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**National Endowment for the Arts
Strategic Sustainability Performance Plan
2012**

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NEA POINT OF CONTACT

Kathy N. Daum
Director
Office of Administrative Services
1100 Pennsylvania Ave, NW, Room 624
Washington, DC 20506
Phone: 202-682-5561
Cel: 202-744-1562
daumk@arts.gov

Section 1: NEA Policy and Strategy

I. POLICY STATEMENT

The National Endowment for the Arts (NEA) was established by Congress in 1965 as a independent small agency. The NEA supports artistic excellence, creativity and innovation for benefit of both individuals and communities. The NEA continues to have limited opportunities for affecting the majority of the scope addressed in Executive Order 13514, Federal Leadership in Environmental, Energy and Economic Performance.

Nonetheless, the NEA is a fully committed partner in the President's effort to provide Federal Leadership in developing, implementing and updating plans to meet greenhouse gases (GHG) emissions, energy, water and waste reduction targets. The NEA intends to pursue opportunities to incorporate practices supportive of this effort into applicable facets of our day-to-day operations to the best of our ability and capacity.

II. EXECUTIVE SUMMARY

The concept of stewardship of the public welfare, while not explicit in the NEA strategic plan, is inherent in the mission of every Federal agency. Because the NEA is a small agency comprised of 165 FTE with no real property assets, our focus continues to be incorporating those practices into our day-to-day business operation which will best support the intent of this effort. As such, NEA is fully committed to supporting compliance with the environmental and energy statutes, regulations, and Executive Orders to the best of our capacity. The NEA intends to refine the agency's strategy annually to expand and plan new initiatives to meet the Executive Order goals. The NEA will find creative ways to achieve these goals through: green purchasing, reduction in travel, increased of public transportation, approval of flexible work schedules and a telework program.

TABLE 1: SIZE AND SCOPE OF AGENCY OPERATIONS

Agency Size and Scope	FY 2012
Total Number of Employees as Reported in the President's Budget	167
Total Acres of Land Managed	0
Total Number of Facilities Owned	0
Total Number of Facilities Leased (GSA and Non-GSA lease)	1
Total Facility Gross Square Feet (GSF)	85,260
Operates in Number of Locations Throughout U.S.	1
Operates in Number of Locations Outside of U.S.	0
Total Number of Fleet Vehicles Owned	1
Total Number of Fleet Vehicles Leased	1

III. GREENHOUSE GAS REDUCTION GOALS

Due to the fact that NEA is one of several tenants housed within a GSA-owned and managed building, the NEA is unable to identify GHG scope 1, 2 and 3 emissions except for those generated by employee business travel and commuting. While our capacity to impact greenhouse gas emissions generated by utility consumption is limited to supporting building management efforts, NEA will, to every extent practical, pursue cooperation with these efforts down to the individual employee level. Our focus will be directed at raising the consciousness of each employee regarding their ability to contribute to the goals of this effort.

Because NEA has a very high level of participation in the Federal transit benefits program and limits its business travel to that required to support mission objectives, NEA is confident that we have minimized our level of Scope 3 GHG emissions. In the future, NEA will continue to participate in the transit benefit program, enable employee participation in alternate work schedules and telecommuting programs, and pursue all feasible opportunities to reduce official travel.

IV. PLAN IMPLEMENTATION

Because the NEA is a small agency with no field office staff, coordination and communications requirements are minimal. The development, implementation and update of this plan are managed within and under the leadership of the Office of the NEA Deputy Chairman for Management & Budget. All internal coordination and/or communication regarding this plan and its reporting requirements will be addressed through face-to-face conversation, email or memoranda. Integration within NEA's budget is not required as planned actions will not require additional funding.

Achievement of identified goals will be measured through annual review of commuter/official travel and the sustainability characteristics of applicable acquisitions.

V. TRANSPARENCY

A summary of this report will be posted on the NEA intranet and the NEA Open Government website.

Section 2: Performance Review & Annual Update

I. SUMMARY OF ACCOMPLISHMENTS

As a small agency located with other federal agencies in a GSA-owned and operated building, NEA does not have the ability to respond to the quantitative targets. We have, however, pursued all other aspects of this order within our capability.

