

***U.S. Department of Housing & Urban Development***

***2012 Strategic Sustainability Performance Plan***



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## I. Agency Policy Statement

The mission of the U.S. Department of Housing & Urban Development HUD's is to create strong, sustainable, inclusive communities and quality affordable homes for all. HUD is working to strengthen the housing market to bolster the economy and protect consumers; meet the need for quality affordable rental homes; utilize housing as a platform for improving quality of life; build inclusive and sustainable communities free from discrimination; and transform the way HUD does business. This Strategic Sustainability Performance Plan lays out HUD's ambitious goals and commitments for the coming year, during which we will continue to develop and promote sustainability practices throughout the Department and in our programs.

HUD has offices and staff across the nation, yet our headquarters is the only facility which the Department operates. The 43-year-old Robert C. Weaver headquarters building has outdated equipment and systems. It is energy inefficient and presents indoor air quality problems. In response, HUD has initiated an Energy Savings Performance Contract (ESPC) to make substantial energy and indoor environment improvements. HUD is also working with GSA to lease sustainable office space for the HUD staff working in other locations across the Nation. In the coming year, HUD will remain focused on its headquarters improvements and leasing practices, while directing additional attention to its effort to cut the indirect Scope 3 Green House Gas emissions related to our operations.

HUD's commitment to sustainability stretches beyond its own facilities to include important inter-agency partnerships with other federal offices. HUD is a core member of the Federal Partnership for Sustainable Communities, with the Environmental Protection Agency (EPA) and Department of Transportation (DOT.) This initiative promotes a broad-based strategy to lower carbon emissions and household costs through integrated housing and transportation programs and planning. HUD's Office of Sustainable Housing & Communities continues to coordinate sustainability measures throughout HUD programs and promote sustainable principles nationwide. HUD, EPA and DOT are also joining together to help the White House host a Forum on Sustainable Communities. Our partnership with Department of Energy has also deepened and grown, as we move forward on home energy labeling, energy efficient mortgage financing and more.

This year's Plan includes a new section which describes how climate change is likely to affect HUD's ability to achieve its mission, operate its facilities, and meet its policy and program objectives. It evaluates climate change risks and vulnerabilities and drafts a framework by which the Department's program areas and operations can further adapt to and mitigate the risks we face.

We are improving existing programs and pursuing new initiatives that will cut greenhouse gas emissions; reduce energy and water use; build a clean energy economy and mitigate the effects of a changing climate. We remain deeply committed to complying with environmental, energy, and public health statutes, and know that we must lead by example in ensuring that our own facilities and operations become models of sustainability.

David A. Lipsetz

Senior Sustainability Officer

## Executive Summary

The Department of Housing & Urban Development (HUD) sees deep connections between HUD's mission of creating strong, sustainable, inclusive communities and the sustainability goals of Executive Order 13514. While HUD has a relatively small directly managed federal footprint and owns no buildings, HUD sees each of its 9,665 employees as change agents to deepen the sustainability of the Department's operations and to promote these principles through fulfilling the agency mission.

There are few mission-related challenges in achieving the sustainability goals of Executive Order 13514 due to the synergies between those goals and the priorities outlined in HUD's mission. HUD continues to focus on creating sustainability in the communities to which HUD directs federal interventions. This sustainability drives resident opportunity and healthy community building, but positive environmental benefits.

