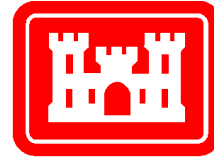


U.S. Army Corps of Engineers
2019 Sustainability Report and Implementation Plan



**Assistant Secretary of
the Army for
Civil Works**



**US Army Corps
of Engineers®**

Sustainability Report and Implementation Plan

2019

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Executive Summary

The mission of the U.S. Army Corps of Engineers (USACE) is to provide vital public engineering services in peace and war to strengthen the Nation's security, support the economy, and reduce risks from disasters. To achieve this mission, USACE contributes to the national welfare and serves the public by providing quality and responsive services to the Nation, the Army, and other stakeholders in a manner that is environmentally, economically, and socially sustainable.

Continued integration of sustainability into the USACE mission and organizational culture is essential to success in achieving federal sustainability goals. USACE will continue to employ a systems-based, continual improvement approach to integrate sustainability into its mission and organizational culture with an ultimate goal of assignment and acceptance of personal responsibility for achieving a sustainable future by all members of the organization. USACE will continue to use, at all levels of command, a recurring cycle of planning, execution, measurement, performance review, and annual course-correction/redirection that will integrate sustainability more deeply into its mission and the organizational culture with every passing year.

USACE sustainability actions include:

- **Action 1:** Achieve federal energy and sustainability goals and targets.
- **Action 2:** Integrate sustainability into all USACE missions, activities, and actions.
- **Action 3:** Grow future sustainability leaders.

This USACE 2019 Sustainability Report and Implementation Plan (SRIP) is focused on Action 1 and describes USACE's past sustainability performance and the priority strategies the Command will employ through fiscal years (FY) 2020 and 2021 to maintain or improve Corps-wide performance.

Agency Scope

USACE employs approximately 30,000 staff, manages over 7.5 million acres of land, and owns or leases about 1,000 buildings comprising over 15 million GSF in over 600 locations throughout the U.S. The Corps also owns or leases nearly 7,000 fleet vehicles and annually awards contracts valued at over \$15B.

Performance Highlights

USACE achieved notable progress in the following goal areas:

- **Facility Energy Efficiency:** 34.8% reduction in energy intensity relative to the FY03 baseline and an incremental increase from the prior year
- **Renewable Energy Use:** 17.7% renewable energy use of total electricity use
- **Transportation/Fleet Management:** 25.4% reduction in petroleum fuel use in covered fleet relative to the FY05 baseline

Leadership

The Assistant Secretary of the Army for Civil Works (ASA(CW)) is the Chief Sustainability Officer for USACE. The ASA(CW) works with USACE's Deputy Commanding General, Civil Works leadership and the Environmental Community of Practice to lead the Strategic Sustainability Committee (SSC) in driving improved sustainability performance. SSC meetings, conducted three times per year, provide collective review and strategic direction for the Sustainability Program. Sustainability performance metrics are tracked quarterly using existing management review processes.

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Priorities

Focus areas for FY20 and FY21 are as follows:

- Update the USACE Sustainability Operations Order (OPORD) which is the directive issued by USACE leadership to affect the coordinated execution of the Sustainability program;
- Conduct Sustainable Federal Building (SFB) assessments at Major Subordinate Command (MSC)-identified priority buildings over 10,000 gross square feet (GSF);
- Finalize the master list of buildings over 10,000 GSF for prioritization of SFB assessments;
- Improve and update the Sustainable Acquisition Clause Selection Tool and the Compliance Assessment Tool that facilitate the inclusion of appropriate sustainable acquisition requirements in contracts and assess contract compliance with those requirements, and conduct training sessions at targeted Districts/Centers;
- Prioritize use of cost-saving, state-of-the-art technologies (e.g., energy auditing technology) for building efficiency improvements and benchmarking;
- Execute the energy resiliency project at Humphreys Engineer Center Support Activity (HECSA) through an enhanced use lease that will provide power to the grid and sustain critical missions during extended grid outages and threats;
- Continue to focus on reducing water intensity through infrastructure improvements;
- Continue to implement non-hazardous solid waste tracking and improve capability to track construction and demolition waste over all areas of operations to include Military Programs, Civil Works, and Engineering and Construction; and
- Continue to develop the electric vehicle (EV) strategy and incorporate petroleum efficient vehicles, hybrid, and plug-in EVs into the fleet, where mission allows.

