



National Science Foundation
2013 Strategic Sustainability Performance Plan

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Policy Statement

The National Science Foundation (NSF) is committed to sustainability, including complying with all applicable environmental and energy statutes, regulations and Executive Orders (EOs) for Federal agencies. In concert with our mission of advancing science in the service of the nation, the Foundation commits to achieving a better understanding of climate change and developing the best approach to improve resiliency against it. NSF strives to serve as a model sustainable Federal agency.

Our fiscal year (FY) 2013 Strategic Sustainable Performance Plan is a sign of this commitment to continue to engage our communities so that we may realize the many benefits sustainability offers.

A handwritten signature in black ink, appearing to read 'Gene Hubbard', is positioned above the printed name.

Gene Hubbard
Senior Sustainability Officer

Executive Summary

Background

The footprint of the Foundation covers property under the direct use of NSF and its Office of Inspector General. The Foundation has been successful in identifying to the lessor of its main Headquarters (HQ) building ways to implement energy and water efficiency measures. We will continue to do so throughout the period of the current lease. Upon lease expiration, NSF will be able to greatly accelerate the environmental performance of our Headquarters when we relocate to a new General Services Administration (GSA)-leased building that is consistent with the higher “green lease” standards GSA requires for new leases of commercial space.

The Foundation also provides financial assistance awards to organizations that conduct scientific research on behalf of the nation. These properties are not used, managed or operated by the agency. NSF has no direct control over the recipient organizations’ business operations. We have limited ability to influence the organizations’ consumption of electricity, water and vehicle fuel. We are committed to working within the legal and logistical confines of our assistive funding instruments with the grantee organizations to improve their operational efficiency and sustainability.

Vision

The National Science Foundation is an independent Federal agency created by the National Science Foundation (NSF) Act of 1950 to promote the progress of science, advance national health, prosperity, and welfare, and secure national defense. The Foundation fulfills its mission primarily by issuing limited-term competitive grants and by sponsoring grantee organizations that conduct basic scientific research in the interest of the nation. Improving sustainability supports the Foundation mission by making it possible to manage grant programs more efficiently and cost-effectively, by making better use of Foundation resources, including energy, supplies, and personnel.

The most significant advancement in the Foundation’s sustainability will come with the new HQ lease that will provide higher performing and more sustainable space. With the many facets of sustainability embodied in a higher performing building, the new lease will reduce the Foundation’s environmental footprint, promote employee health by virtue of such actions as using building materials with lower volatile organic content, and reduce operating costs. NSF is working with GSA to construct a new GSA-leased building that is consistent with the higher “green lease” standards GSA now has for new leases of commercial space. NSF, working with GSA, will also ensure that the chosen space conforms to the [Instructions for Implementing Sustainable Locations for Federal Facilities](#). The Foundation estimates that the new leased facility will be ready to occupy in the fall of 2016.

In the meantime, the Foundation is making sustainability a part of its day-to-day operation by integrating sustainability approaches into core agency planning, budgeting and procedures. For the near future, the Foundation plans to accomplish this by focusing on sustainability measures that reduce expenses. Examples are requiring electronic product acquisitions to be energy-efficient and reducing disposal costs by increasing the portion of solid waste that is recycled. NSF is also actively expanding its teleworking program, to reduce air pollution and greenhouse gas (GHG) emissions while improving the quality of life for employees.

Leadership

The Foundation's Senior Sustainability Officer is responsible for the oversight and ultimate success of the Foundation's sustainability performance. Other senior management officials, including the Director of the National Science Foundation have voiced their commitments to environmental sustainability as promulgated under EO 13514 and associated orders and regulations. NSF performance plans address sustainability under the category of stewardship.

Performance Review

The focus of the NSF Strategic Sustainable Performance Plan (SSPP) is limited to its HQ operations. Of the four buildings directly serving NSF HQ, all are leased, two are warehouses, and only the main Stafford Place I building is not a fully serviced lease. Therefore, for energy and water intensity, the SSPP only reports performance for Stafford Place I.

The Foundation sponsors a number of grantee organizations (some of them federally funded research and development centers), which operate independently from NSF under cooperative agreements. Based on discussions with CEQ and the Department of Energy Federal Energy Management Program (FEMP), the Foundation is actively tracking and evaluating energy and water consumption data of all NSF-owned grantee organization buildings with areas greater than 10,000 gross square feet. Also, in 2013, NSF conducted energy and water assessments on 14 of the most important grantee organization buildings owned by the Foundation, in terms of size and energy intensity. NSF will use the information from its data analyses and assessments for long-term strategic planning, and to identify the highest yield opportunities for efficiency improvements, stretching the Foundation's limited resources. The assessment reports are expected by the fourth quarter of FY 2013. In accordance with EO 13514, NSF is not required to include facilities it does not operate as part of the annual SSPP.

Goal 1: Greenhouse Gas Reduction

The Foundation completes a comprehensive GHG inventory each year to monitor its progress in reducing GHG emissions. The main contributors to the FY 2012 inventory are shown in Figure ES-1. In FY 2012, NSF reduced its emissions from Scopes 1 and 2 sources by 13.2% from the FY 2008 baseline, and those from Scope 3 sources by 28.6%. NSF's GHG emissions are directly related to its fundamental operations, including the energy

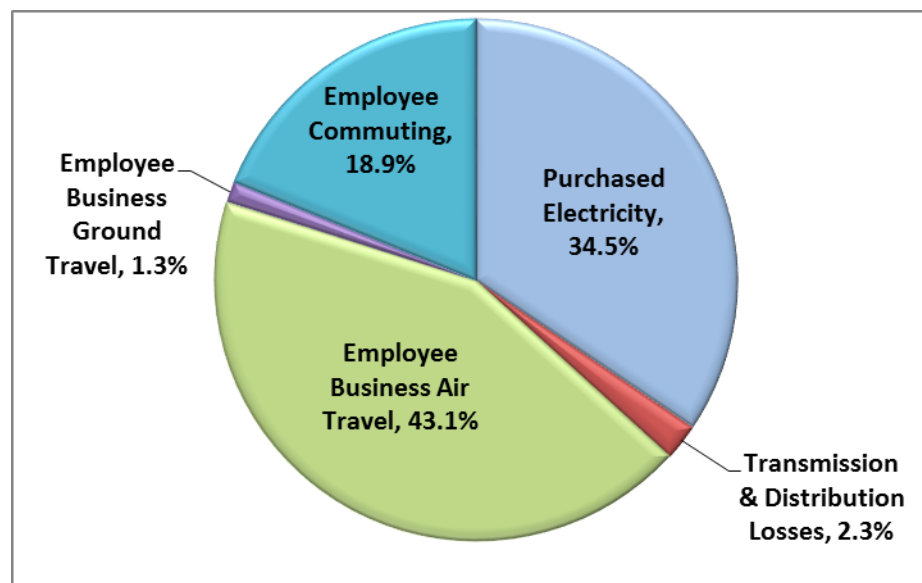


Figure ES-1. The Main Contributors to the NSF FY 2012 GHG Inventory
(not including those categories accounting for less than 0.1% of the total)

used by its HQ buildings, vehicles, and electronic equipment; commuting by its employees; and travel by the expert panelists who review grant proposals. Therefore, the Foundation does not have strategies targeting GHG reductions directly, but it has a suite of strategies targeting the activities that produce GHG emissions.

Goal 2: Sustainable Buildings

Generally, the most important factor reflecting the sustainability of office space is energy intensity. NSF reduced its energy intensity by 5.0% from the FY 2008 baseline, as measured by utility meters. The data relative to the 2003 baseline is not available. NSF will continue working with the current building owner for improvements, but significant energy intensity reductions will not be realized until HQ is relocated to more efficient space in the fall of 2016.

Goal 3: Fleet Management

As required under EO 13514, NSF is reporting the two vehicles used by NSF HQ. The two vehicles operated by NSF HQ used 19.4% less petroleum-based fuel in FY 2012 than in the FY 2005 base year. NSF does not utilize alternative fuels in either vehicle. One of the vehicles, a minivan, is a dual-fuel vehicle capable of operating on E85 (a blend of 85% ethanol with 15% gasoline). However, E85 is not used in the vehicle because there are no fueling stations located sufficiently close to either HQ or its normal routes. NSF does not plan to drive the vehicle the appreciable added distance and time needed to acquire E85, since that will negate the environmental benefits of the E85. The Foundation is planning to replace the GSA-leased Lincoln Continental Town Car, used for the Office of the Director, with a new GSA-leased vehicle. E85 and hybrid options will be considered.