### *Greenhouse Gas Reduction, Buildings, and Fleet Management*

The Department's signature initiative in reducing Scope 1 and 2 greenhouse gas emissions (GHG) is the ongoing Energy Savings Performance Contract (ESPC) for HUD's Robert C. Weaver Headquarters building, the only building HUD exercises delegated operational and maintenance authority over. HUD is pleased to report that the Department has exceeded its Scope 1 and 2 GHG reduction targets by reducing emissions by 23.5% from the FY08 baseline; this puts the Department well on its way to achieve 27% reductions by FY16, and 47.4% reductions by FY20. This achievement occurred in spite of delays in ESPC implementation due to unanticipated structural deficiencies in the Weaver building and unforeseen Hazardous Material Abatement requirements. HUD staff was still able to facilitate completion of full building lighting and water retrofits to create immediate savings. Staff will work this fiscal year to finalize ESPC installation and conduct further training and awareness campaigns on new equipment and operational procedures. Ultimately, successful completion of the ESPC will require close coordination between HUD, GSA, and the private ESPC contractor. Goals on energy intensity reduction were not met as HUD's realized 14.4% reduction failed to meet the target of 18% in FY11. HUD anticipates moving back on track next year as additional phases of ESPC construction are completed and the already installed improvements begin to help to reduce consumption.

HUD completed its planned reductions to the vehicle fleet during FY 11. Most of the Department's remaining vehicle fleet is used by HUD's Office of the Inspector General. These vehicles are currently exempted from the scope of fleet-related goals; nevertheless, HUD continues to work to reduce the environmental impact of OIG used vehicles.

HUD has been less successful in controlling indirect GHG emissions under Scope 3, which are overwhelmingly driven by employee commuting choices. HUD plans to study several options to promote more environmentally friendly commuting patterns, and is also developing an awareness campaign for alternative commuting. This goal clearly requires the focus of the Department, and will have it moving forward.

All of HUD's 122 field and regional facilities are leased through GSA. HUD has asked GSA to incorporate GSA sustainability guiding principles into all the leases it enters on behalf of HUD. As HUD has already entered into an ESPC for the one building it operates, HUD is unable to commit to a performance based contracting investment target for the next 24 months. HUD continues to focus on improving sustainable management

and operations of the Weaver building, including recording actual water consumption used for the minimal amount of landscaping around Weaver.

#### *Pollution Prevention, Waste Reduction, Sustainable Acquisition, Electronic Stewardship, and Agency Innovation*

Pollution Prevention goals have been dramatically exceeded, as fully 16% of non-hazardous solid waste has been diverted from going to a landfill. Additionally, over 90% of HUD's printing and writing paper is at least 30% postconsumer fiber, ensuring that necessary printing activities utilize recycled materials.

HUD has achieved most of the 2011 Electronic Stewardship and Data Center goals and is on track to meet 2020 targets.

HUD's strong involvement in the Partnership for Sustainable Communities offers a model of interagency cooperation and coordination around shared values. Guided by six Livability Principles, HUD, DOT, and EPA are coordinating investments and aligning policies to support communities that want to give Americans more housing choices, make transportation systems more efficient and reliable, reinforce existing investments, protect the environment, and support vibrant and healthy neighborhoods that attract businesses. The Partnership jointly develops programs and reviews grant applications, ensuring that grants and technical assistance build on earlier funding and meet multiple community goals with each investment, and staff in regional offices from the three agencies around the country are replicating this national coordination on the local level to make it easier for communities to make connections across agencies.

#### *Vision for the Upcoming Fiscal Year*

HUD looks forward to continuing to work on Administration priorities over the coming years, including establishing the Climate Change Adaptation plan and implementing the goals in HUD's Fleet Management Plan. HUD is currently in the process of reviewing exempted HUD vehicles and implementing a reduction strategy that will not only reduce the amount of vehicles but also reduce the size of larger vehicles that produce greater GHG emissions.

HUD has begun to identify how climate change is likely to affect its ability to achieve its mission, operate its facilities, and meet its policy and program objectives. HUD's Climate Change Adaptation Plan is the culmination of a year-long process initiated by the HUD's Climate Change Adaptation Task Force. This committee, chaired by the Deputy Secretary, was formed to oversee and coordinate department-wide climate change adaptation planning. The plan finds the impacts of a changing climate will have a significant effect on

HUD and the communities it serves. Fortunately, HUD is well-positioned to plan for the impacts of climate change. Recently implemented programs and policies in the areas of disaster recovery and preparedness, sustainability planning, and energy efficiency / green building provide local communities with strategies to reduce their exposure to the effects of a changing climate. In addition, new opportunities for integrating climate change adaptation principles into other existing programs and policies will be investigated as part of the adaptation planning process outlined in this report.