To achieve our sustainability goals, USACE will employ a systems-based approach through the development of annual sustainability plans and investment strategies, execution of those plans and strategies, performance reviews at all levels of Command, and course adjustments as directed by the USACE SSC. The key to success will be the assignment and acceptance of personal responsibility for achieving a sustainable future by all members of the organization.

Implementation Summary: Facility Management

1. FACILITY ENERGY EFFICIENCY

FY18 Energy Intensity Progress (Btu/GSF):

34.8% reduction from FY03

0.4% reduction from FY17

FY19-FY20 Plan:

0.1% reduction in FY19 from FY18

0.1% reduction in FY20 from FY19

Implementation Status:

USACE prioritizes cost-effective investments and energy efficiency improvements in its infrastructure to reduce energy intensity. USACE has continued to plan for and execute energy conservation measures (ECMs) annually to reduce energy intensity. In FY18 and FY19, natural events, such as increased use of pump stations during floods, continued to cause significant variations in Corps-wide operations and therefore impacted energy consumption and mission requirements. Despite these variations in operational tempo, USACE achieved the following in FY18 and FY19:

- Executed approximately 94% of the Civil Works Operations and Maintenance (O&M) plans for energy efficiency investments in FY18;
- Adopted General Services Administration (GSA) area-wide contracts, where feasible, to reduce energy costs;

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- Began negotiating utility service rates through the USACE Commercial Utility Program given anticipated agency-wide impact from Savannah Harbor Expansion project (SHEP). USACE continues to work with Georgia Power to collect utility invoices and analyze variable rates before a facility supporting the SHEP comes online in August 2019 to negotiate a lower rate and save on anticipated energy costs;
- Certified three energy managers (CEMs) through the Association of Energy Engineers; and
- Reviewed the 5-Year Metering Plan and continued to make updates to the appropriate buildings inventory to support progress and year-end reporting.

Priority Strategies & Planned Actions

In FY20 and FY21, USACE will:

- Continue to update and implement the USACE OPORD focusing on the 5 Year Metering Plan;
- Continue to make cost-effective investments in infrastructure and execute at least 95% of all Civil Works O&M plans for energy efficiency investments annually;
- Continue to adopt GSA area-wide contracts, where feasible, to reduce energy costs;
- Continue to utilize commercial utilities programs to renegotiate utility rates and utility service contracts;
- Continue to train and designate energy managers for all USACE covered facilities, and ensure that all energy managers have access to complete and accurate energy data to inform energy management decisions; and
- Further develop dashboards using the energy data visualization capability provided by the Corps of Engineers Reduced and Abridged FEMP Tool (CRAFT) to inform decisions regarding energy efficiency investments.

2. EFFICIENCY MEASURES, INVESTMENT, AND PERFORMANCE CONTRACTING

FY18 Performance Contracting – Investment value and number of new projects awarded:

\$0.0M / 0 project(s) in FY18

FY19-FY20 Plan:

\$0.0M / 0 project(s) in FY19

\$0.0M / 0 project(s) in FY20

Implementation Status

Although the Corps has exhausted most economically viable traditional energy savings performance contracts (ESPCs) and utility energy services contracts (UESCs), USACE achieved the following in FY18 and FY19:

- Continued to implement five ESPCs awarded in FY17 and currently in measurement and verification (i.e., performance) phase, documented savings through third party consultants, and verified that the actual cost savings met or exceeded the projected cost savings;
- Conducted internal education and outreach regarding ESPC ENABLE, evaluated potential for using ESPC ENABLE Corps-wide, and determined that the program is most applicable for smaller, geographically dispersed projects in the same District; and
- Implemented an ESPC ENABLE project at eight separate dam sites in the Albuquerque District to install improved lighting and HVAC systems, investing approximately \$1M for a project that delivers \$1.5M in savings over the contract term (project awarded in FY17).

Priority Strategies & Planned Actions

In FY20 and FY21, USACE will:

- Continue to support UESCs and power purchase agreements (PPA) at facilities where these tools are determined to be economically viable;
- Monitor and assess cost and energy savings resulting from previously awarded contracts; and
- Identify additional opportunities to implement the ESPC ENABLE Program at facilities.

