UNITED STATES OFFICE OF PERSONNEL MANAGEMENT

Office of Personnel Management 2020 Sustainability Plan

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U.S. Office of Personnel Management

Sustainability Report and Implementation Plan 2020

Submitted: June 2020

Office of Personnel Management

2020 Sustainability Report and Implementation Plan

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Executive Summary

The U.S. Office of Personnel Management (OPM) is the Federal Government's chief human resources agency and personnel policy manager. OPM achieves its mission to Recruit, Retain and Honor a World-Class Workforce to Serve the American People by directing human resources and employee management, administering retirement and healthcare and insurance programs, overseeing merit-based and inclusive hiring into the civil service, and providing secure employment processes. OPM is committed to fulfilling the President's vision of managing our buildings, vehicles, and overall operations to optimize energy and environmental performance, reduce waste, and cut costs as outlined in Executive Order (EO) 13834, *Efficient Federal Operations.*

OPM's Sustainability Program, led by the agency Chief Sustainability Officer (CSO), engages the OPM community to promote a culture of quality improvement and to lead the advancement of operational cost reduction, environmental stewardship, and sustainability through partnership and innovation. OPM uses an integrative, collective approach to sustainability with all employees, contract personnel, and the private sector to develop and implement sustainability activities connected with agency functions. These functions include design, construction, operation and maintenance of facilities and infrastructure; improvement of fleet and vehicle efficiency and management, procurement of sustainable products and services; minimization of waste and pollution prevention; and responsible management of electronic equipment and data centers.

Managing our buildings and fleet in an efficient manner is a key focus for lowering our greenhouse gas emissions and reducing energy, water, and waste. OPM's 2,921 employees occupy facilities in numerous locations throughout the United States, but our current approaches are to improve building efficiencies to the three facilities where OPM has responsibility for building operations and maintenance. The Agency manages a total of 1.1 million square feet of which two facilities owned by the General Services Administration (GSA): the Theodore Roosevelt Building (TRB), OPM's headquarters office in Washington, DC, and the Federal Executive Institute (FEI) campus located in Charlottesville, Virginia. OPM also manages the building operations at a commercially owned leased facility in Macon, Georgia, which houses a data center as well as additional information technology services.

OPM integrates the fundamentals of sustainability into daily facilities operations, resulting in 71.7% reduction in greenhouse gas emissions scopes 1&2 relative to 2008 baseline, consumed 54.3% less water relative to 2007 baseline, 22.4% of annual electricity consumption was clean & renewable energy, spent 3% less for utilities than the previous year, awarded approximately $37M of performance contracting at two of our facilities since 2014, and improved efficiencies in our vehicle fleet by right-sizing and increased utilization. In the winter of FY2020, OPM completed Phase 2 of the Energy Savings Performance Contract (ESPC) project at the TRB. The most significant conservation measure is the installation of onsite hot water boilers at the OPM headquarters building in Washington, DC, in lieu of purchased steam. Substantial costs savings from this conservation measure was used to finance needed infrastructure improvements. Since October 1, 2019, 98% of OPM's fleet and more than 2,000 Federal personnel have been transferred as a result of the April 24, 2019, Executive Order signed by the President of the United States, requiring a "phase transfer" of investigative duties from the National Background Investigations Bureau (NBIB) as a function of the Office of Personnel Management to the Defense Counterintelligence Agency (DCSA). Consequently, in succeeding years OPM will realize a significant decrease in fleet operational cost, fuel consumption, and miles traveled.

For FY2020 and succeeding years, the top OPM strategic priorities to advance efficiency and sustainability in agency operations, accomplish or exceed goals, and achieve further cost savings are:

- Implement cost-effective energy and water-saving efficiency measures through performance contracting and direct funding;
- Increase focus on waste sustainability by addressing sustainability acquisition, increase recycling, and reducing waste; and
- Integrate sustainability design in renovations to achieve maximum energy, water, and waste efficiencies.

The OPM sustainability and facility staff understand that achieving maximum sustainability throughout OPM daily operations and mission requires the participation of all employees. To this end, OPM performs outreach efforts throughout the year including Earth Day, Energy Action Month, and America Recycles Day. All proposed activities are subject to the availability of funding.

