

U.S. Postal Service 2014 Strategic Sustainability Performance Plan

June 30, 2014

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U.S. POSTAL SERVICE SUSTAINABILITY POLICY STATEMENT

The U.S. Postal Service (USPS) is unique among the Federal agencies because we visit every household in the United States six days a week. Our statutory mandate to provide secure, efficient and reliable mail service to every person in the United States means that our employees drive more than 1 billion miles every year. Our goal is to deliver mail at the lowest cost with minimal impact to the environment – and to better serve our customers, our bottom line and our planet while complying with all applicable Federal, State, Tribal, regional, and local environmental/energy laws and regulations.

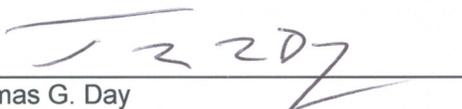
The Postal Service is the only delivery service that reaches every address in the nation – more than 150 million residences, businesses and Post Office Boxes. An aging delivery fleet and the need to service more delivery points are pushing our vehicle fuel demand upward but we continue to work to manage fuel as efficiently as possible. Our partnership with the Environmental Protection Agency's SmartWay® program is an example of this dedication to using our resources efficiently.

We instituted and utilize the USPS BlueEarth® Federal Recycling Program to supplement our recycling process for small electronics and ink cartridges. This innovative mailing solution makes it easy for federal agencies to recycle ink cartridges and unwanted electronic devices free of charge using the postal network. Federal agencies and their employees can send eligible items through the mail so that all data are wiped from the devices to ensure privacy and information protection. All items are reused and/or sent to a certified downstream recycler. This program allows federal agencies to manage these wastes in a secure and environmentally safe manner.

The Postal Service is committed to ensuring that we will become a more adaptive organization by preparing for the effects of climate change. We will release an updated Climate Change Adaptation Plan later this year. The plan articulates how we will incorporate climate change adaptation into our strategies, business processes and programs.

As a self-funded federal agency, the Postal Service isn't required to meet the federal sustainability requirements in Executive Order 13514, 13423 or 13653; however, where possible, USPS voluntarily follows federal objectives. This Fiscal Year 2014 Strategic Sustainability Performance Plan describes USPS sustainability goals and implementation initiatives, and reviews our progress and challenges.

These goals are relevant to our statutory mandate, our operations, our customers and the communities we serve. They align with the intent of both Executive Orders by driving our improvement efforts to better serve our customers, engage our employees, collaborate with our supply chain, conserve natural resources, reduce waste, and improve energy and water efficiency, while reducing our associated greenhouse gas emissions.



Thomas G. Day

USPS Chief Sustainability Officer (CSO)
June 30, 2014

UNITED STATES POSTAL SERVICE

2014 STRATEGIC SUSTAINABILITY PERFORMANCE PLAN

EXECUTIVE SUMMARY

Our mission is to provide trusted, affordable and universal mail service. We are in every community in the United States to help our customers build and maintain relationships and grow businesses.

Mail connects us. It is how we celebrate events, deliver important messages and items, and interact with our community. The U.S. Postal Service is the only delivery service that reaches every address in the nation — more than 150 million residences, businesses and Post Office Boxes.

Sustainability includes responsible management of our infrastructure so current and future generations can continue to receive reliable service. This applies to our mission, our environmental impact and our community engagement. This means we prioritize efficiency in processing and delivering the mail, find cost-effective solutions, and act as stewards for our communities.

The United States Postal Service (USPS) delivers mail to every home and business in the country. It is our mission to provide reliable universal mail service, now and for future generations.

This year, we proudly present on our cover the new Global: Sea Surface Temperatures stamp, which is based on a computer model of the Earth's climate by the National Oceanic and Atmospheric Administration's Geophysical Fluid Dynamics Laboratory. Seeing the world in new ways, helps remind us of how interdependent we are with the planet — and our changing environment.