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3. RENEWABLE ENERGY

FY18 Renewable Electricity Use:

17.7% of total electricity in FY18

FY19-FY20 Plan:

17.0% of total electricity in FY19

17.0% of total electricity in FY20

Implementation Status

The USACE renewable energy portfolio is primarily made up of hydropower. The small size and relatively low energy consumption of the majority of USACE covered facilities limit opportunities for economically viable PPAs. In FY18 and FY19, USACE prioritized investments in the modernization of USACE hydropower generation capabilities to increase capacities and efficiencies and, therefore, the generation of incremental hydropower. USACE achieved the following:

- Exceeded USACE's 15% renewable energy target primarily due to the generation of incremental hydropower; and
- Executed five solar photovoltaic (PV) projects in FY18 and two solar PV projects in FY19 at USACE facilities, increasing total renewable energy generation by over 650 MWH compared to FY17.

Priority Strategies & Planned Actions

In FY20 and FY21, USACE will:

- Continue to track increases in incremental hydropower generation from rehabilitated units;
- Use lessons learned from the approval of a solar array PPA in FY19 at a Civil Works facility to pursue other renewable energy PPAs based on economic viability; and
- Execute at least 95% of Civil Works O&M funds provided for renewable ECMs.

4. WATER EFFICIENCY

FY18 Water Intensity Progress (Gal/GSF):

12.9% reduction from FY07

0.4% reduction from FY17

FY19-FY20 Plan:

0.6% reduction in FY19 from FY18

0.5% reduction in FY20 from FY 19

Implementation Status

USACE continues to prioritize the implementation of water conservation measures and execution of waterline replacement projects at the largest Corps-wide water-consuming facilities. (For example, at Vicksburg, the Corps' largest water consuming facility, USACE has installed 81 water meters as part of the advanced metering system). Cybersecurity concerns have led to challenges collecting data from advanced meters to ensure conservation measures and projects are effective. In FY18 and FY19, USACE continued to achieve the following:

- Tracked completed water conservation projects;
- Successfully executed 15 waterline replacement projects with \$2.6M investments in FY18 and also expects to complete 22 waterline replacement projects with \$2.9M investments in FY19 (anticipated annual savings of approximately \$800K and 23 MGal); and
- Executed ten water conservation projects in FY18 with \$1.4M investments saving at least 40 MGal annually, with five additional projects planned to be executed in FY19 with \$474K in investments.

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Priority Strategies & Planned Actions

In FY20 and FY21, USACE will:

- Track a set of leading metrics focused on the completion of energy and water audits;
- Implement 100% of planned water conservation measures; and
- Continue to prioritize waterline replacements, especially at the largest USACE water-consuming facilities.

5. HIGH PERFORMANCE SUSTAINABLE BUILDINGS

FY18 Sustainable Buildings Progress:

1 sustainable Federal building
0.9% of buildings / 2.5% of gross square footage (GSF)

FY19-FY20 Plan:

6.5% of GSF in FY19
9.0% of GSF in FY20

Implementation Status

USACE continues to prioritize sustainable federal building (SFB) assessments at SFB-viable Revolving Fund and O&M Fund buildings. The Corps-wide focus is to achieve 15% SFB GSF by 2025 and improve the process for recording and updating SFB data. In FY18 and FY19, USACE achieved the following:

- Tracked SFB compliance according to the Guiding Principles for Sustainable Federal Buildings and the Department of Defense (DOD) Unified Facilities Criteria (UFC) for High Performance and Sustainable Building Requirements (UFC 1-200-02);
- Prioritized SFB assessments at Corps-owned building by largest GSF, building type, occupancy, and mission relevance;
- Completed assessments to qualify three additional buildings as sustainable, which will bring the total number of SFBs to four and increase the sustainable GSF to 6.5% in FY19 (i.e., New Orleans and Rock Island Districts, and Baltimore District's Washington Aqueduct);
- Scheduled the next round of SFB assessments in FY19; and
- Developed a work plan and procedures for updating SFB data (e.g., building codes) in the USACE Real Estate Management Information System (REMIS), agency system of record for real property.

Priority Strategies & Planned Actions

In FY20 and FY21, USACE will:

- Continue to focus on SFB compliance at Corps-owned buildings by largest GSF, building type, occupancy, and mission relevance;
- Prioritize SFB assessments and improvements for remaining Revolving Fund buildings by largest GSF and those with most significant impact in sustainable improvements;
- Continue to assist with SFB assessments and improvements at O&M Fund buildings by centrally funding seed SFB assessments, providing local training, and planning for SFB improvements;
- Continue to set benchmarks for completing SFB assessments and incorporate sustainability best practices in USACE facility portfolio management; and
- Update the SFB data in the REMIS;
- Continue to partner with GSA to consolidate, co-locate, and re-configure existing USACE leased space by using the Administrative Space Utilization Report to optimize leased office and warehouse space.