Implementation Summary: Facility Management

1. FACILITY ENERGY EFFICIENCY

FY 2019 Energy Intensity Progress (Btu/GSF):

37.5%reduction from FY03

25.4% reduction from FY18

FY 2020-FY 2021 Plan:

1.0% reduction in FY20 from FY19

1.0% reduction in FY21 from FY20

Incremental progress towards meeting facility efficiency goal was achieved as a result of implementation of Energy Savings Performance Contract (ESPC) Phases I in 2014, the American Recovery and Reinvestment Act funded project in 2015 and appropriated funding. However, significant improvement was realized in FY2019 upon completion of ESPC Phase II. One noteworthy energy conservation measure is the installation of onsite hot water boilers in lieu or purchased district steam.

Implementation Status

OPM's primary strategy and approach to reduce energy consumption and increase efficiencies agency-wide are focused on three delegated leased facilities managed by the agency that accounts for 75% of the energy and water consumed. In FY2018 and FY2019, we've used the annual Department of Energy (DOE) Energy/Water report, OMB Scorecard, Energy Star Portfolio Manager, the OPM/E3 Monthly Energy, and Water Tracking System database to monitor energy use, cost, and efficiencies. Additionally, comprehensive energy and water evaluations at our covered facilities (as required by Energy Independence and Security Act (EISA) Section 432) were done. Recommended cost-effective energy conservation measures were implemented using performance contracting. In FY2019, these strategies resulted in an overall reduction of 37.5 percent in energy use intensity from the 2003 baseline. Despite the second-highest recorded cooling degree days in FY2019, OPM experienced a 25.4% decrease in energy intensity.

The most significant challenge to improving energy efficiency is due to the historic nature of OPM's Headquarters facility, and training facility with housing requiring 24/7 operation.

Despite this challenge, OPM makes an impact wherever possible as shown in the following examples as a result of the completion of Phase 2 ESPC at the TRB in December 2019:

- Replaced purchased steam (used to heat the TRB) from the Heating Operating Transmission Distribution with four 4MMBTU onsite natural gas-fired hot water boilers.
- Replaced four inefficient single drive air handling units with four highly efficient fan wall type units
- Retro-commissioned fourteen air handling units that were not commissioned during the ARRA funded project completed in FY2014.
- Installed daylight harvesting
- Integrated lighting occupancy in the HVAC system
- Replaced lower level fluorescent lights with LEDs
- Installed Demand ventilation control in air handling units.

Priority Strategies & Planned Actions

OPM will continue to incorporate energy efficiency into all new construction and renovation projects. Additionally, OPM uses performance contracting to facilitate continual progress in meeting the energy reduction goal. In FY2020 and FY2021, OPM will continue to use the above-mentioned strategies to achieve further efficiencies.

EFFICIENCY MEASURES, INVESTMENT, AND PERFORMANCE CONTRACTING

FY 2019 Performance Contracting – Investment value and number of new projects awarded:

$0.0M in FY19

FY 2020-FY 2021 Plan:

$0.0M in FY20
$0.0M in FY21

Since 2014, OPM awarded approximately $21M in performance contracting to implement energy and water efficiency improvement at two of its largest facilities. Due to OPMs relatively small footprint, all cost effective conservation measures have been installed. However; we will continue to perform assessments and potentially use performance contracting to invest in additional conservation measures as new technology develops.

Implementation Status

Consistent with the requirements of EISA section 432, OPM performs comprehensive facility assessments periodically at "covered" facilities. To achieve energy, water, building modernization, and infrastructure goals, recommended cost-effective findings from assessments have been implemented using performance contracts. These results are clearly demonstrated in annual efficiency gains.

- In FY2014, OPM awarded Phase 1 ESPC for $5.7M in energy efficiency and water savings projects at the TRB and FEI campus. In FY2018, Phase 2 ESPC was awarded for $14.8M for additional improvements at the TRB. One of the most significant ECM is replacing the district purchased steam with onsite hot water boilers. Energy savings from the boiler ECM was able to pay for the entire project.
- As a result of the installation of onsite hot water boilers used for heating the TRB, the site energy consumption increased significantly; successively reducing the cost considerably, distribution loss, and source energy supplied.

Priority Strategies & Planned Actions

- In the next two years, OPM intends to evaluate our covered facilities and will utilize performance contracting (ESPCs, UESC or Enable) to implement identified cost-effective ECMs in an efficiency improvement project.
- Some efficiency improvement may not rise to the minimum where UESC or ESPC may be utilized; hence, appropriated money will be used upon availability. Will continue to employ this strategy since it has been effective.