LEADERSHIP

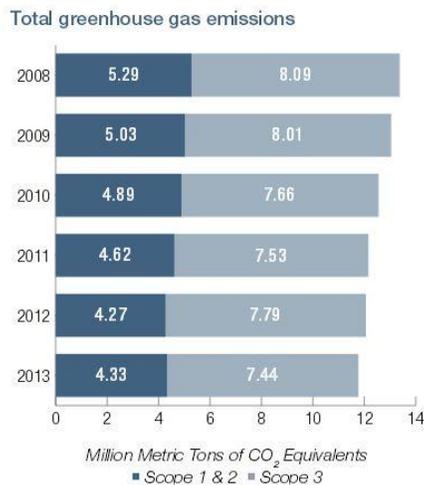
The USPS Chief Sustainability Officer coordinates sustainability activities across USPS functions, with a focus on energy, environmental compliance, and corporate sustainability initiatives for employee engagement. The Office of Sustainability manages sustainability data collection and management, supports small and large initiatives related to USPS sustainability goals, and communicates to the public, customers, and the federal government on progress. The Chief Sustainability Officer reports to the Deputy Postmaster General.

Several offices have the primary responsibility for implementing and managing specific aspects of sustainability. For example, Supply Management has primary responsibility for establishing policies and initiatives related to sustainable acquisition. The Facilities organization is responsible for energy audits, energy-impacting project implementation, portfolio energy management, and building design standards. Vehicle Operations and Engineering manage the fleet, conduct tests on vehicles and have primary ownership over the USPS vehicle databases.

An essential element for success is employee engagement. USPS empowers employees throughout the organization to implement low-cost and no-cost projects that enhance conservation and efficiency. Cross-functional, employee-led Lean Green Teams help USPS build a conservation culture through more efficient resource use and conservation in five sustainability performance goal areas: facility energy, petroleum fuel, consumable materials, waste and water reduction.

GOAL 1: GREENHOUSE GAS EMISSIONS

Our greenhouse gas (GHG) emissions come from facility energy use, transportation fuel use, waste disposal, employee commuting, contracted transportation services and other sources. Understanding how these sources contribute to our GHG inventory helps us develop strategies to reduce them.



GOAL: Reduce total GHG emissions 20% by FY 2020 based on FY 2008 baseline.

RESULTS: 12% reduction from 2008 to 2013

Our GHG inventory also supports our USPS BlueEarth[®] Product Carbon Accounting Service. Since we introduced our product carbon accounting service in 2012 it has continued to grow. Our USPS BlueEarth[®] Product Carbon Accounting Service calculates the GHG emissions associated with our business customers' mailing and shipping activities. Customers are provided with an online report they can use to analyze their own carbon emissions and better understand the carbon impact of their supply chain.

From FY 2008 to FY 2013, USPS reduced total GHG emissions by 12 percent, or 1.6 million metric tons of carbon dioxide equivalents (MTCO₂e).

Our target is to reduce Scope 1, 2 and 3 GHG emissions 20 percent by FY 2020 from the baseline year FY 2008. Scope 1 includes direct GHG emissions from postal-owned sources, such as our facilities and vehicle fleet. Scope 2 includes indirect emissions from supplied electricity and steam. And Scope 3 includes other indirect sources, such as contracted transportation, leased facilities, employee commuting and others.

Over the years, we have been using less energy in our buildings and reducing the impacts from our contracted transportation services by finding ways to be more efficient and matching operations more closely to customer demand for our services.

UNDERSTANDING OUR GHG TRENDS

According to the Universal Postal Union's 2012 Annual Report, the United Nations agency for international postal services estimated that there are more than 800,000 post offices across the world and 5.5 million postal employees. In 2010, the global postal sector's carbon footprint was at least 56.5 million metric tons CO₂e — or approximately 0.15 percent of global emissions.

Posts around the world are sharing best practices to reduce their GHG impacts. Members of the International Post Corporation (IPC) have come together to set GHG reduction targets, reflecting the Postal Service's goal to reduce emissions 20 percent by 2020. Across the globe, posts are embracing energy efficiency, increasing recycling and choosing low-carbon vehicles. You can learn more about these programs in the 2013 IPC Postal Sector Sustainability Report, available at: sustainability.ipc.be/en/carbon-management/EMMS.