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6. WASTE MANAGEMENT AND DIVERSION

FY18 Non-hazardous Waste Management and Diversion:

0 metric tons of non-hazardous solid waste generated¹

0.0% sent to treatment and disposal facilities

Implementation Status

USACE continues to prioritize the education and implementation of the Corps-wide Non-Hazardous Solid Waste Diversion and Materials Management Policy with environmental compliance audits (ERGO), ERGO auditor classes, and development of innovative approaches for reducing waste and increasing waste diversion. Reporting construction and demolition (C&D) waste has remained a challenge for USACE because modern, market-based recycling services are not readily available at many Civil Works project locations and the Corps is working to standardize C&D reporting requirements across the enterprise. USACE is developing capacity to track and report on waste generation and diversion in order to better manage and reduce waste. In FY18 and FY19, USACE achieved the following:

- Developed a CRAFT module and provided training to the field on implementing the Non-Hazardous Solid Waste Diversion and Materials Management Policy;
- Implemented a policy change that allows for funds from sales of recycled material to be returned to individual Districts by diverting the material and realized results of three recycling centers took advantage of the change;
- Executed 95% of annually scheduled internal and external environmental compliance audits (ERGO);
- Held two ERGO auditor classes in FY18 and three ERGO auditor classes in FY19 to include solid waste diversion; and
- Continued to establish contract procedures for reporting C&D diversion rates.

Priority Strategies & Planned Actions

In FY20 and FY21, USACE will:

- Continue to educate the field on the Non-Hazardous Solid Waste Diversion and Materials Management Policy by providing training on how to use the new CRAFT module and tailoring the training to address geographic-specific issues (e.g., differences in waste stream composition);
- Continue to encourage and identify innovative options to reduce waste and increase diversion;
- Execute 100% of annually scheduled internal and external ERGO audits to include pollution prevention, Emergency Planning and Community Right-to-Know Act (EPCRA) requirements, and/or toxic/hazardous material management requirements in FY20;
- Encourage more district offices to participate in the policy allowing for funds from sales of recycled material to be returned to individual Districts diverting the material;
- Establish annual reduction targets once a baseline has been developed;
- Execute three ERGO auditor classes for USACE staff in FY20; and
- Continue to develop standard/template contract language to ensure that C&D diversion rates are tracked and reported.

Implementation Summary: Fleet Management

7. TRANSPORTATION / FLEET MANAGEMENT

FY18 Petroleum Reduction Progress (Gal):

25.7% reduction in petroleum fuel since 2005

0.5% reduction in petroleum fuel since FY17

¹ Not including construction and demolition (C&D) waste

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FY19-FY20 Plan:

- 0.07% reduction in FY19 from FY18
- 0.05% reduction in FY20 from FY19

Implementation Status

USACE continues to annually perform the Vehicle Allocation Methodology (VAM)/Vehicle Utilization Review Board (VURB) analysis to streamline fleet operations and maintain mission capability. With a fleet size of 6,852 vehicles, 4,078 are alternative fuel vehicles (60% of total) and include E85, gas-hybrid, plug-in hybrid, compressed natural gas (CNG)/dual/diesel fuel, and electric-dedicated vehicles. Civil Works vehicles account for 80% of the USACE's fleet and heavily depend on operational capabilities provided by four-wheel drive pickups. The Corps recognizes the importance of balancing alternative fuel vehicles with mission capability requirements as USACE continues to observe marginal changes in its Corps-wide alternative fuel use and did not meet its incremental reduction requirement in FY18. Despite FY18 performance, in FY18 and FY19, USACE:

- Developed an EV strategy at large campuses (e.g., Engineer Research and Development Center campus) to demonstrate opportunities for efficient and effective deployment of EVs;
- Deployed an EV fleet of 13 zero emission vehicles (ZEVs), 40 plug-in hybrid electric vehicles (PHEVs), and 384 petroleum-efficient vehicles Corps-wide; and
- Conducted the annual VAM/VURB analysis in FY19 to reduce the fleet size by 90 vehicles, focusing on the disposal of non-alternative fuel vehicles and transfers of alternative fuel vehicles to active Corps locations.