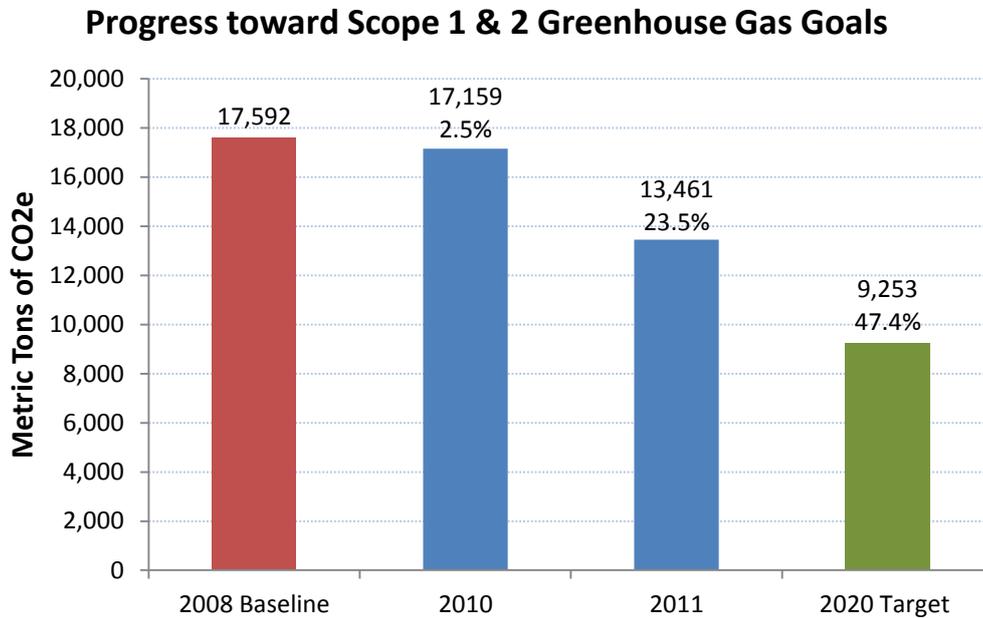
The Department continues to strive to more fully integrate and link sustainability practices between different areas of HUD operations and embed them into appropriate program level contexts. HUD's Office of Sustainable Housing & Communities plays a key leadership role in promoting a holistic spread of sustainability, and ongoing and future collaboration with the Senior Sustainability Officer will allow for meaningful evolution of practices towards higher standards of sustainability. The connections between HUD's mission and HUD's operations are deep and meaningful, and progress towards the goals of this Sustainability Plan ultimately reflects the integrity of the Department's commitment towards its mission.

**TABLE 1: SIZE AND SCOPE OF AGENCY OPERATIONS**

<b>Agency Size and Scope</b>	<b>FY 2011</b>
Total Number of Employees as Reported in the President's Budget	9,665
Total Acres of Land Managed	0
Total Number of Facilities Owned	0
Total Number of Facilities Leased (GSA and Non-GSA lease)	122
Total Facility Gross Square Feet (GSF)	4,277,361
Operates in Number of Locations Throughout U.S.	108
Operates in Number of Locations Outside of U.S.	0
Total Number of Fleet Vehicles Owned	0
Total Number of Fleet Vehicles Leased	378