Together, the world's posts are working to improve services while decreasing GHG emissions.

GOAL 2: SUSTAINABLE BUILDINGS

FACILITIES AND ENERGY

The Postal Service has more than 32,000 buildings nationwide. Our network of facilities provides mail processing, retail services, vehicle maintenance, data management centers and administrative offices.

We have two goals — reduce total facility energy use and energy intensity (use per square foot) 30 percent by 2015, starting from a 2003 baseline. We're on track to meet our goals, notwithstanding a slight increase in 2013 energy consumption compared to the prior year. This was largely driven by increased demand for heating fuel during the cold winter nationwide.

Our facility energy use has decreased 33.1 percent since 2003. Our energy use per square foot (energy intensity) is also down 31 percent from 2003 — as a result of the day-to-day actions of our employees, investments in energy efficiency projects and use of enterprise data collection tools.

We consumed 22.6 trillion BTU in FY 2013. Using all this energy was a large expenditure — \$518 million. So saving energy also helps our bottom line.

In 2013, we continued to advance several facility energy management strategies, and continued energy-saving initiatives from previous years.

ENERGY MEASUREMENT AND REPORTING

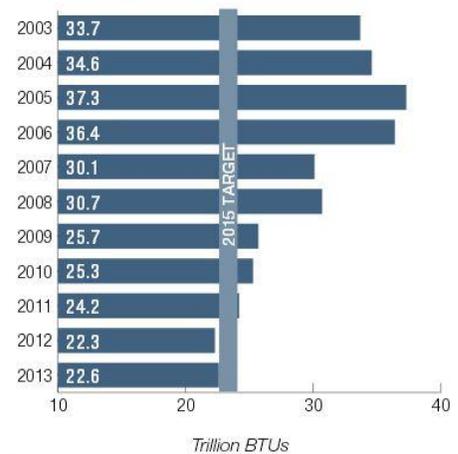
Our Enterprise Energy Management System (EEMS) underwent growth in 2013. This corporate data warehouse consolidates facility-related energy data and provides tools for analysis and decision making to reduce energy consumption and costs. The data and findings are used to evaluate building equipment performance and savings and to identify opportunities for improvement.

Enhancements to EEMS in 2013 increased the quality, quantity and transparency of facility energy use data and improved how we identify and report energy conservation. We connected additional buildings to our national data collection system to communicate the buildings' energy conditions and consumption. We successfully tested remote real-time energy monitoring and control at selected USPS facilities. We created an interactive energy use reporting tool and improved user interfaces with interactive maps, performance rankings and data validation.

The accuracy and transparency of our data and performance are important. These data support our energy and GHG emissions reporting to the public as well as to the federal government, industry and postal peers.

We continue to maintain a Utility Management System, a central utility bill verification and payment system that streamlines and captures energy consumption and cost data at more than 5,000 facilities. These facilities account for 75% of our energy consumption. This system provides detailed utility consumption and cost profiles to EEMS and handles bill payment, auditing, rate optimization and tax recoupment. Our Utility Management System has made reporting and our utility bill management more transparent.

Total facility energy use



GOAL: Reduce total facility energy use 30% by FY 2015 based on FY 2003 baseline.

RESULTS: 33.1% reduction from 2003 to 2013

GOAL: Reduce goal subject energy intensity (BTU/SF) 30% by FY 2015 based on FY 2003 baseline.