Priority Strategies & Planned Actions

In FY20 and FY21, USACE will:

- Continue to develop and annually reevaluate the focus of USACE's EV strategy and acquisition plan on ZEV- and PHEV-associated charging infrastructure for fleet management and vehicle user communities;
- Continue to deploy low-speed small electric vehicles (LSEVs) and EVs at smaller projects sites (e.g., military installations) with higher adoption rates and use Baltimore District's Washington Aqueduct as the benchmark;
- Develop and pilot one or more fleet metrics that drive increased alternative fuel and EV use by the end of FY20; and
- Continue to conduct the annual VAM/VURB analysis to streamline fleet operations, maintain mission capability, and support the identification of potential locations to install EV charging stations.

Implementation Summary: Cross-Cutting Operations

8. SUSTAINABLE ACQUISITION / PROCUREMENT

FY18 Sustainable Acquisition Progress:

0.6% of contract actions and 8.5% of obligations (in dollars), for a total of \$9.36 billion in contract actions with statutory environmental requirements

Implementation Status

USACE continues to focus on the implementation of its Sustainable Acquisition Clause Selection Tool and Compliance Assessment Tool to institutionalize sustainable procurement practices and streamline reporting. The Sustainable Acquisition Clause Selection Tool helps ensure appropriate sustainability clauses are included in contracts based on the types of goods and services being procured. The Compliance Assessment Tool automates monitoring of 100% of the Corps' contract orders and determines compliance status based on 12 sustainability clauses. In FY18 and FY19, USACE achieved the following:

- Adopted GSA area-wide contracts, where feasible, to reduce energy costs;

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- Deployed the Sustainable Acquisition Clause Selection Tool Corps-wide and provided four webinar training classes to 125 participants;
- Provided targeted training on the Sustainable Acquisition Clause Selection Tool to USACE Districts and Divisions (e.g., South Pacific Division) upon request;
- Implemented feedback from training classes to update the tool with new thresholds and provided live demonstrations of the tool; and
- Developed a data mining technique for 12 sustainable acquisition clauses and prepared the data mining technique to apply to other clauses.

Priority Strategies & Planned Actions

In FY20 and FY21, USACE will:

- Achieve 0.1% annual improvements in the percent of contract actions and obligations (in dollars) for contract actions including statutory environmental requirements;
- Target 1,020 biobased-only contracts (estimated dollar value of \$66.2M) in FY20;
- Continue to train personnel involved in contract actions on use of the Sustainable Acquisition Clause Selection Tool and the Compliance Assessment Tool;
- Continue to implement and apply the data mining technique to other sustainable acquisition clauses;
- Continue to enhance the Sustainable Acquisition Clause Selection Tool by improving data mining, data analysis, and quality assurance capabilities; and
- Update Corps-wide acquisition requirements to align with Federal procurement policies.

9. ELECTRONICS STEWARDSHIP

FY18 Electronics Stewardship Progress:

100% of newly purchased or leased equipment met energy efficiency requirements

100% of equipment with power management enabled²

100% of electronic equipment disposed using environmentally sound methods

Implementation Status

USACE continues to implement policies to ensure 100% compliance Corps-wide with electronics stewardship goals.

USACE ensures compliance with statutory requirements for purchase of energy efficient equipment by using the Army Computer Hardware Enterprise Software and Solutions (CHESS) vehicle, which builds in sustainable electronics requirements. USACE employs enterprise management to ensure energy efficiency, power management, and disposal requirements are met. In FY18 and FY19, USACE achieved the following:

- Promoted procurement preference for environmentally sustainable electronic products via contract agreements through the Defense Logistics Agency (DLA), GSA and Department of Army;
- Established and implemented policies to enable power management, duplex printing, and other energy efficient or environmentally sustainable features on all eligible agency electronic products; and
- Continued to dispose of electronics via DLA and GSA, using certified recyclers.

Priority Strategies & Planned Actions

In FY20 and FY21, USACE will maintain current management practices.

² Excluding exempted equipment

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10. GREENHOUSE GAS EMISSIONS

FY18 Scope 1 & 2 Greenhouse Gas (GHG) Emissions:

- 18.9% reduction from FY 2008
- 4.3% reduction from FY 2017

Implementation Status

USACE continues to observe annual variations in operational tempo, resulting from natural events such as floods and droughts, which have caused significant variations in USACE energy consumption and associated GHG emissions (e.g., USACE has determined that emissions from emergency pumping plants during flood intensive years may cause a 5% variation in GHG emissions). Despite these changes in operational tempo, in FY18 and FY19, USACE:

- Implemented the "Reduce the Footprint" policy and the Office of Management and Budget (OMB) Memorandum M-17-08 to determine the average Administrative Space Utilization rate across the Districts and set a threshold in which a "Get Well Plan" shall be implemented at the individual location to reduce the footprint and therefore, improve energy efficiency and reduce GHG emissions.