2. RENEWABLE ENERGY

FY 2019 Renewable Electricity Use:

22.4% of total electricity in FY19

FY 2020-FY 2021 Plan:

23.4% of total electricity in FY20

25% of total electricity in FY21

OPM will continue to explore cost-effective onsite renewable energy project as a requirement of EISA comprehensive assessment. OPM facilities purchases green power through area wide agreement to complement current onsite PV generation. This approach has been successful for the agency.

Implementation Status

- The use of renewable energy is one of OPM's chief strategies used towards efficiency improvement. In FY2019, OPM exceeded the required renewable energy target by 14.9%. 22.4% of the total electricity consumed was obtained from renewable sources; this includes green energy purchases, renewable energy credits (RECs), and 118 Mwh of solar energy generated by photovoltaic onsite at the TRB.
- One of OPM's strategies toward meeting the renewable energy goal is to evaluate potential onsite renewable energy projects at "covered" Federal facilities during comprehensive energy and water evaluation as required by Energy Independence and Security Act (EISA). For the foreseeable future, purchasing green energy and RECs will be our primary strategy to meet renewable energy targets since OPM has already explored all cost-effective feasible potential for onsite generation.
- OPM facilities purchase green power from utility providers and through GSA area wide agreement to complement current onsite PV generation. This approach has been successful for the agency.

Priority Strategies & Planned Actions

- In FY2020 and FY2021, 25% of the energy consumed will be from a renewable source.
- Employ operations and management (O&M) best practices to track energy consumption and cost.
- Annually, OPM will continue to explore cost-effective onsite renewable energy projects (as new technology becomes available) as a requirement of our EISA comprehensive assessment.

3. WATER EFFICIENCY

FY 2019 Water Intensity Progress (Gal/GSF):

54.3% reduction from FY07

7.0% reduction from FY18

FY 2020-FY 2021 Plan:

1.0%reduction in FY20 from FY19
1.0%reduction in FY21 from FY20

OPM's overarching strategy to reduce water intensity has been accomplished primarily by the implementation of recommended water conservation measures under the ESPC project. In FY 2020 and beyond, OPM will continue to use its annual DOE Energy/Water report, OMB Scorecard, the OPM/E3 Monthly Energy and Water Tracking System database, internal Baseline Performance reviews to track water use since these strategies have been successful. Also, we will continue to use comprehensive energy and water assessments at our facilities in order to realize additional water savings.

Implementation Status

OPM is well beyond the goal for potable water intensity with reductions achieved thus far of 54% relative to FY2007. OPM uses its annual DOE Energy/Water report, annual OMB Scorecard, the OPM/E3 Monthly Energy and Water Tracking System database, internal Baseline Performance reviews to track water use. Water conservation measures are integrated into planning efforts through regularly scheduled meetings with the facilities personnel, O&M contractors, and the Sustainability Working Group.

- Reductions were achieved primarily through the installation of water-efficient bathroom fixtures at the TRB and FEI. Also, we have reduced water for landscaping by switching to native plants thus eliminating the need for irrigation entirely at the TRB and upgrading to "Smart irrigation controller" at the FEI campus.
- Additional water savings were achieved due to completion of the energy and water conservation measures under the Phase 2 ESPC at the TRB facility in FY2019. These measures include retrocommissioning of critical HVAC components at the TRB. The ability to track water consumption is further enhanced by continuous monitoring of submeters installed at OPM's facilities. We continue to utilize leak detection programs and water conservation awareness programs for our operations and maintenance staff.

Priority Strategies & Planned Actions

In FY2020 and FY2021, OPM will:

- Continue to evaluate monthly water consumption data collected at the facility and submeter levels for anomalies.
- Continue to use the results from the annual FEMP Sustainability Report to analyze water efficiency.
- Ensure all energy and water assessment at its facilities will include opportunities for water conservation. Implementation of recommended efficiency improvements will follow suit.

4. HIGH PERFORMANCE SUSTAINABLE BUILDINGS

FY 2019 Sustainable Buildings Progress:

0 sustainable Federal buildings
0.0% of buildings / 0.0% of gross square footage (GSF)

FY 2020-FY 2021 Plan:

0.0% in FY20
0.0% in FY21

Implementation Status

OPM has been exempted from the High Performance Sustainable Building category due to non-ownership of facilities and all leasing solicitations are done through GSA.