The NSF-funded grantee organizations operate a combined total of 471 owned and leased vehicles, but NSF has limited influence over the choice, number, or operation of these vehicles. Of the total amount of petroleum fuel usage attributed to NSF in the Federal Automotive Statistical Tool, the portion consumed by NSF HQ is less than 0.4%.

Goal 4: Water Use Efficiency & Management

The potable water intensity of the Stafford Place I building declined 6.5% in FY 2012, relative to the FY 2007 baseline, as determined from the building's water meter. The water used for the cooling tower (which is categorized as industrial water) was determined with a dedicated meter to be 6.9% lower than the FY 2010 baseline value. As with energy consumption in this GSA-leased space, NSF has few options for efficiency improvements. In the recent past, the building owner has retrofitted some plumbing fixtures with more efficient models; NSF will continue encouraging its lessor to replace toilets and urinals with low flush models.

Goal 5: Pollution Prevention & Waste Reduction

In FY 2012, of the total amount of non-hazardous solid waste generated by the pair of Stafford Place buildings, NSF used recycling to divert approximately 70% of solid waste from disposal (incineration in a municipal waste-to-energy facility). The value is approximate because, although the weight of waste removed for disposal is known, the weight of recycled material is not provided by the vendor and must be estimated.

Goal 6: Sustainable Acquisition

In FY 2014, NSF will provide additional training for acquisition personnel on sustainable acquisition to ensure that sustainability clauses are properly addressed in all relevant contracts.

Goal 7: Electronic Stewardship & Data Centers

The Foundation uses Blanket Purchasing Agreements (BPAs) to ensure that 100% of its computers, laptops and monitors comply with the Electronic Product Environmental Assessment Tool (EPEAT) and ENERGY STAR. In FY 2012, the Foundation eliminated the one off-site data center it had been using, leaving NSF with just one data center, located at its HQ. The Federal Data Center Consolidation Initiative CIO Guidance defines a data center as a closet or room for the storage, management, and dissemination of data and information and has no square footage or Uptime Institute tier classifications. Under these criteria for what constitutes a data center, NSF projects a reduction from approximately 7,200 square feet to approximately 3,000 square feet of space dedicated to a data center when NSF moves to its new location.

Goal 8: Renewable Energy

At this time, NSF neither purchases energy generated from renewable sources nor does it generate any renewable energy of its own. NSF is prohibited from paying a premium to purchase electricity generated from renewable sources. The Foundation did evaluate the feasibility of rooftop solar for both of the GSA-leased HQ buildings, but solar was found to be unsuitable for technical reasons as well as being prohibitively expensive. NSF does not have plans in the intermediate term to find other ways to generate renewable energy, for example by leasing land for a project. The mission of NSF HQ has little need for energy generated from renewable sources, and HQ does not consume enough energy to justify such a project.

Goal 9: Climate Change Resilience

The resilience of NSF operations to climate change is built into existing procedures regarding extreme weather events and circumstances that could affect employee health and safety. For 2014, the Foundation plans to conduct a series of senior management briefings on climate change adaptation in order to develop the set of parameters NSF will use to identify its vulnerable facilities. NSF will also engage the managers of the larger sponsored research facilities to gain their perspectives on climate change issues.

Progress on Administration Priorities

The development of the NSF Climate Change Adaptation Plan is still in its infancy, as the Foundation lays the groundwork among senior management to develop the specific approaches to be used and identify the stakeholders to be involved.

NSF HQ occupies only GSA-leased space and is planning to relocate in three years therefore we are not planning to award any Energy Savings Performance Contracts (ESPCs) for our Headquarters space. (The Foundation did work with all stakeholders to examine the potential for ESPCs for its owned infrastructure, which is operated by the grantees). Also, contract actions pertaining to research and development are exempt from bio preferred purchasing requirements.

In its ongoing efforts to optimize the management of its fleet, the Foundation is evaluating options for procuring a new asset management system to replace the agency's outdated legacy system. NSF will work with the research science programs to determine if changes to the agency's current Optimal Fleet are warranted based on mission needs.

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Size and Scope of Agency Operations

Table 1: Agency Size & Scope

| Agency Size and Scope | FY 2011 | FY 2012 |
|--|----------------|----------------|
| Total # Employees as Reported in the President's Budget | 1,651 | 1,663 |
| Total Acres Land Managed | 0 | 0 |
| Total # Buildings Owned (as per the Federal Real Property Profile) | 218 | 230 |
| Total # Buildings Leased (GSA and Non-GSA Lease) | 16 | 15 |
| Total Building Gross Square Feet (GSF) | 0.608 | 0.608 |
| Operates in Number of Locations Throughout U.S. | 1 | 1 |
| Operates in Number of Locations Outside of U.S. | 0 | 0 |
| Total # Fleet Vehicles Owned | 0 | 0 |
| Total # Fleet Vehicles Leased | 2 | 2 |
| Total # Exempted-Fleet Vehicles | 0 | 0 |
| Total Amount Contracts Awarded as Reported in FPDS (\$Millions) | \$446 | \$421 |

Goal 1: Greenhouse Gas Reduction

Agency Progress toward Scope 1 & 2 GHG Goal

EO 13514 requires each agency establish a Scope 1 & 2 GHG emission reduction target to be achieved by FY 2020. The red bar represents the agency’s FY 2008 baseline. The green bar represents the FY 2020 target reduction. The blue bars represent annual agency progress towards achieving this target. The percentage at the top of each bar represents the reduction or increase from the FY 2008 baseline. A negative percentage value indicates that the emissions have increased compared to the 2008 baseline.

Figure 1-1

INSTRUCTIONS: Agencies should not amend or edit this figure. If changes are necessary, contact CEQ.

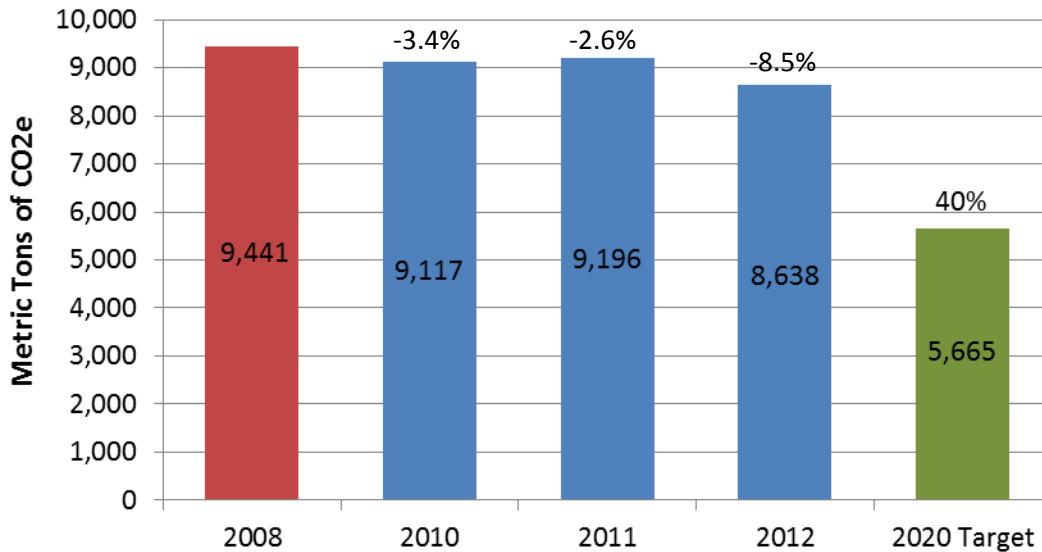


Table 1-1: Goal 1 Strategies – Scope 1 & 2 GHG Reductions

INSTRUCTIONS: In Table 1-1 below, list ONLY the top five priority strategies that the agency will implement in FY 2014 to pursue Goal 1 Scope 1 & 2 GHG reductions. For each agency-level strategy listed below, select the appropriate response from the drop-down menu. If the selection is not applicable (“NA”) or “No”, an explanation must be provided in the Strategy Narrative column (C) as to why the agency will not implement this strategy. If the selection is “Yes”, provide in column (C) a description on how the strategy will be implemented and in column (D) provide specific targets/metrics and milestones to measure agency progress/success. DO NOT DELETE ANY STRATEGIES LISTED IN COLUMN (A). Agencies may make minor changes to a column (A) strategy if needed to enable the agency to select that strategy as a FY 2014 priority. If necessary, agencies may add additional strategies into the blank rows provided in column (A) in order to present five priority strategies.