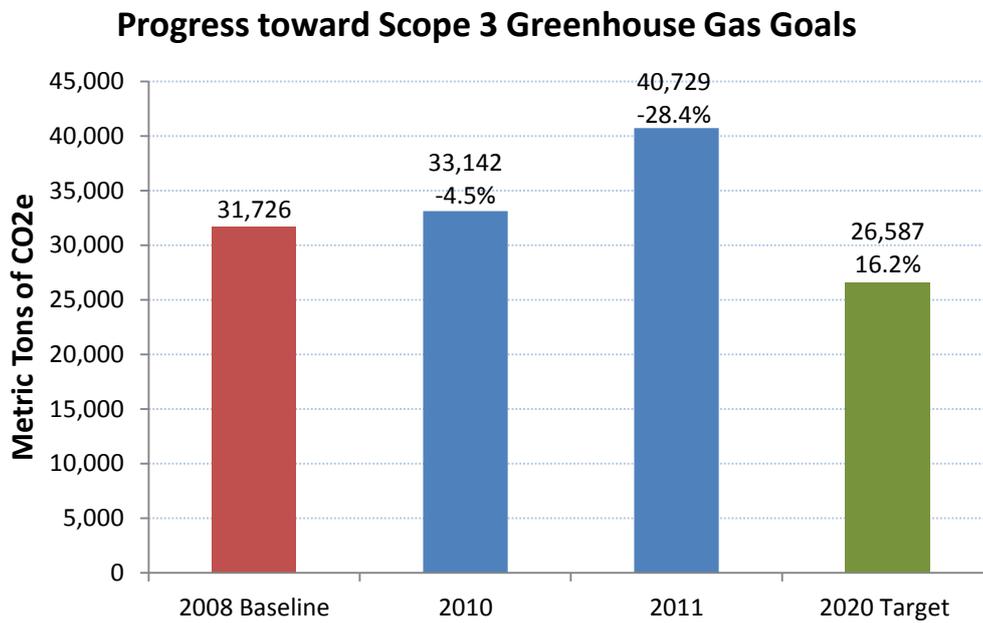
## GOAL 1: GREENHOUSE GAS REDUCTION AND MAINTENANCE OF AGENCY COMPREHENSIVE GREENHOUSE GAS INVENTORY

### Agency-Specific Performance Metrics for Scope 1 & 2 GHG Emissions Reduction:



Note: E.O. 13514 requires each agency to establish a scope 1 & 2 GHG reduction target for FY2020. The target for this agency is 47.4% compared to FY2008. The red bar represents the agency's FY2008 baseline. The green bar represents the FY2020 target reduction. The blue bars show actual status in relationship to the target. The percentage on each bar shows the reduction or increase from the FY2008 baseline.

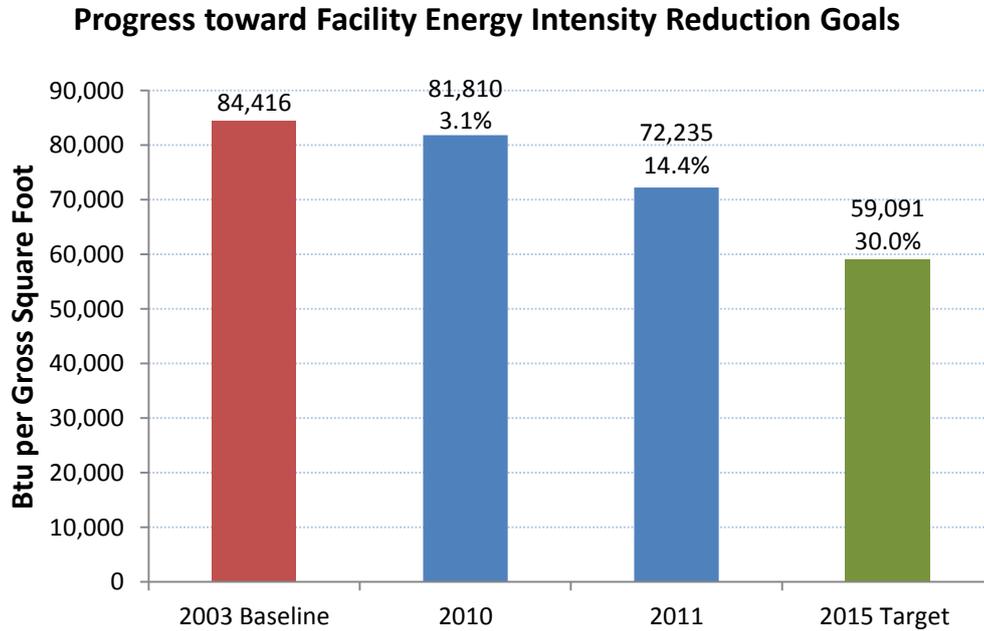
## Agency-Specific Performance Metrics for Scope 3 GHG Emissions Reduction:



Note: E.O. 13514 requires each agency to establish a scope 3 GHG reduction target for FY2020. The FY2020 target for this agency is 16.2% compared to the FY2008 baseline. The red bar represents the agency's FY2008 baseline. The green bar represents the FY2020 target reduction. The blue bars show actual status in relationship to the target. The percentage on each bar shows the reduction or increase from the FY2008 baseline. A negative percentage reflects an increase in scope 3 greenhouse gas emissions.

## GOAL 2: BUILDINGS

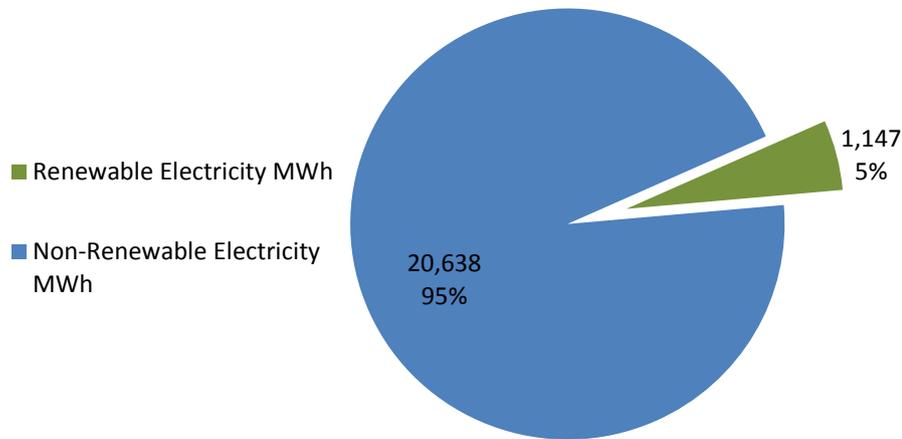
### Agency-Specific Performance Metrics for Facility Energy Intensity Reduction:



Note: EISA requires agencies to reduce energy intensity by 18% for FY2011, compared to an FY2003 baseline; a 30% reduction is required by FY2015. The red bar represents the agency's FY2003 baseline. The green bar represents the FY2015 target reduction. The blue bars show actual status in relationship to the target. The percentage on each bar shows the reduction or increase from the FY2003 baseline.

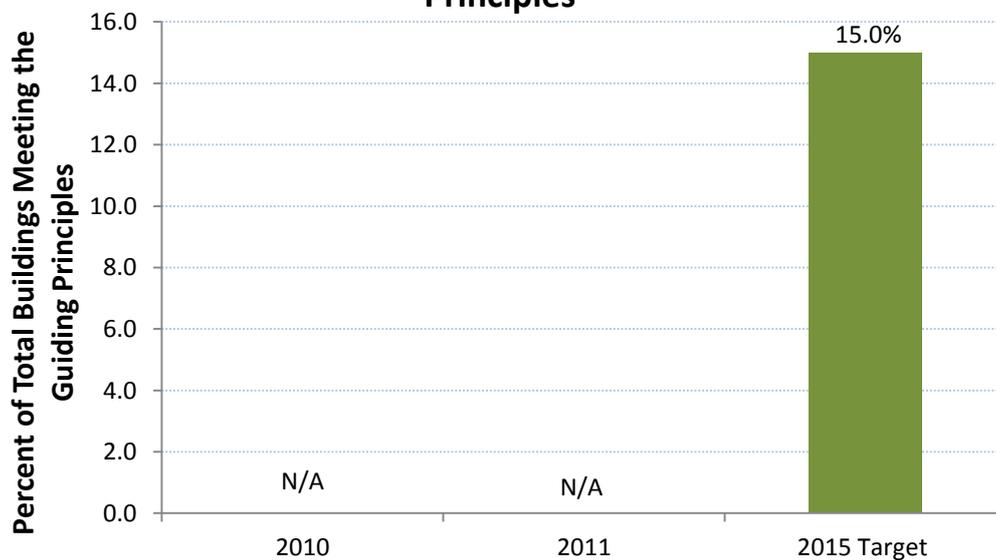
**Agency-Specific Performance Metrics for Renewable Energy:**