- OPM applies space optimization standards whenever redesigning or alteration office space. Space planning software acquired in FY2014 is assisting with optimization and consolidation projects.
- Occupancy sensors have been employed to reduce energy use at the TRB and FEI facilities. Daylighting installed under the ESPC project at the TRB is fully operational.

Priority Strategies & Planned Actions

- In FY2020 and FY2021, we will review and update design standards in accordance with current specifications and ensure sustainable design standards are incorporated in major renovations and office alterations as appropriate.
- OPM will work with GSA (the lead Agency) to ensure this goal is met.
- Annual review of measurement and verification (M&V) of occupancy optimization.
- OPM will coordinate with GSA to ensure leased space meets energy efficiency requirements and includes sustainable building criteria where applicable

5. WASTE MANAGEMENT AND DIVERSION

FY 2019 Non-hazardous Waste Management and Diversion:

414.0 metric tons of non-hazardous solid waste generated*
100.0% diverted and 0.0% sent to treatment and disposal facilities

FY 2020-FY 2021 Plan:

10.0%decrease in non-hazardous solid waste generated in FY20 from FY19
0.0% diverted and 100% sent to treatment and disposal facilities in FY20

15.0% in non-hazardous solid waste generated in FY21 from FY20
0.0% diverted and 100% sent to treatment and disposal facilities in FY21
**not including construction and demolition waste*

OPM's overarching strategy to reduce non-hazardous solid waste is to decrease waste generation through elimination, source reduction, and recycling. Additionally, all solid waste generated has been sent to a waste to energy facility for incineration. We will continue to review waste policy and inventory annually and update as appropriate in support of this effort as well.

Implementation Status

OPMs waste prevention and recycling measures, (including reducing hazardous and non-hazardous waste generation) have resulted in the diversion of thousands of tons of solid waste from the landfill.

- All locations of the three facilities OPM manages have robust recycling programs and the Federal Executive Institute also compost kitchen and landscaping waste. Solid waste from the TRB and FEI facilities is converted to energy at Waste to Energy facility. The Theodore Roosevelt Building has a successful source reduction program to collect and redistribute office supplies and related items. To date, approximately nine tons of materials have been diverted from landfills and over $110,000 worth of supplies redistributed. This program will continue in FY2020 and FY2021.

- Pollution prevention measures are included in all operations and maintenance contracts to ensure recovery of HFCs, minimize the use of hazardous chemicals, and require the use of less toxic chemicals for pest management and landscaping. HFC purchases are tracked and reported annually. Because all construction is contracted through GSA, we do not directly track the recycling of construction and demolition materials; however, recycling data is collected by GSA and shared with OPM project managers

Priority Strategies & Planned Actions

In FY2019 and FY2020 OPM will:

- Monitor solid waste and recycling generated and continue to educate new employees on reduceing, reusing and recyling (the 3 R's of waste management).
- Reduce waste generation through elimination, source reduction, and recycling.
- Revise agency waste, chemicals inventory plans, and identify and deploy elimination, substitution, and/or management opportunities

Implementation Summary: Fleet Management

1. TRANSPORTATION / FLEET MANAGEMENT

FY 2019 Petroleum Reduction Progress (Gal):

97.0% reduction in petroleum fuel since 2005

84.2% reduction in petroleum fuel since FY18

FY 2019 Alternative Fuel Use Progress (Gal):

0.0% increase in alt fuel since 2005

0.0%increase in alt fuel since FY18

FY 2020-FY 2021 Plan:

12.2% in FY20 from FY19

15% in FY21 from FY20

FY 2020-FY 2021 Plan:

0.0%increase in FY20 from FY19

0.0% in FY21 from FY20

OPM will continue to ensure that the agency's annual asset-level fleet data is properly and accurately accounted for in the Fleet Management Information System as well as submitted to the Federal Automotive Statistical Tool reporting database, the Federal Motor Vehicle Registration System, and the Fleet Sustainability Dashboard (FLEETDASH) system. This strategy has allowed efficient management of fuel consumed, miles traveled and cost. Since 1 October 2020, OPM realized a significant decrease in fleet operational cost, fuel consumed and miles traveled due to the transfer of 2,013 vehicles to DoD's Defense Counterintelligence and Security Agency.