| (A) Will the agency implement the following strategies to achieve this goal? | (B) Top Five? Yes/ No/ NA | (C) Strategy Narrative (100 word limit) | (D) Specific targets/metrics to measure strategy success including milestones to be achieved in next 12 months |
|--|---|--|--|
| Employ operations and management best practices for energy consuming and emission generating equipment. | N/A | NSF only occupies two GSA-leased buildings, one of which is fully serviced. | |
| Use the FEMP GHG emission report to identify/target high emission categories and implement specific actions to resolve high emission areas identified. | N/A | NSF only occupies two GSA-leased buildings, one of which is fully serviced. | |
| Ensure that all major renovations and new building designs are 30% more efficient than applicable code. | N/A | NSF only occupies two GSA-leased buildings, one of which is fully serviced. | |
| Implement in EISA 432 covered facilities all lifecycle cost effective energy conservation measures identified. | N/A | NSF only occupies two GSA-leased buildings, one of which is fully serviced. | |
| Reduce on-site fossil-fuel consumption by installing more efficient boilers, generators, furnaces, etc. and/or use renewable fuels. | N/A | NSF only occupies two GSA-leased buildings, one of which is fully serviced. | |
| Reduce grid-supplied electricity consumption by improving/upgrading motors, boilers, HVAC, chillers, compressors, lighting, etc. | Yes | Based on a 2010 energy audit that determined NSF space to be over-lighted, NSF is examining the possibility of removing some overhead lamps. | Energy intensity reduced 2% in FY 2013 relative to the FY 2008 baseline. |
| Employ operations and management best practices for energy consuming and emission generating equipment. | N/A | NSF only occupies two GSA-leased buildings, one of which is fully serviced. | |
| Install building utility meters and benchmark performance to track energy and continuously optimize performance. | N/A | Both buildings are already metered. One of the buildings has an ENERGY STAR | |

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| | | rating. | |
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Agency Progress toward Scope 3 GHG Goal

EO 13514 requires each agency establish a Scope 3 GHG emission reduction target to be achieved by FY 2020. The red bar represents the agency’s FY 2008 baseline. The green bar represents the FY 2020 reduction target. The blue bars represent annual agency progress on achieving this target. The percentage at the top of each bar represents the reduction or increase from the FY 2008 baseline. A negative percentage value indicates that the emissions have been increased compared to the FY 2008 baseline.

Figure 1-2

INSTRUCTIONS: Agencies should not amend or edit this figure. If changes are necessary, contact CEQ.

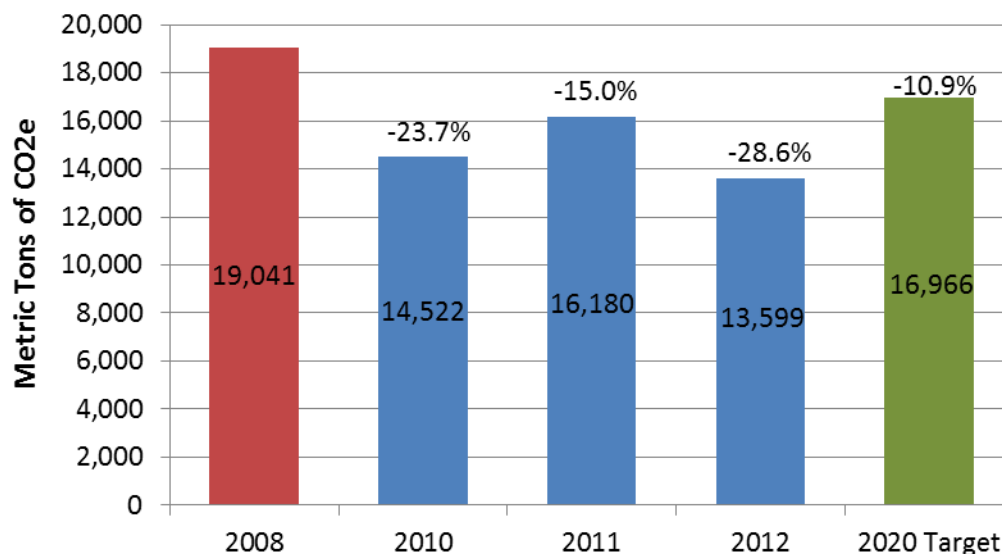


Table 1-2: Goal 1 Strategies – Scope 3 GHG Reductions

INSTRUCTIONS: In Table 1-2 below, list ONLY the top five priority strategies that the agency will pursue in FY 2014 to achieve Goal 1 Scope 3 GHG reductions. For each agency-level strategy listed below, select the appropriate response from the drop-down menu. If the selection is not applicable (“NA”) or “No”, an explanation must be provided in the Strategy Narrative column (C) as to why the agency will not implement this strategy. If the selection is “Yes”, provide in column (C) a description on how the strategy will be implemented and in column (D) provide specific targets/metrics and milestones to measure agency progress/success. DO NOT DELETE ANY STRATEGIES LISTED IN COLUMN (A). Agencies may make minor changes to a column (A) strategy if needed to enable the agency to select that strategy as a FY 2014 priority. If necessary, agencies may add additional strategies into the blank rows provided in column (A) in order to present five priority strategies.

| (A) Will the agency implement the following strategies to achieve this goal? | (B) Top Five? Yes/ No/ NA | (C) Strategy Narrative (100 word limit) | (D) Specific targets/metrics to measure strategy success including milestones to be achieved in next 12 months |
|---|---------------------------------------|--|---|
| Develop and deploy employee commuter reduction plan. | Yes | NSF already has in place the mass transit subsidy program for the Metro system, which is widely used, and a program to promote teleworking. See telework strategy below. | A decline in vehicle miles travelled for commuting, as determined from each biennial commuter survey. NSF will establish the milestone for reduction as measured by the FY 2013 survey once the FY 2011 survey has been analyzed in detail. |
| Reduce employee business ground travel. | No | Emissions from employee business ground travel are not a high-level target because they account for only about 1% of the agency's total GHG emissions. | |
| Reduce employee business air travel. | Yes | The vast majority of NSF's air travel emissions are due to the business travel of its expert panelists for reviewing proposals. NSF provided all offices with video conferencing software and training, and is tracking avoided air travel and associated savings from reduced travel and panel reimbursement costs. | A 20% increase in the number of wholly virtual panels (where all participants are meeting virtually) in FY 13. |
| Use employee commuting survey to identify opportunities and strategies for reducing commuter emissions. | Yes | NSF first used the GSA Carbon Footprint Tool Scope 3 Commuter Survey in FY 2011, and intends to repeat it every other year, as recommended. It will analyze the FY 2011 results, and the FY 2013 results once available, to see if they indicate opportunities for improvement. | Commuter survey results for FY 2011 and FY 2013 analyzed by April 2014. |
| Increase number of employees eligible for telework and/or the total number of days teleworked. | Yes | In late FY 2012, NSF began to fully implement a new policy to expand employee teleworking. The policy was informed by a Telework Pilot Project implemented in 2011. | Percent reduction in GHG emissions from commuting. For FY 2013: 5% less than FY 2011 emissions, as determined via the GSA Scope 3 Commuter Survey. |

| | | | |
|---|-----|--|--|
| Develop and implement bicycle commuter program. | Yes | NSF already encourages bicycle commuting, including providing a bicycle subsidy as part of their commuting strategy. The Foundation does not plan to expand the program because there is insufficient demand given that most employees prefer to use mass transit, given the urban location of the facility and its distance one block from a Metro station. | Percent reduction in GHG emissions from commuting. For FY 2013: 5% less than FY 2011, as determined via the GSA Scope 3 Commuter Survey. |
| Provide bicycle commuting infrastructure. | N/A | NSF already provides infrastructure for bicycle commuters. | |

