track data more accurately
- Award a methane recovery project at Allenwood FCC

Between January 1, 2011, and June 30, 2011, DOJ plans to complete the following:

- Initiate four new ESPCs to save energy and/or provide onsite renewable energy

GOAL 2: SCOPE 3 GREENHOUSE GAS REDUCTION

Between July 1, 2010, and December 31, 2010, DOJ plans to achieve the following milestones:

- Complete transmission of DOJ's appropriate travel data to GSA's Travel MIS
- Establish a green travel working group
- Review DOJ-wide inventory of videoconferencing equipment and webinar capability/use

Between January 1, 2011, and June 30, 2011, DOJ plans to complete the following:

- Evaluate the potential for refining the Scope 3 target related to employee commuting

GOAL 3: DEVELOP AND MAINTAIN AGENCY COMPREHENSIVE GREENHOUSE GAS INVENTORY

Between July 1, 2010, and December 31, 2010, DOJ plans to achieve the following milestones:

- Develop inventory estimates of GHG emissions for identified sources not yet included

Between January 1, 2011, and June 30, 2011, DOJ plans to complete the following:

- Refine initial estimates of GHG emissions for all identified sources, as necessary
- Develop an initial inventory management plan
- Examine ways to streamline data collection, management, and reporting

GOAL 4: HIGH-PERFORMANCE SUSTAINABLE DESIGN/GREEN BUILDINGS

Between July 1, 2010, and December 31, 2010, DOJ plans to achieve the following milestones:

- Complete a self-assessment for compliance with the Guiding Principles in BOP facilities
- Edit the BOP Technical Design Guidelines to include additional EO 13514 requirements

Between January 1, 2011, and June 30, 2011, DOJ plans to complete the following:

- Initiate organizational EMSs as a framework for implementing sustainable practices

GOAL 5: REGIONAL AND LOCAL PLANNING

Between July 1, 2010, and December 31, 2010, DOJ plans to achieve the following milestones:

- Update site selection and facility planning guidance and policies as necessary and appropriate

Between January 1, 2011, and June 30, 2011, DOJ plans to complete the following:

- Research possibility of analyzing energy use impacts and alternative sources in NEPA

GOAL 6: WATER USE EFFICIENCY AND MANAGEMENT

Between July 1, 2010, and December 31, 2010, DOJ plans to achieve the following milestones:

- Implement plumbing retrofits with more efficient fixtures and fittings in seven facilities
- Conduct a data call on non-potable (industrial, landscaping, or agricultural) water uses

Between January 1, 2011, and June 30, 2011, DOJ plans to complete the following:

- Complete three ESPCs with water conservation measures
- Add examination of non-potable water use to facility EMS assessments

GOAL 7: POLLUTION PREVENTION AND WASTE ELIMINATION

Between July 1, 2010, and December 31, 2010, DOJ plans to achieve the following milestones:

- Examine EMSs existing and in development to address pollution prevention and waste

Between January 1, 2011, and June 30, 2011, DOJ plans to complete the following:

- Continue initial EMS audits of all BOP institutions for completion by the end of CY 2011
- Develop guidance on duplex printing, C&D/other types of waste diversion, and IPM

GOAL 8: SUSTAINABLE ACQUISITION

Between July 1, 2010, and December 31, 2010, DOJ plans to achieve the following milestones:

- Ensure that procurement staff complete the required sustainable acquisition training

Between January 1, 2011, and June 30, 2011, DOJ plans to complete the following:

- Develop or update DOJ or bureau-level GPPs, policies, and procedures where necessary
- Continue to refine UFMS green codes to make the system simple and effective

GOAL 9: ELECTRONIC STEWARDSHIP AND DATA CENTERS

Between July 1, 2010, and December 31, 2010, DOJ plans to achieve the following milestones:

- Educate component CIOs, IT contractors, and employees on power management policy
- Complete asset management inventory for DOJ Data Center Consolidation Plan
- Complete the Data Center Consolidation Plan

Between January 1, 2011, and June 30, 2011, DOJ plans to complete the following:

- Update the Electronic Stewardship Implementation Plan as necessary
- Update data center asset inventory
- Report progress on Data Center Consolidation Plan

GOAL 10: AGENCY INNOVATION

Between January 1, 2011, and June 30, 2011, DOJ plans to achieve the following milestones:

- Initiate design of the new PV manufacturing plant in BOP's FCI in Sheridan, Oregon.
- Evaluate potential for solar installations throughout BOP facility inventory, including installation of solar panels on the roof of UNICOR's Central Office building
- Achieve R2 certification at two UNICOR electronics recycling factories.