**Use of Renewable Energy as a Percentage of Electricity Use**



**Agency-Specific Performance Metrics for Total Buildings Meeting the Guiding Principles:**

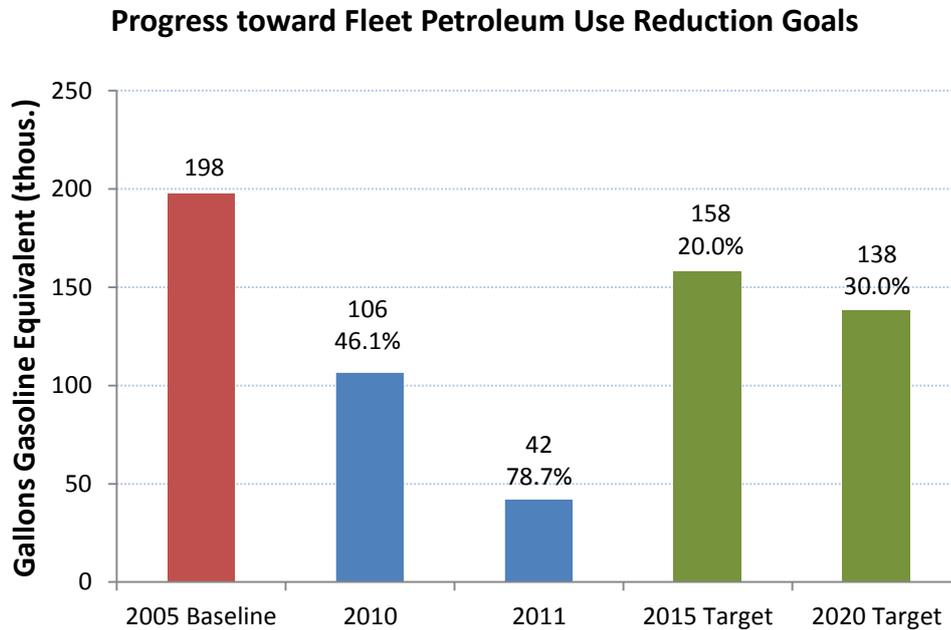
**Progress toward Total Buildings Meeting the Guiding Principles**



Note: E.O. 13514 requires that by FY2011 agencies have 7% of new, existing, and leased buildings >5,000 square feet meet the Guiding Principles; the requirement increases to 15% by FY2015. The green bar represents the FY2015 target. The blue bars show actual progress toward the target.