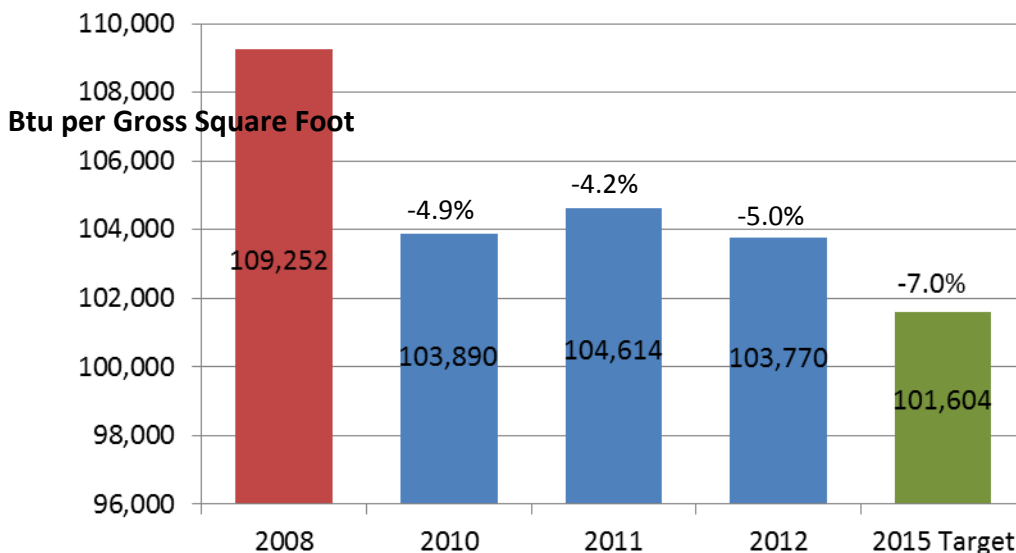
Goal 2: Sustainable Buildings

Agency Progress toward Facility Energy Intensity Reduction Goal

EO 13514 Section 2 requires that agencies consider building energy intensity reductions. Further, the Energy Independence and Security Act of 2007 (EISA) requires each agency to reduce energy intensity 30 percent by FY 2015 as compared to the FY 2003 baseline. Agencies are expected to reduce energy intensity by 3 percent annually to meet the goal. The red bar represents the agency's FY 2003 baseline. The green bar represents the FY 2015 target reduction. The blue bars show annual agency progress on achieving this target. The percentage at the top of each bar represents the reduction or increase from the FY 2003 baseline. A negative percentage value indicates that the energy intensity has been increased compared to the FY 2003 baseline.

Figure 2-1

INSTRUCTIONS: Agencies should not amend or edit this figure. If changes are necessary, contact CEQ.



Agency Progress toward Total Buildings Meeting the Guiding Principles

EO 13514 requires that by FY 2015, 15 percent of agencies’ new, existing, and leased buildings greater than 5,000 square feet meet the Guiding Principles. In order to meet the FY 2015 goal, agencies should have increased the percentage of conforming buildings by approximately 2 percent annually from their FY 2007 baseline. The green bar represents the FY 2015 target. The blue bars represent annual agency progress on achieving this target.

Figure 2-2

The Guiding Principles are not applicable to NSF because its two buildings are GSA leases.

Table 2: Goal 2 Strategies – Sustainable Buildings

INSTRUCTIONS: In Table 2 below, list ONLY the top five priority strategies that the agency will pursue in FY 2014 to achieve Goal 2. For each agency-level strategy listed below, select the appropriate response from the drop-down menu. If the selection is not applicable (“NA”) or “No”, an explanation must be provided in the Strategy Narrative column (C) as to why the agency will not implement this strategy. If the selection is “Yes”, provide in column (C) a description on how the strategy will be implemented and in column (D) provide specific targets/metrics and milestones to measure agency progress/success. DO NOT DELETE ANY STRATEGIES LISTED IN COLUMN (A). Agencies may make minor changes to a column (A) strategy if needed to enable the agency to select that strategy as a FY 2014 priority. If necessary, agencies may add additional strategies into the blank rows provided in column (A) in order to present five priority strategies.

| (A) Will the agency implement the following strategies to achieve this goal? | (B) Top Five? Yes/ No/ NA | (C) Strategy Narrative (100 word limit) | (D) Specific targets/metrics to measure strategy success including milestones to be achieved in next 12 months |
|--|---------------------------------------|--|---|
| Deploy CEQ's Implementing Instructions –Sustainable Locations for Federal Facilities. | Yes | GSA has followed the principles of the Sustainable Locations for Federal Facilities, in the selection of the new NSF HQ lease. | All options considered for the new lease follow the Implementing Instructions for Sustainable Locations for Federal Facilities. |
| Incorporate green building specifications into all new construction and major renovation projects. | N/A | NSF does no construction or major renovation projects. | |
| Redesign or lease interior space to reduce energy use by daylighting, space optimization, sensors/control system installation, etc. | N/A | NSF only occupies two GSA-leased buildings, one of which is fully serviced. | |
| Include in every construction contract all applicable sustainable acquisition requirements for recycled, biobased, energy efficient and environmentally preferable products. | N/A | NSF does no construction or major renovation projects. | |
| Develop and deploy energy and sustainability training for all facility and energy managers. | N/A | NSF only occupies two GSA-leased buildings, and both have trained facility and energy managers. | |

Goal 3: Fleet Management

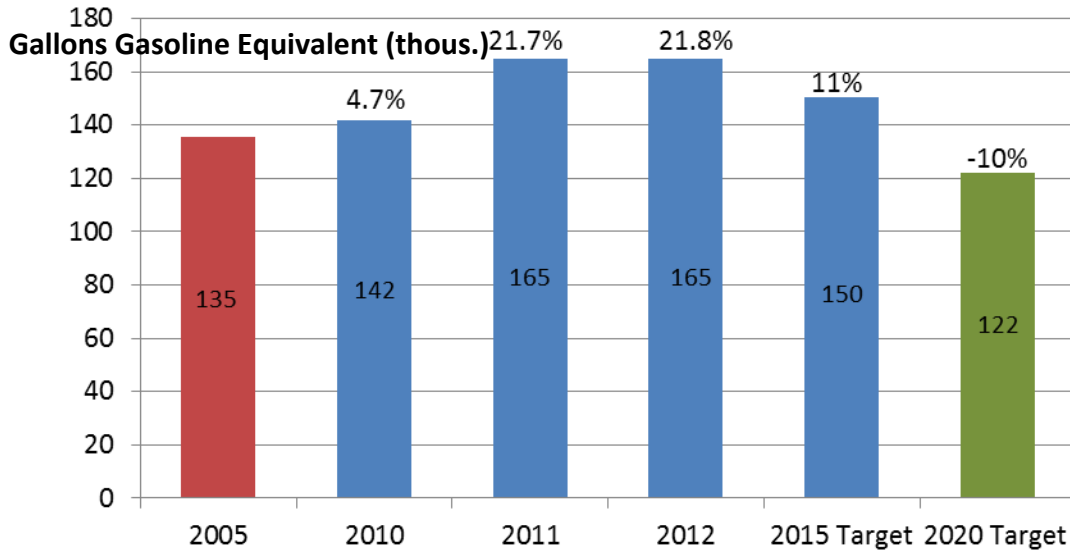
Agency Progress toward Fleet Petroleum Use Reduction Goal

EO 13514 and the Energy Independence and Security Act of 2007 (EISA) require that by FY 2015 agencies reduce fleet petroleum use by 20 percent compared to a FY 2005 baseline. Agencies are expected to achieve at least a 2 percent annual reduction and a 30 percent reduction is required by FY 2020. The red bar represents the agency's FY 2005 baseline. The green bars represent the FY 2015 and FY 2020 target reductions. The blue bars represent annual agency progress on achieving these targets. The percentage at the top of each bar represents the reduction or increase from the FY 2005 baseline. A

negative percentage indicates an increase in fleet petroleum use.

Figure 3-1

INSTRUCTIONS: Agencies should not amend or edit this figure. If changes are necessary, contact CEQ.



Agency Progress toward Fleet Alternative Fuel Consumption Goal

EO 13423 requires that agencies increase total alternative fuel consumption by 10 percent annually from the prior year starting in FY 2005. By FY 2015, agencies must increase alternative fuel use by 159.4 percent, relative to FY 2005. The red bar represents the agency's FY 2005 baseline. The green bar represents the FY 2015 target. The blue bars represent annual agency progress on achieving this target. The percentage at the top of each bar represents the reduction or increase from the FY 2005 baseline. A negative percentage indicates a decrease in fleet alternative fuel use.

Figure 3-2

INSTRUCTIONS: Agencies should not amend or edit this figure. If changes are necessary, contact CEQ.