As a part of this effort, NEA fully supports the GSA building management's efforts to ensure the Old Post Office (OPO) building is operated on an environmentally sound basis.

Currently, all potable water sources utilize water-saving devices. Additionally, NEA supports water conservation by the prompt reporting of any plumbing problems and the reinforcement of individual employee responsibility for conscientious water usage.

All areas of the OPO fitted with overhead lighting have been converted to low-energy long-life bulbs. Although replacement of these bulbs is the responsibility of GSA, NEA maintains a stock to ensure they are not replaced with incandescent bulb when GSA stock is unavailable. The building's aging hallway lighting was also recently converted from an incandescent to a fluorescent system with only minimal loss of illumination.

All tenants in the OPO participate in a recycling program which accepts all types of paper, plastics, and cans. This program is robust, and the proceeds NEA and the OPO management cooperatively pursue energy conservation through awareness programs which include frequent are used to support tenant participation in Small Agency Council activities.

The NEA currently operates two vehicles, one of which utilizes alternative fuel. The gas powered vehicle will be replaced with an alternate fuel model when the vehicle reaches the replacement criteria.

More than 90 percent of NEA employees are currently enrolled in the Federal transit benefit program. This strong rate of participation is the result of being located within two blocks of the Washington DC subway system and on several city bus routes. Additionally, a number of employees walk or cycle to work daily.

NEA currently promotes electronic stewardship by purchasing qualifying Energy Star products, enabling the power save features on all appliances, donating used computers to

qualifying organizations, and disposing of equipment using environmentally sound practices. We will continue to pursue best practices in implementing an environmentally sound electronics life-cycle management program.

II. GOAL PERFORMANCE REVIEW

1. GOAL: Scope 1 & 2 Greenhouse Gas Reduction

N/A

2. GOAL: Scope 3 Greenhouse Gas Reduction

As one of several small agencies located in a GSA-owned and operated building, the NEA has no ability to manage or report on Scope 3 Green house Gas emissions other than those generated by commuter and business travel.

Scope 3 Green house Gas emissions generated by commuter and business travel will be tracked by Agency Administrative Services staff in conjunction with their regularly assigned responsibilities

Emissions generated by commuter travel for the majority of existing staff have been calculated to complete the Scope 3 GHG report and will be adjusted whenever they adjust their transit benefit status. Commuter emissions for newly reporting staff will be calculated at the time of check-in to the Agency. Business ground travel emissions were calculated by reviewing each travel order completed during the 2011 fiscal year and extracting all pertinent data for ground travel. Air travel data was provided by GSA's Travel Management Information System (MIS). During this next year, the NEA plans to explore an electronic means of tracking business travel data.

All work required to monitor and report on sustainability efforts is accomplished as a collateral duty by Agency Management & Budget and Information Technology Management staff.

During this past year, more than 90% of all NEA employee used one or more forms of public transportation when commuting to and from the Agency on a daily basis. In future years we will continue to encourage this high rate of participation by offering the maximum allowable Federal transit benefit subsidy (pending available funding). We will also continue to monitor business travel to ensure only required travel is undertaken and that feasible alternatives to travel are substituted whenever possible or practical and appropriate.

3. GOAL – Develop and Maintain Agency Comprehensive Greenhouse Gas Inventory

N/A.

As one of several small agencies located in a GSA-owned and operated building, the NEA has no ability to manage or report on Scope 1,2 or 3 Green house Gas emissions except for those generated by commuter and business travel. Development of an Agency comprehensive greenhouse gas inventory would not be productive.

4. GOAL: High-Performance Sustainable Design / Green Buildings

5. GOAL: Regional and Local Planning

N/A

6. GOAL: Water Use Efficiency and Management

N/A

7. GOAL: Pollution Prevention and Waste Elimination

The NEA along with other tenants participates in a recycling program which accepts all types of paper, plastics, and cans. This program is robust, and the proceeds are used to support tenant participation in Small Agency Council training activities.

The NEA is currently pursuing development of an electronic panel book production capability which will potentially enable a substantial reduction in our printing paper consumption.