## GOAL 3: FLEET MANAGEMENT

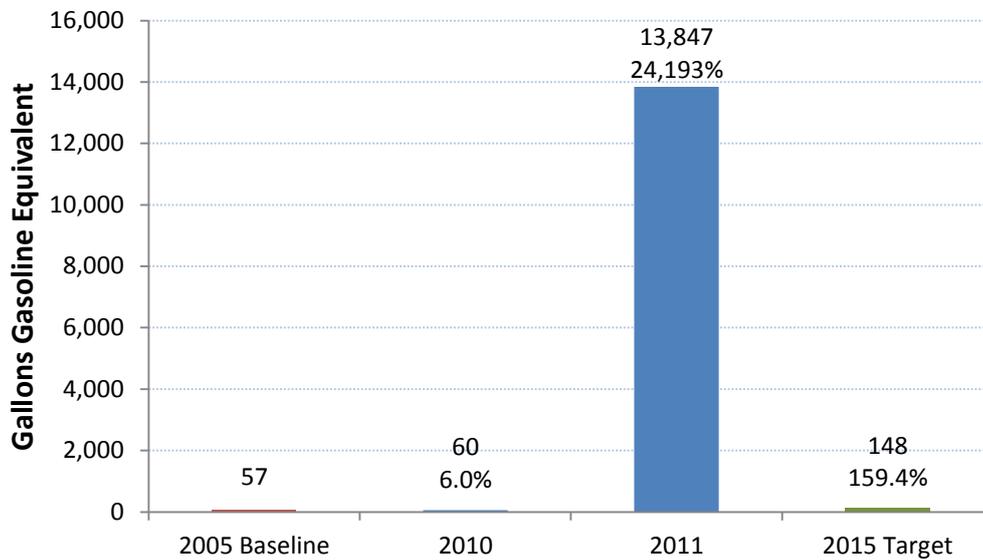
### Agency-Specific Performance Metrics for Fleet Petroleum Reduction:



Note: E.O. 13514 and EISA require that by FY2011 agencies reduce fleet petroleum use by 12%, compared to an FY2005 baseline. A 20% reduction is required by FY2015 and a 30% reduction is required by FY2020. The red bar represents the agency's FY2005 baseline. The green bars represent the FY2015 and FY2020 target reductions. The blue bars show actual status in relationship to the target. The percentage on each bar shows the reduction or increase from the FY2005 baseline.

## Agency-Specific Performance Metrics for Fleet Alternative Fuel Use:

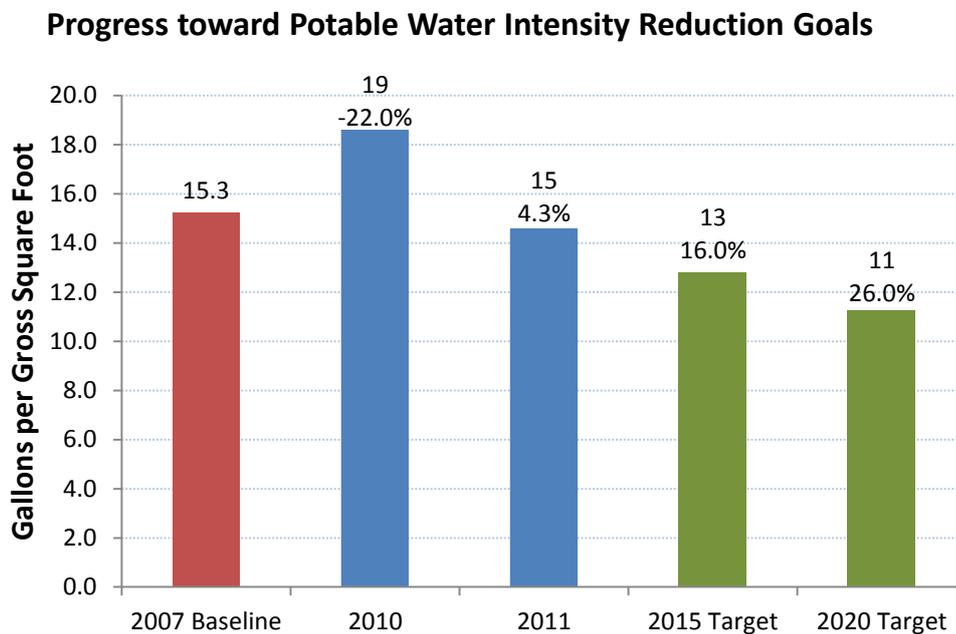
### Progress toward Fleet Alternative Fuel Consumption Goals



Note: E.O. 13423 requires that agencies increase total non-petroleum-based fuel consumption by 10% annually compared to an FY2005 baseline. Consequently, by FY2011 agencies must increase alternative fuel use by 77%, compared to an FY2005 baseline. By FY2015, agencies must increase alternative fuel use by 159.4%. The red bar represents the agency's FY2005 baseline. The green bar represents the FY2015 target. The blue bars show actual status in relationship to the target. The percentage on each bar shows the reduction or increase from the FY2005 baseline.