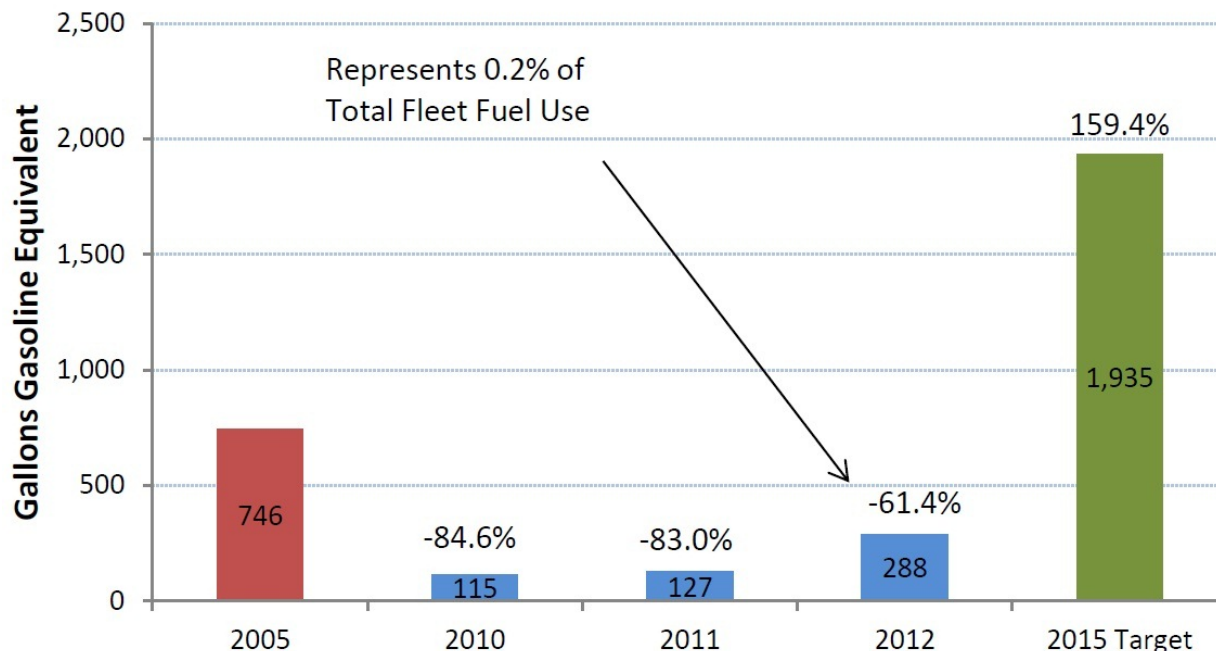


Table 3: Goal 3 Strategies – Fleet Management

INSTRUCTIONS: In Table 3 below, list ONLY the top five priority strategies that the agency will pursue in FY 2014 to achieve Goal 3. For each agency-level strategy listed below, select the appropriate response from the drop-down menu. If the selection is not applicable (“NA”) or “No”, an explanation must be provided in the Strategy Narrative column (C) as to why the agency will not implement this strategy. If the selection is “Yes”, provide in column (C) a description on how the strategy will be implemented and in column (D) provide specific targets/metrics and milestones to measure agency progress/success. DO NOT DELETE ANY STRATEGIES LISTED IN COLUMN (A). Agencies may make minor changes to a column (A) strategy if needed to enable the agency to select that strategy as a FY 2014 priority. If necessary, agencies may add additional strategies into the blank rows provided in column (A) in order to present five priority strategies.

| (A) Will the agency implement the following strategies to achieve this goal? | (B) Top Five? Yes/ No/ NA | (C) Strategy Narrative (100 word limit) | (D) Specific targets/metrics to measure strategy success including milestones to be achieved in next 12 months |
|---|---------------------------------------|---|---|
| | | | |

| | | | |
|---|-----|---|--|
| Optimize/Right-size the composition of the fleet (e.g., reduce vehicle size, eliminate underutilized vehicles, acquire and locate vehicles to match local fuel infrastructure). | Yes | The Foundation is planning to replace the GSA-leased Lincoln Continental Town Car, used for the Office of the Director, with a new GSA-leased vehicle. E85 and hybrid options will be considered. | Evaluation of new GSA-leasing options for the Office of the Director's car will be done by the end of 2013, and will include consideration of E85 and hybrids. |
| Reduce miles traveled (e.g., share vehicles, improve routing with telematics, eliminate trips, improve scheduling, use shuttles, etc.). | N/A | Having only two vehicles, which are devoted to specific, mission-related uses, a HQ strategy to reduce miles travelled would yield negligible benefit. In terms of vehicle occupancy, NSF HQ is already efficient, as most trips are made with groups of people. | |
| Acquire only highly fuel-efficient, low greenhouse gas-emitting vehicles and alternative fuel vehicles (AFVs). | N/A | NSF HQ has no plans to acquire more vehicles of any type. | |
| Increase utilization of alternative fuel in dual-fuel vehicles. | No | One of NSF HQ's two vehicles is an E85 dual-fuel vehicle. The vehicle uses no E85 because there is no fueling station located sufficiently close to either HQ or its normal routes. NSF does not plan to drive the vehicle the appreciable added distance and time needed to acquire E85, since that will negate the environmental benefits of the E85. | |
| Use a Fleet Management Information System to track fuel consumption throughout the year for agency-owned, GSA-leased, and commercially-leased vehicles. | N/A | NSF HQ only has two vehicles, and has a system for tracking fuel consumption and mileage. | |
| Increase GSA leased vehicles and decrease agency-owned fleet vehicles, when cost effective. | N/A | NSF HQ does not own vehicles. NSF has limited influence over the vehicles of its grantee organizations. | |

Goal 4: Water Use Efficiency and Management

Agency Progress toward Potable Water Intensity Reduction Goal

EO 13514 requires agencies to reduce potable water intensity by 2 percent annually through FY 2020 compared to an FY 2007 baseline. A 16 percent reduction is required by FY 2015 and a 26 percent reduction is required by FY 2020. The red bar represents the agency’s FY 2007 baseline. The green bars represent the FY 2015 and FY 2020 target reductions. The blue bars represent annual agency progress on achieving these targets. The percentage at the top of each bar represents the reduction or increase from the FY 2007 baseline. A negative percentage value indicates that potable water use intensity has increased compared to the FY 2007 baseline.

Figure 4-1

INSTRUCTIONS: Agencies should not amend or edit this figure. If changes are necessary, contact CEQ.

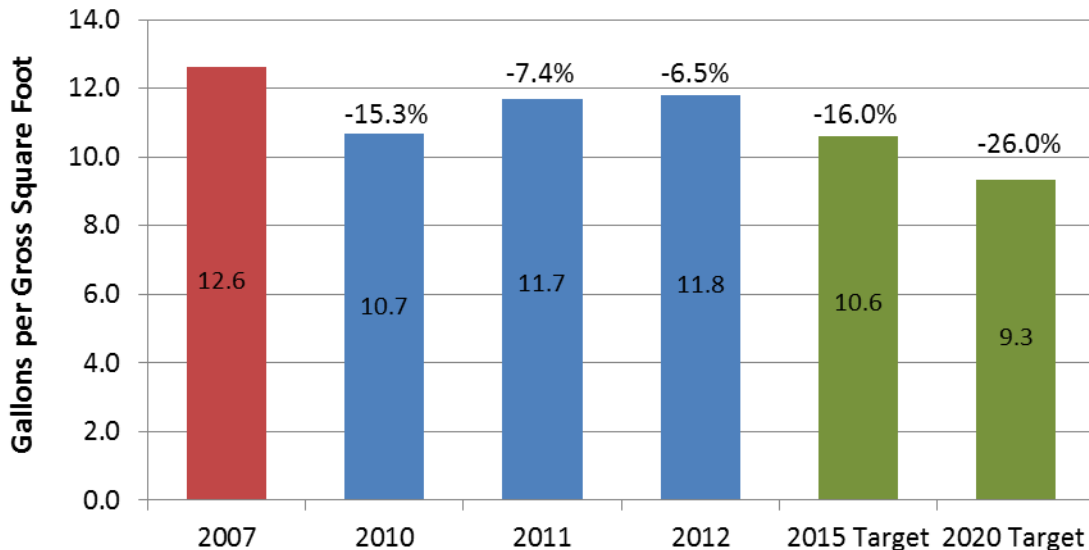


Table 4: Goal 4 Strategies – Water Use Efficiency & Management

INSTRUCTIONS: In Table 4 below, list ONLY the top five priority strategies that the agency will pursue in FY 2014 to achieve Goal 4. For each agency-level strategy listed below, select the appropriate response from the drop-down menu. If the selection is not applicable (“NA”) or “No”, an explanation must be provided in the Strategy Narrative column (C) as to why the agency will not implement this strategy. If the selection is “Yes”, provide in column (C) a description on how the strategy will be implemented and in column (D) provide specific targets/metrics and milestones to measure agency progress/success. DO NOT DELETE ANY STRATEGIES LISTED IN COLUMN (A). Agencies may make minor changes to a column (A) strategy if needed to enable the agency to select that strategy as a FY 2014 priority. If necessary, agencies may add additional strategies into the blank rows provided in column (A) in order to present five priority strategies.