8. GOAL: Sustainable Acquisition

Sustainable acquisition offers the greatest opportunity for NEA's participation in supporting Executive Order 13514. Although the majority of NEA product acquisition is accomplished through small purchasing rather than contracting, and generally is limited to purchasing office supplies and furniture, NEA intends to procure recycled, green, and environmentally sustainable products whenever practicable.

The NEA Contracting Officer and all NEA purchase card holders will be responsible for procuring recycled, green, and environmentally-sustainable products whenever feasible.

The NEA expects to maintain if not improve its current practice of procuring office supplies and IT equipment which support Federal sustainability goals.

The NEA has historically procured printing paper with at least a 30% recycled material content and is currently testing higher content papers. NEA will also ensure that office supply procurements meet recycled content, green, and environmentally sustainable product guidelines whenever applicable. The agency will also ensure that equipment purchases comply with electronic stewardship guidelines.

NEA's procurement policy is to rely on UNICOR, Ability One, GSA, and all types of small businesses to effectively meet a wide range of our Agency needs for green products and services to satisfy requirements and support the Agency acquisition of goods and services through the use of sustainable environmental practices.

9. GOAL: Electronic Stewardship and Data Centers

NEA's goal is to reduce energy consumption through the use of server virtualization.

The lead will be Michael Burke, NEA's Chief Information Officer.

The NEA will achieve this goal through the use of improved software tools, staff technical training, and purchase of energy efficient hardware. Virtualization will reduce the number of servers required to perform existing tasks thus lowering power requirements. A side benefit is the reduction of heat output which further lowers energy consumption.

NEA Information and Technology Management staff will have responsibility for target development, implementation, and oversight. Additional staff will not be required.

The NEA expects to reduce servers by 40% over the next two years. This is based upon current technology needs and does not consider growth in new applications. Where new work increases equipment demands, we will employ virtualization and if appropriate, cloud computing.

The NEA has reduced servers by 20% to date through virtualization. NEA also has employed cloud computing for a wide range of financial tasks and some human resource work, which has reduced the need for new equipment. This was achieved with no additional bandwidth requirements.

The overall goal of the NEA is to identify any aspect of day-to-day operations that could be better served through incorporation of practices or materials which would support the spirit and intent of the Federal sustainability effort.

The NEA's standard business practice for the acquisition of computers and related equipment is to purchase Energy Star compliant products. At this time all desktop computers are compliant and most printers are compliant. With respect to printing, most work for panel and council books are currently all printed two-sided. All network printers have duplex printing capability which is recommended for all work.

When equipment is replaced, the first choice is to donate equipment to area schools. This has been an effective strategy for many years. Typically the only equipment not donated is non-functioning, which is disposed in an environmentally-friendly way.

The NEA procures cloud computing services from other organizations. Products include Email services, National Finance Center payroll services, OPM Electronic Official Personnel File services, and the FAA Delphi Financial System. Services provided in-house are accomplished using virtual servers to reduce both the energy footprint and rack space required by such hardware.

Agency-owned servers are operated in a shared data center with the National Endowment for the Humanities (NEH). This reduces cost of operations and energy consumption. Broadband services are provided through the data center by a service which can vary the available active fiber as our needs change. It is unlikely NEA can further reduce its energy footprint in its data center.

The NEA Office of Management & Budget as well as the NEA Information Management and Technology Division share responsibility for target development, implementation, and oversight of NEA sustainability efforts.

All work required to monitor and report on sustainability efforts is accomplished as a collateral duty by Agency Management & Budget and Information Technology Management staff.