Implementation Status

- Ninety-eight percent of the agency's fleet was transferred to DoD's Defense Counterintelligence and Security Agency (DCSA). At the start of FY2019, OPM had 2,054 GSA leased vehicles and currently has 41 vehicles assigned.
- Our strategy to minimize petroleum use and reduce greenhouse gas emissions is to improve our composition of the fleet to more fuel-efficient vehicles. This includes sub-compact, high fuel efficiency sedans, low greenhouse gas (GHG) emissions vehicles, and hybrid vehicles.
- OPM's fleet manager reviews all vehicle replacement requests and identifies opportunities to eliminate and downsize vehicles. OPM's current fleet consists of 63% compact and subcompact sedans.
- To increase alternate fuel use, we've also ensured GSA's "Driving Tip of the Week" information message is passed to vehicle drivers to educate on efficient vehicle use. Due to the large number of miles driven daily and the lack of electric vehicle charging infrastructure, it is not practical to acquire electric or Plugin

Hybrid Electric Vehicles (PHEVs) as part of our inventory. To mitigate these challenges, OPM will continue reducing GHG emissions by right-sizing the fleet, acquiring low GHG, and hybrid vehicles.

Priority Strategies & Planned Actions

As a result of the FY2017 National Defense Authorization Act (NDAA), Section 951, Enhanced Security Programs for Defense Personnel and Innovation Initiatives, which directed the Secretary of Defense to develop an implementation plan and related reports to transfer responsibility for conducting Background Investigations for DoD personnel from the Office of Personnel Management (OPM) National Background Investigations Bureau (NBIB) to the DCSA, in FY2020, 2,013 of the 2,054 vehicles transferred from OPM's inventory. As a result, in subsequent years, there will be a significant reduction in fuel consumption, miles traveled, and operating costs. 80% of the remaining fleet of vehicles will be used by the agency's Office of Inspector General for investigative purposes; seven of which are PHEVs. OPM will continue to use the DoE's FAST and GSA Drive-thru to manage fleet inventory, improve efficiencies, and increase the use of renewable fuel in our fleet.

Implementation Summary: Cross-Cutting Operations

1. SUSTAINABLE ACQUISITION / PROCUREMENT

FY 2019 Sustainable Acquisition Progress:

6.2% of contract actions and 6.57% of obligations (in dollars), for a total of $68.5M in contract actions with statutory environmental requirements

FY 2020-FY 2021 Plan:

7.0% of contract actions and 7.0% of obligations (in dollars)
7.0% of contract actions and 7.0% of obligations (in dollars)

OPM's overarching strategy to increase the acquisition of sustainable products and services is currently focused on increasing the use of government-wide acquisition vehicles that meet sustainability criteria through Category Management initiatives, increasing sustainable acquisition training opportunities for acquisition personnel, participating regularly in the federal-wide Sustainable Acquisition and Materials Management Working group to learn best practices from other agencies, and to continue to use FPDS data to analyze progress towards our sustainable acquisition goals.

Implementation Status

- Sustainable Acquisition training has been incorporated into OPM's Purchase Card Program annual refresher training as of June 2018 and was presented as a stand-alone session to acquisition personnel at OPM's Acquisition Conference in March 2019 and January 2020. Training topics included Federal Acquisition Regulation (FAR) clauses, consideration for sustainable requirements, sustainable acquisition tools availability (such as the Acquisition Gateway and GSA's Green Procurement Compilation), applicability to purchases, and sustainability language in accordance with EO 13834.
- Our current tracking methodology is the report available through FPDS, and as included in the OMB Scorecard for our agency.
- OPM was not successful in meeting its FY 2019 biobased contracting target of 6 contract actions for a total of $5.8M in contract actions as a result of major programmatic changes throughout the agency. However, the agency did secure 5 biobased contract actions for $4M in contracts.

Priority Strategies & Planned Actions

- In FY2021 – FY2022 OPM plans to increase acquisition of sustainable products by acquiring products that are energy efficient (Energy Star or FEMP-designated); water efficient (WaterSense); environmentally preferable (USDA BioPreferred); life-cycle management of electronics (Electronic Stewardship); supports sustainability goals such as EPEAT-registered (Significant New Alternative Policy) chemicals or other alternatives to ozone-depleting substances and high global warming potential hydrofluorocarbons; recycled content, including paper containing 30% post-consumer fiber; non-toxic or less toxic alternatives products (Safer Choice labeled); and fuel efficient products and services (SmartWay Transport partners and SmartWay products).
- OPM will annually review and ensure each sustainable acquisition category in OPM's sustainable procurement policy is updated and is in accordance with Federal Acquisition Regulation (FAR) Clauses.
- Review and update the relevant agency specifications to include and encourage bio-based and other designated green products.
- We will work in conjunction with the agency's Sustainable Program Manager to update OPM's sustainable acquisition plan and procurement policy.
- We will also review accuracy during the agency's annual FPDS Verification and Validation review cycle.
- For FY 2020, OPM has established a target of 3 contracts and $4M in bio-based products to be delivered.