| (A) Will the agency implement the following strategies to achieve this goal? | (B) Top Five? Yes/ No/ NA | (C) Strategy Narrative (100 word limit) | (D) Specific targets/metrics to measure strategy success including milestones to be achieved in next 12 months |
|--|-------------------------------------|--|--|
| Purchase and install water efficient technologies (e.g., Waterwise, low-flow water fixtures and aeration devices). | N/A | NSF only occupies two GSA-leased buildings, one of which is fully serviced, but it will continue to encourage the lessor of the building that is not fully serviced to implement the water efficiency recommendations from an audit conducted in 2010. | |
| Develop and deploy operational controls for leak detection including a distribution system audit, leak detection, and repair programs. | N/A | NSF does not own a water distribution system for its HQ facility. | |
| Design, install, and maintain landscape to reduce water use. | N/A | NSF does not irrigate at its HQ facility. | |
| Design and deploy water closed-loop, capture, recharge, and/or reclamation systems. | N/A | NSF has no landscaping at its HQ to irrigate with reclaimed water. Apart from the cooling towers, which recirculate water, NSF HQ has no industrial systems to offer opportunities for savings through closed-loop systems or reclaimed water. | |
| Install meters to measure and monitor industrial, landscaping and agricultural water use. | N/A | Meters are already installed to measure consumption by the NSF HQ cooling towers. NSF has no other industrial, landscaping and agricultural water use to measure. | |

Goal 5: Pollution Prevention and Waste Reduction

Agency Progress toward Non-Hazardous Solid Waste Diversion (Non-Construction and Demolition)

EO 13514 requires that by FY 2015 agencies annually divert at least 50 percent of non-hazardous solid waste from disposal, excluding construction and demolition debris.

Table 5: Goal 5 Strategies – Pollution Prevention & Waste Reduction

INSTRUCTIONS: In Table 5 below, list ONLY the top five priority strategies that the agency will pursue in FY 2014 to achieve Goal 5. For each agency-level strategy listed below, select the appropriate response from the drop-down menu. If the selection is not applicable (“NA”) or “No”, an explanation must be provided in the Strategy Narrative column (C) as to why the agency will not implement this strategy. If the selection is “Yes”, provide in column (C) a description on how the strategy will be implemented and in column (D) provide specific targets/metrics and milestones to measure agency progress/success. DO NOT DELETE ANY STRATEGIES LISTED IN COLUMN (A). Agencies may make minor changes to a column (A) strategy if needed to enable the agency to select that strategy as a FY 2014 priority. If necessary, agencies may add additional strategies into the blank rows provided in column (A) in order to present five priority strategies.

| (A) Will the agency implement the following strategies to achieve this goal? | (B) Top Five? Yes/ No/ NA | (C) Strategy Narrative (100 word limit) | (D) Specific targets/metrics to measure strategy success including milestones to be achieved in next 12 months |
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| Establish a tracking and reporting system for construction and demolition debris elimination. | N/A | NSF HQ does not conduct construction and demolition activities. | |
| Eliminate, reduce, or recover refrigerants and other fugitive emissions. | N/A | NSF’s GHG inventory does not include fugitive emissions. | |
| Reduce waste generation through elimination, source reduction, and recycling. | Yes | All facilities occupied by NSF HQ staff have active recycling programs, and no solid waste from HQ is disposed in landfills because all of it is incinerated by a waste-to-energy facility. However, the agency will seek to improve elimination, source reduction, and recycling through more extensive | At least 30% diversion for FY 2013, defined as the amount of material diverted from the waste stream divided by the total amount |

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| | | employee outreach. | generated. |
| Implement integrated pest management and improved landscape management practices to reduce and eliminate the use of toxic and hazardous chemicals/materials. | N/A | NSF HQ does not manage landscaping. Any pest control activities for the GSA-leased HQ buildings are handled by the landlord in accordance with GSA established integrated pest management standards per the lease. | |
| Develop/revise Agency Chemicals Inventory Plans and identify and deploy chemical elimination, substitution, and/or management opportunities. | N/A | NSF HQ does not have a Chemicals Inventory Plan because it does not routinely use significant quantities of toxic or hazardous chemicals. Where feasible, the property owners' cleaning staff uses non-toxic cleaners and products. Small quantities of corrosive cleaners and bleach can be found in the buildings and are used where there are not appropriate non-toxic cleaners and products. The building owners do have 500 gallons of diesel fuel stored safely in the basement of both buildings for use in the generators. | |

Goal 6: Sustainable Acquisition

Agency Progress toward Sustainable Acquisition Goal

EO 13514 requires agencies to advance sustainable acquisition and ensure that 95 percent of applicable new contract actions meet federal mandates for acquiring products that are energy efficient, water efficient, biobased, environmentally preferable, non-ozone depleting, recycled content, or are non-toxic or less toxic alternatives, where these products meet performance requirements. To monitor performance, agencies perform quarterly reviews of at least 5 percent of applicable new contract actions to determine if sustainable acquisition requirements are included.

Figure 6-1

{There is no Figure 6-1 for NSF because it is based on a manual review of 5% of agency contract actions, which NSF is not required to do since it is not a scorecard agency.}

Federal Procurement Data System Standard Reports on Biopreferred Procurement Actions

The Federal Procurement Data System (FPDS) is used by federal agencies to record and manage contract

actions. On the pie chart below, the blue area represents the total number of contract actions reported by the agency in FPDS in FY 2012 that are “applicable” to the sustainable procurement requirements. Applicable contract actions are new domestic contracts, task and delivery orders, excluding weapons systems and those actions that are unlikely to use biobased products (e.g., research and social development contracts, education and training, social services, and the lease or rental of equipment). The green area represents the total number of applicable contract actions that the agency reported in FPDS as containing biobased product requirements.

Figure 6-2

INSTRUCTIONS: Agencies should not amend or edit this figure. If changes are necessary, contact CEQ.

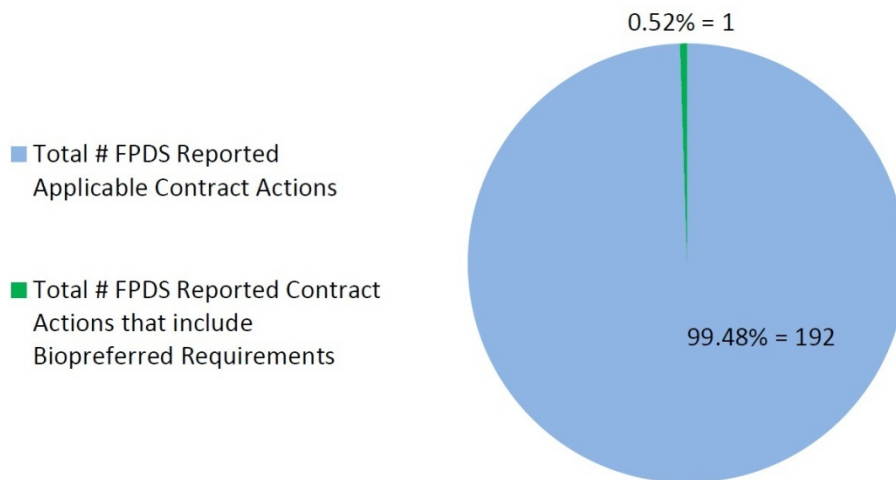


Table 6: Goal 6 Strategies – Sustainable Acquisition

INSTRUCTIONS: In Table 6 below, list ONLY the top five priority strategies that the agency will pursue in FY 2014 to achieve Goal 6. For each agency-level strategy listed below, select the appropriate response from the drop-down menu. If the selection is not applicable (“NA”) or “No”, an explanation must be provided in the Strategy Narrative column (C) as to why the agency will not implement this strategy. If the selection is “Yes”, provide in column (C) a description on how the strategy will be implemented and in column (D) provide specific targets/metrics and milestones to measure agency progress/success. DO NOT DELETE ANY STRATEGIES LISTED IN COLUMN (A). Agencies may make minor changes to a column (A) strategy if needed to enable the agency to select that strategy as a FY 2014 priority. If necessary, agencies may add additional strategies into the blank rows provided in column (A) in order to present five priority strategies.