ELECTRONIC STEWARDHIP & DATA CENTERS	Units	FY 10	FY 11	FY 12	FY 13
% of device types covered by current Energy Star specifications that must be energy-star qualified ⁱ	%	90%	90%	95%	hold
% of electronic assets covered by sound disposition practices ⁱⁱ	%	90%	90%	90%	90%
% of cloud activity hosted in a data center	%	100%	100%	100%	100%
% of agency data centers independently metered or advanced metered and monitored on a weekly basis	%	N/A	N/A	N/A	N/A
Reduction in the number of agency data centers	%	N/A	N/A	N/A	N/A
% of agency, eligible electronic products with power management and other energy-environmentally preferable features (duplexing) actively implemented and in use	%	90%	95%	100%	hold
% of agency data centers operating with an average CPU utilization of 60-70%	%	45%	50%	75%	hold
% of agency data centers operating at a PUE range of 1.3 – 1.6	%	N/A	N/A	N/A	N/A
% of covered electronic product acquisitions that are EPEAT-registered	%	N/A	N/A	N/A	N/A
% of agency data center activity implemented via virtualization	%	50%	50%	50%	50%
Other, as defined by agency	N/A	N/A	N/A	N/A	N/A
Leveraged Investment (funded through annually recurring existing budget items, such as capital improvement, O&M, etc. or ARRA)	\$ M	N/A	N/A	N/A	
Incremental Investment (funded through new program budget requests specific to this EO)	\$ M	N/A	N/A	N/A	
Alternative Investment (funded through ESPC, UESC, EUL, PPA, rebates, or other funding assistance)	\$ M	N/A	N/A	N/A	

10. GOAL: Agency Evaluation

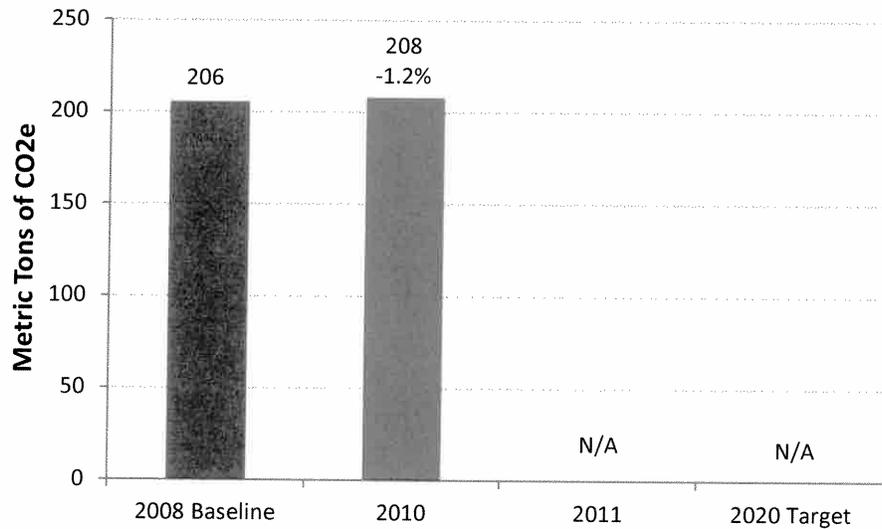
The NEA's future efforts will be to monitor commuter and business travel to minimize scope 3 GHG emissions generated by this agency. We will also monitor purchasing efforts to ensure that supplies and equipment meet standards for recycled content, environmentally-friendly contents and/or energy saving features.

Additionally, the NEA may be required to relocate from the OPO during fiscal year 2013 or later. If so, we will make every effort to be located in space with equivalent public transit availability, and will work with GSA to ensure that all build out and/or renovation plans for new office space incorporate sustainable design, construction, operation, and management.

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

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

Progress toward Scope 3 Greenhouse Gas Goals



Note: E.O. 13514 requires each agency to establish a scope 3 GHG reduction target for FY2020. The agency has not set a target for FY2020. 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 GHG emissions.

APPENDIX 1: CLIMATE CHANGE ADAPTATION PLAN

Not Applicable

APPENDIX 2: FLEET MANAGEMENT PLAN

Not Applicable

APPENDIX 3: BIOBASED PURCHASING STRATEGY

Not applicable

ⁱ This count should include the percentage of products that met energy star standards at the time of purchasing.

ⁱⁱ Some examples of sound disposition practices include, but are not limited to, GSA Xcess, recycling through Unicorn, donation through GSA's Computer for Learning (CFL) or other non-profit organizations, and/or recycling through a private recycler certified under the Responsible Recyclers (R2) guidance or equivalent.