## GOAL 4: WATER USE EFFICIENCY AND MANAGEMENT

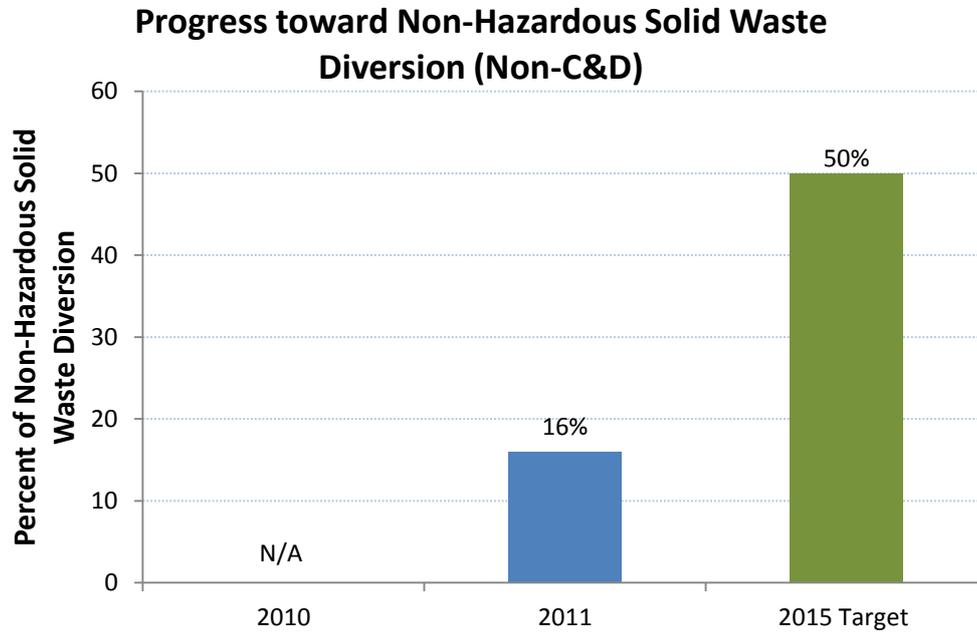
### Agency-Specific Performance Metrics for Potable Water Intensity Reduction:



Note: E.O. 13514 requires agencies to reduce potable water intensity by 2% annually through FY2020, compared to an FY2007 baseline. Consequently, by FY2011 agencies are required to reduce potable water intensity by 8%, compared to an FY2007 baseline. A 16% reduction is required by FY 2015 and a 26% reduction is required by FY2020. The red bar represents the agency's FY2007 baseline. The green bars represent the FY2015 and FY2020 target reductions. The blue bars show actual status in relationship to the target. The percentage on each bar shows the reduction or increase from the FY2007 baseline. A negative percentage reflects an increase in water intensity.

## GOAL 5: POLLUTION PREVENTION AND WASTE REDUCTION

### Agency-Specific Performance Metrics for Non-Hazardous Solid Waste Diversion (Non-C&D):



Note: E.O. 13514 requires that by FY2015 agencies annually divert at least 50% of non-hazardous solid waste from disposal. The green bar represents the FY2015 target. The blue bars show actual progress toward the target.

## GOAL 7: ELECTRONIC STEWARDSHIP AND DATA CENTERS

EPEAT	POWER MANAGEMENT	END-OF-LIFE	COMMENTS
			

### EPEAT:

	95% or more Monitors and PCs/Laptops purchased in FY2011 was EPEAT Compliant Agency-wide
	85-94% or more Monitors and PCs/Laptops purchased in FY2011 was EPEAT Compliant Agency-wide
	84% or less Monitors and PCs/Laptops purchased in FY2011 was EPEAT Compliant Agency-wide

### Power Management:

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

### End-of-Life:

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