| (A) | (B) | (C) | (D) |
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| Will the agency implement the following strategies to achieve this goal? | Top Five? Yes/ No/ NA | Strategy Narrative (100 word limit) | Specific targets/metrics to measure strategy success including milestones to be achieved in next 12 months |

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| <p>Include biobased and other FAR sustainability clauses in all applicable construction and other relevant service contracts.</p> | <p>Yes</p> | <p>NSF already provides sample language pertaining to FAR sustainability clauses for use in preparing contracts, but the agency plans to increase the amount of training it provides on sustainable acquisition, to ensure that sustainability clauses are properly addressed in all relevant contracts.</p> | <p>Additional training provided in FY 2013.</p> |
| <p>Update and deploy agency procurement policies and programs to ensure that federally- mandated designated sustainable products are included in all relevant procurements and services.</p> | <p>Yes</p> | <p>The NSF green purchasing plan and NSF Contracting Manual include policies and procedures for ensuring that sustainable acquisition requirements are incorporated into agency procurements through specification reviews and inclusion of applicable sustainability related Federal Acquisition Regulation clauses. NSF commits to updating its green purchasing plan and Contracting Manual as needed.</p> | <p>NSF will review the plan and manual before the end of 2104, and modify them as needed to ensure that NSF internal documentation is consistent with all new FAR guidance.</p> |
| <p>Deploy corrective actions to address identified barriers to increasing sustainable procurements with special emphasis on biobased purchasing.</p> | <p>N/A</p> | <p>NSF has not identified barriers to increasing sustainable procurements because it has not been able to use FPDS to fully track performance. Since NSF is not a scorecard agency, it is not required to conduct a review of 5% of contract actions for their compliance with sustainable acquisition requirements.</p> | |
| <p>Review and update agency specifications to include and encourage biobased and other designated green products to enable meeting sustainable acquisition goals.</p> | <p>N/A</p> | <p>NSF does not develop product specifications.</p> | |
| <p>Use Federal Strategic Sourcing Initiatives, such as Blanket Purchase Agreements (BPAs) for office products and imaging equipment,</p> | <p>No</p> | <p>NSF already has BPAs that include sustainable acquisition requirements for computers, laptops, and monitors. NSF strongly encourages the use of</p> | |

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| which include sustainable acquisition requirements. | | the GSA Federal Strategic Sourcing Initiative Office Supply BPA. | |
| Report on sustainability compliance in contractor performance reviews. | N/A | | |

Goal 7: Electronic Stewardship and Data Centers

Agency Progress toward EPEAT, Power Management & End of Life Goals

EO 13514 requires agencies to promote electronics stewardship by: ensuring procurement preference for EPEAT-registered products; implementing policies to enable power management, duplex printing, and other energy-efficient features; employing environmentally sound practices with respect to the disposition of electronic products; procuring Energy Star and FEMP designated electronics; and, implementing best management practices for data center operations.

Table 7: Goal 7 Strategies – Electronic Stewardship & Data Centers

INSTRUCTIONS: In Table 7 below, list ONLY the top five priority strategies that the agency will pursue in FY 2014 to achieve Goal 7. For each agency-level strategy listed below, select the appropriate response from the drop-down menu. If the selection is not applicable (“NA”) or “No”, an explanation must be provided in the Strategy Narrative column (C) as to why the agency will not implement this strategy. If the selection is “Yes”, provide in column (C) a description on how the strategy will be implemented and in column (D) provide specific targets/metrics and milestones to measure agency progress/success. **DO NOT DELETE ANY STRATEGIES LISTED IN COLUMN (A).** Agencies may make minor changes to a column (A) strategy if needed to enable the agency to select that strategy as a FY 2014 priority. If necessary, agencies may add additional strategies into the blank rows provided in column (A) in order to present five priority strategies.

| (A) Will the agency implement the following strategies to achieve this goal? | (B) Top Five? Yes/ No/ NA | (C) Strategy Narrative (100 word limit) | (D) Specific targets/metrics to measure strategy success including milestones to be achieved in next 12 months |
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| Identify agency “Core” and “Non-Core” Data. | N/A | The core/non-core designation does not apply to NSF HQ because its one data center is slated for closure, pending the move to the new HQ location. | |
| Consolidate 40% of agency non-core data | N/A | NSF HQ has only one data center, | |

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| centers. | | which is slated for closure. | |
| Optimize agency Core Data Centers across total cost of ownership metrics. | N/A | NSF HQ has only one data center, which is slated for closure. | |
| Ensure that power management, duplex printing, and other energy efficiency or environmentally preferable options and features are enabled on all eligible electronics and monitor compliance. | Yes | As part of the effort to acquire a maintenance contract for printers, copiers and multifunction devices, NSF is currently evaluating several options that were informed by contractor recommendations, guidance from https://strategicsourcing.gov/print-wise , and sustainability best practices that NSF intends to deploy with this acquisition. NSF expects the effort to implement some form of Managed Print Services best practices, which would include sustainability requirements. | In FY 2014, NSF will release a request for proposals that use EPEAT-registered products consistent with electronic stewardship and sustainability requirements. |
| Update and deploy policies to use environmentally sound practices for disposition of all agency excess or surplus electronic products, including use of certified eSteward and/or R2 electronic recyclers, and monitor compliance. | Yes | NSF HQ already ensures the environmentally sound disposition for 100% of its excess or surplus electronic products—either through donations for reuse, GSA Xcess, or certified recyclers—and it will continue to do so. | No end-of-life electronics disposed through non-Certified Recyclers. |
| Ensure acquisition of 95% EPEAT registered and 100% of ENERGY STAR qualified and FEMP designated electronic office products. | No | All NSF HQ offices are already required to purchase personal computers, laptops, and monitors through one of several Blanket Purchase Agreements that offer only equipment that is registered with the EPEAT and qualified as ENERGY STAR. For other electronic office products, NSF strongly encourages the use of the GSA Federal Strategic Sourcing Initiative Office Supply BPA. | |

Goal 8: Renewable Energy

Agency Renewable Energy Percentage of Total Electricity Usage

EO 13514 requires that agencies increase use of renewable energy. Further, EPACT 2005 requires agencies to increase renewable energy use such that 7.5 percent of the agency’s total electricity consumption is generated by renewable energy sources for FY 2013 and beyond. For FY 2012, the required target was 5 percent of an agency’s total electricity consumption.

Figure 8-1

INSTRUCTIONS: Agencies should not amend or edit this figure. If changes are necessary, contact CEQ.

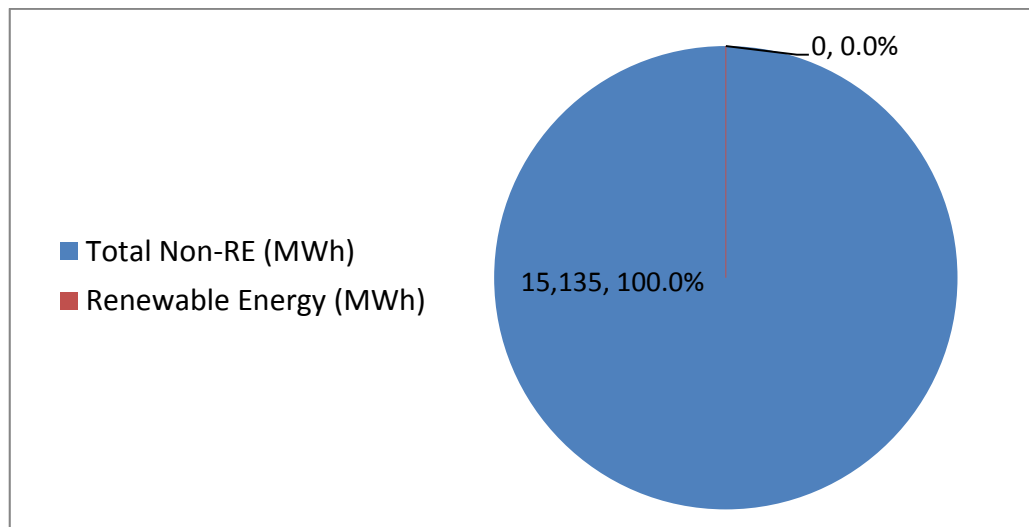


Table 8: Goal 8 Strategies – Renewable Energy

INSTRUCTIONS: In Table 8 below, list ONLY the top five priority strategies that the agency will pursue in FY 2014 to achieve Goal 8. For each agency-level strategy listed below, select the appropriate response from the drop-down menu. If the selection is not applicable (“NA”) or “No”, an explanation must be provided in the Strategy Narrative column (C) as to why the agency will not implement this strategy. If the selection is “Yes”, provide in column (C) a description on how the strategy will be implemented and in column (D) provide specific targets/metrics and milestones to measure agency progress/success. DO NOT DELETE ANY STRATEGIES LISTED IN COLUMN (A). Agencies may make minor changes to a column (A) strategy if needed to enable the agency to select that strategy as a FY 2014 priority. If necessary, agencies may add additional strategies into the blank rows provided in column (A) in order to present five priority strategies.