Priority Strategies & Planned Actions

In FY20 and FY21, USACE will:

- Continue to drive GHG reductions through facility energy conservation, increased alternative fuel use, plug-in EVs, and continued maintenance and fuel efficiency upgrades for vessels and equipment; and
- Continue to implement the "Reduce the Footprint" policy and the OMB Memorandum M-17-08 to reduce footprint and GHG emissions.

Agency Priorities and Highlights

11. NOTABLE PROJECTS AND HIGHLIGHTS

The Corps formally recognizes and rewards exceptional performance by USACE individuals and teams demonstrating extraordinary achievement in the pursuit of Executive Order (EO) 13834: Efficient Federal Operations goals. The award recipients demonstrate the significant achievement in implementing energy efficiency and sustainable solutions, to reduce our impacts to the environment and surrounding communities, and preserve the quality of the Nation's natural resources. In the spirit of sustainability, USACE will recognize and celebrate the Sustainability Award winners in a virtual ceremony reducing costs and eliminating petroleum consumption and GHG emissions:

Good Neighbor Award: This award recognized the Ted Shanks Conservation Area Habitat Restoration and Enhancement Project, St. Louis District for its exemplary partnerships with communities, livability principles, and engagement with local or regional communities to promote one or more of the goals of EO 13834.

Green Dream Team Award: This award recognized exceptional leadership by the Fort Irwin California Weed Army Hospital (LEED Platinum), Los Angeles District and Sacramento District to effectively place a federal sustainability idea into action.

Green Innovation Award: This award recognized the Sturgis MH1-A Decommissioning and Dismantlement effort, Baltimore District, Galveston District, and the Marine Design Center in Philadelphia for the development and execution of an innovative approach that has facilitated sustainability in the federal government and demonstrated the potential to transform the federal community's overall energy and/or environmental performance.

Lean, Clean, & Green Award: This award recognized the Army Family Housing Rock Island Arsenal (LEED for Homes Version 4) at Louisville District for outstanding organizational achievement in building energy efficiency and/or renewable energy development and deployment, demonstrating a combination of measurable results in energy efficiency (reduced energy consumption), increased use of renewable energy, and reduced GHG pollution.

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For the second year in a row, the Environmental Protection Agency (EPA) recognized the Seattle District with a **Federal Green Challenge Award** for analyzing peak work hours to develop strategies for reducing energy load at the LEED Gold certified Oxbow building in Seattle, Washington. The implemented strategies resulted in a 15% reduction of electricity consumption and a 21% reduction in natural gas consumption.

Acronyms

ASA(CW)	Assistant Secretary of the Army for Civil Works
CEM	certified energy manager
CHES	Computer Hardware Enterprise Software and Solutions
CNG	compressed natural gas
CRAFT	Corps of Engineers Reduced and Abridged FEMP Tool
C&D	construction and demolition
DLA	Defense Logistics Agency
DOD	Department of Defense
ECM	energy conservation measure
EPA	Environmental Protection Agency
EPCRA	Emergency Planning and Community Right-to-Know Act
EO	Executive Order
ERGO	environmental compliance audit
ESPC	energy savings performance contract
EV	electric vehicle
FEMP	Federal Energy Management Program
GHG	greenhouse gas
GSA	General Services Administration
GSF	gross square footage
HECSA	Humphreys Engineer Center Support Activity
LEED	Leadership in Energy and Environmental Design
LSEV	low-speed small electric vehicle
MSC	Major Subordinate Command
OMB	Office of Management and Budget
O&M	Operations and Maintenance
PHEV	plug-in hybrid electric vehicle
PPA	power purchase agreement
PV	photovoltaic
REMIS	Real Estate Management Information System
SFB	Sustainable Federal Building
SHEP	Savannah Harbor Expansion Project
SSC	Strategic Sustainability Committee
UESC	utility energy service contract
VAM	Vehicle Allocation Methodology
VURB	Vehicle Utilization Review Board
UFC	Unified Facilities Criteria
USACE	U.S. Army Corps of Engineers
ZEV	zero emission vehicle