2. ELECTRONICS STEWARDSHIP

FY 2019 Electronics Stewardship Progress:

100% of newly purchased or leased equipment met energy efficiency requirements
100% of electronic equipment disposed using environmentally sound methods*
**Reuse, donation, recycling, transfer, sale, or demanufacturing.*

OPM's overarching strategy of centralized procurement, power management accomplished through centrally Group Policy sound disposition of electronics have aided towards meeting mandatory sustainable electronics requirements in FY2019. We will continue to employ these strategies in FY2020, FY 2021 and beyond. 100% is the projected target in FY2020, FY2021 and beyond.

Implementation Status

1. U.S. Office of Personnel Management (OPM) continues to utilize a centralized procurement process for IT equipment. This contributes to the enforcement that all procured equipment meets mandatory sustainable electronic requirements.

2. Power management continues to be enabled through a group policy which is managed centrally through the OPM network. This keeps energy cost down and prolongs the lifespan of IT equipment producing cost savings.

3. OPM continues to ensure environmentally sound disposition of all agency excess and surplus electronics, consistent with federal policies on recycling & disposal of electronic assets, measure and report compliance.

1. OPM Office of Chief Information Officer (OCIO) purchased new thin clients in FY2019 which meets managed power requirements through Government-wide procurement vehicles.

2. In accordance with GSA Bulletin FMR B-34 Disposal of Federal Electronic Assets, OPM OCIO continues to use Remedy CMDB to identify and manage End of Life IT assets for disposal.

Priority Strategies & Planned Actions

- At this time all IT equipment which have been procured FY 2019 and FY 2020 have met 100% compliance. Outdated system if any are identified and earmarked for replacement (i.e., recent purchases of Thin Client and Servers to update outdated equipment). New equipment is being installed as of this report. In FY2019, 100% of procurements have met mandatory sustainable electronic requirements. This is the projected target for FY2020 and beyond.

3. GREENHOUSE GAS EMISSIONS

FY 2019 Scope 1&2 Greenhouse Gas (GHG) Emissions:

71.7% from FY 2008
7.5% from FY 2018

As a result of the ESPC project and other OPM/GSA efforts, building energy consumption dropped by 44% and electricity consumption dropped by 52% from 2010-2019. Consuming less energy OPM's principal strategy to reduce greenhouse gas emissions. In FY2020 and beyond, we will continue to perform comprehensive assessment of OPMs facilities to discover further cost-effective conservation measures.

Implementation Status

OPM reduced Scope 1&2 greenhouse gas (GHG) emissions and achieved a 71.7% reduction relative to FY2008 baseline, surpassing expectations. The reductions are due primarily to increased building efficiencies, with emissions from building energy use down 56% and from vehicles are down 98% since FY2008. The large part of the remainder of the emission reduction is attributable to the purchase of green energy and renewable energy credits (RECs). We will continue to work toward further increasing building efficiency and reducing petroleum use in our vehicles, which will result in further progress on GHG reductions. Additionally, significant scope 3 (transmission & distribution loss) greenhouse gas reduction shall be achieved in FY2020 and beyond due to an onsite generation of hot water in lieu of previously purchased steam from the GSA Heating Operation and Transmission Division.

Priority Strategies & Planned Actions

OPM's planned actions and priority strategies in FY2021 are inclusive of the following:

- Use the Federal Energy Management Program (FEMP) GHG emission report to identify/target high emission categories and implement specific actions to address high emission areas identified.
- Employ operations and management (O&M) best practices for emission generating and energy-consuming equipment.
- Acquire better data through efforts of internal working groups and continue to perform a comprehensive assessment of monthly utility data for anomalies.
- Continue to participate in energy curtailment during peak demand periods.
- Revise Agency Chemicals Inventory Plan annually and update as appropriate to reduce and/or eliminate hazardous material.
- Replace inefficient vehicles with low GHG, hybrids, and PHEVS where appropriate.

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Facilities, Security,

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1900 E Street, NW, Washington, DC 20415

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