| (A) Will the agency implement the following strategies to achieve this goal? | (B) Top Five? Yes/ No/ NA | (C) Strategy Narrative (100 word limit) | (D) Specific targets/metrics to measure strategy success including milestones to be achieved in next 12 months |
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| Purchase renewable energy directly or through Renewable Energy Credits. | No | NSF is prohibited from paying a premium to purchase electricity generated from renewable sources. | |
| Install onsite renewable energy on federal sites. | No | The mission of NSF HQ has little need for energy generated from renewable sources. This, combined with the relatively low energy consumption of NSF HQ, does not provide sufficient justification for such an expenditure, or sufficient opportunity for third party arrangements. | |
| Lease land for renewable energy infrastructure. | N/A | The mission of NSF HQ has little need for energy generated from renewable sources. This, combined with the relatively low energy consumption of NSF HQ, does not provide sufficient justification for such an expenditure, or sufficient opportunity for third party arrangements. | |
| Develop biomass capacity for energy generation. | N/A | The mission of NSF HQ has little need for energy generated from renewable sources. This, combined with the relatively low energy consumption of NSF HQ, does not provide sufficient justification for such an expenditure, or sufficient opportunity for third party arrangements. | |
| Utilize performance contracting methodologies for implementing energy conservation measures and increasing renewable energy. | N/A | NSF only occupies two GSA-leased buildings. NSF did evaluate the feasibility of rooftop solar on these buildings, but in addition to being too expensive, it was deemed unsuitable for technical reasons. | |
| Work with other | Yes | NSF participates in the Federal | If the Interagency |

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| agencies to create volume discount incentives for increased renewable energy purchases. | | Interagency Sustainability Work Group and Sustainable Acquisition and Materials Management Workgroup, and will work with these groups on options for volume discounts, if one or both takes up the topic. However, it ultimately falls to GSA and the Department of Energy to provide leadership roles. | Sustainability Work Group and Sustainable Acquisition and/or Materials Management Workgroup decide to try to create volume discount incentives for increased renewable energy purchases, NSF will work with the other agencies in the group(s) to achieve this. |
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Goal 9: Climate Change Resilience

Agency Climate Change Resilience

EO 13514 requires each agency to evaluate agency climate change risks and vulnerabilities to identify and manage the effects of climate change on the agency’s operations and mission in both the short and long term.

Table 9: Goal 9 Strategies – Climate Change Resilience

INSTRUCTIONS: In Table 9 below, list ONLY the top five priority strategies that the agency will pursue in FY 2014 to achieve Goal 9. For each agency-level strategy listed below, select the appropriate response from the drop-down menu. If the selection is not applicable (“NA”) or “No”, an explanation must be provided in the Strategy Narrative column (C) as to why the agency will not implement this strategy. If the selection is “Yes”, provide in column (C) a description on how the strategy will be implemented and in column (D) provide specific targets/metrics and milestones to measure agency progress/success. DO NOT DELETE ANY STRATEGIES LISTED IN COLUMN (A). Agencies may make minor changes to a column (A) strategy if needed to enable the agency to select that strategy as a FY 2014 priority. If necessary, agencies may add additional strategies into the blank rows provided in column (A) in order to present five priority strategies.

| (A) Will the agency implement the following strategies to achieve this goal? | (B) Top Five? Yes/ No/ NA | (C) Strategy Narrative (100 word limit) | (D) Specific targets/metrics to measure strategy success including milestones to be achieved in next 12 months |
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| Ensure climate change adaptation is integrated into both agency-wide and regional planning efforts, in coordination with other Federal agencies as well as state and local partners, Tribal | N/A | NSF HQ conducts no such planning efforts, as it occupies only two GSA-leased buildings and will not be expanding the extent of its space. | |

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| governments, and private stakeholders. | | | |
| Update agency emergency response procedures and protocols to account for projected climate change, including extreme weather events. | Yes | NSF HQ emergency management is based on hazard assessments that use the Northern Virginia Hazard Mitigation Plan Update, which is updated every five years. The last version of the Plan was finalized in December 2011. The latest version discusses climate change as a present threat and slow-onset disaster that amplifies existing hazards and it concludes that “future updates to this plan might consider including climate change as a parameter in the ranking or scoring of natural hazards.” | When the next version is published, NSF will follow any climate change guidelines contained in the plan. |
| Ensure workforce protocols and policies reflect projected human health and safety impacts of climate change. | No | For matters affecting employee health and safety, NSF HQ follows the regional recommendations for the Washington, D.C. area, for example with regard to code red air pollution days. Apart from weather extremes addressed by NSF’s emergency management protocols, the most likely impacts of climate change on employee health and safety will be an increased prevalence of unsafe outdoor air quality caused by more frequent extreme heat events. Therefore, NSF anticipates that it can continue to rely on these regional recommendations to address the impacts of climate change on employee health and safety. | |
| Update agency external programs and policies (including grants, loans, technical assistance, etc.) to incentivize planning for, and addressing the impacts of, climate change. | N/A | In the case of NSF, “agency-implemented projects” means basic scientific research conducted by independent grantee research organizations. NSF does not provide its grantee organizations with planning and implementation guidelines for conducting research that pertain in any way to improving resilience to climate change. | |
| Ensure agency principals demonstrate commitment to adaptation efforts through internal communications and policies. | N/A | This strategy will likely be a priority in the future, but at this time the development of the NSF Climate Change Adaptation Plan is still in its infancy, as the Foundation lays the groundwork among senior management to develop the specific approaches to be used and the | |

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| | | stakeholders to be involved. | |
| Identify vulnerable communities that are served by agency mission and are potentially impacted by climate change and identify measures to address those vulnerabilities where possible. | N/A | NSF's mission is to serve the nation through basic scientific research, which is conducted by independent research institutions under NSF sponsorship. | |
| Ensure that agency climate adaptation and resilience policies and programs reflect best available current climate change science, updated as necessary. | Yes | NSF has secured contractor support, with option years through 2017, to assist with climate change adaptation. The assistance includes expertise in evaluating scientific projections of climate change impacts to ensure that NSF climate change resiliency decisions are made using the best available science. NSF will also track the progress of the Federal government in its efforts to provide this information to agencies, and NSF will make use of this resource as it is developed. | All vulnerability and risk assessments conducted by NSF will include scientific projections of climate change published within the last year of when the assessments are conducted. |
| Design and construct new or modify/manage existing agency facilities and/or infrastructure to account for the potential impacts of projected climate change. | N/A | Occupying only GSA-lease space, NSF HQ will not be constructing new facilities or modifying existing ones. | |
| Incorporate climate preparedness and resilience into planning and implementation guidelines for agency-implemented projects. | N/A | In the case of NSF, "agency-implemented projects" means basic scientific research conducted by independent grantee research organizations. NSF does not provide its grantee organizations with planning and implementation guidelines for conducting research that pertain in any way to improving resilience to climate change. | |

Appendix A. Acronyms

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| AFV | alternative fuel vehicle |
| BPA | Blanket Purchasing Agreement |
| CEQ | Council on Environmental Quality |
| EISA | Energy Independence and Security Act of 2007 |
| EO | Executive Order |
| EPEAT | Electronic Product Environmental Assessment Tool |
| ESPC | energy saving performance contract |
| FAR | Federal Acquisition Regulation |
| FEMP | Federal Energy Management Program |
| FPDS | Federal Procurement Data System |
| FY | fiscal year |
| GHG | greenhouse gas |
| GSA | General Services Administration |
| GSF | gross square feet |
| HQ | Headquarters |
| HVAC | heating, ventilation and cooling |
| N/A | not applicable |
| NSF | National Science Foundation |
| SSPP | Strategic Sustainable Performance Plan |