RESULTS: 31.0% reduction from 2003 to 2013

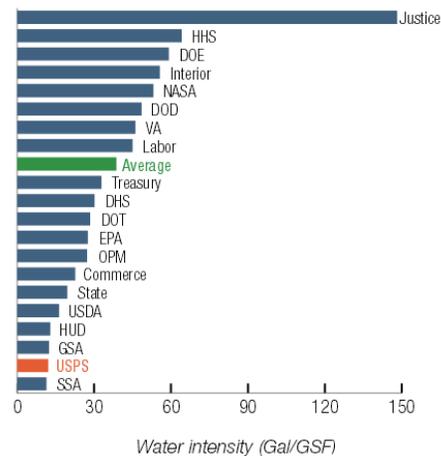
GOAL 3: FLEET MANAGEMENT

We deliver 523 million mail pieces a day. The Postal Service connects the nation using one of the largest civilian vehicle fleets in the country. We look for the most economical modes of transportation. We track fuel use closely, do not pass fuel surcharges on to our customers, and look for network delivery efficiencies. This resulted in eliminating over 1,800 existing delivery routes through consolidation. Even with these reductions, in FY 2013, we added nearly three quarters of a million new delivery points, which increased fuel consumption demands on our postal vehicle fleet. Our total petroleum fuel use including contract transportation for 2013 was 716.8 million gasoline gallon equivalents. This includes third-party contract transportation providers and our postal fleet fuel consumption. We set goals to decrease our fuel use from both sources.

GOAL 4: WATER USE EFFICIENCY & MANAGEMENT

Over the last several years, we incorporated water use tracking into our national utility management system. In coming years we plan to continue to validate data and enhance our understanding of water use in the Postal Service. In 2013, we spent \$28 million for potable water.

Compared to our federal peers, the Postal Service is a relatively low intensity (water usage per square foot) water user. Our mail processing footprint is large, but these operations do not require water. In 2013, we used an estimated 3.2 billion gallons of water, or 11.6 gallons per square foot of space. At present, we are achieving our goal of a 10 percent absolute reduction in water use by FY 2015, with a reduction of 41 percent since 2007. We also are surpassing the federal goal to reduce water use intensity by 26 percent.



Source: Federal Agencies' FY 2013 Strategic Sustainability Performance Plan

GOAL 5: POLLUTION PREVENTION & WASTE REDUCTION

RECYCLING — SOLID WASTE DIVERSION

The Postal Service has set goals to reduce waste and recycle. In FY 2013, our overall recycling rates were lower than the previous year and we continue to evaluate these data. We recycled more than 228,000 tons of material — compared to 254,000 tons in FY 2012 — and diverted about 40 percent of our solid waste to recycling. Our target is to divert 50 percent of our solid waste from landfill to recycling by FY 2015.

The Postal Service and many other organizations in the transportation, shipping and service sectors are increasingly looking to leverage their existing reverse logistics capabilities into business opportunities. Every day, mail trucks leave our plants to distribute mail to Post Offices across the country. We utilize reverse logistics on their return trips to backhaul recyclables from Post Offices to their servicing plants.

Backhaul recycling is transporting mixed paper recyclables in empty mail transport equipment for consolidation to maximize economies of scale and receive the highest contract market prices for them. Since empty transport equipment is already returned to plants via existing transportation, it may also be used to move recyclable materials back from our Post Offices. Thus, no additional transportation is required for handling recyclables. This reverse logistics opportunity is an inherent recycling benefit for the Postal Service that few other organizations can leverage.

To this end, we are moving forward to a national recycling operation for all USPS postal districts. This effort will leverage existing recycling best practices and provide capital equipment to maximize efficiency and recycling business opportunities nationwide. We will achieve over 90% diversion from landfill when the national recycling operation is fully implemented at the end of Fiscal Year 2018.

POLLUTION PREVENTION

Pollution prevention is reducing or eliminating waste at the source by modifying production, using less toxic substances, improved conservation techniques and the re-use of materials. USPS has been committed to reducing waste at the source since 1992 when we completed our first pollution prevention assessment in partnership with the U.S. Environmental Protection Agency. The key to the continued success of this program is quality training combined with planning and organizational tools designed to help staff reduce their compliance responsibilities by eliminating wastes at the source. An example of this initiative is our focus on eliminating products with targeted chemicals from our internal purchasing catalog system.

GOAL 6: SUSTAINABLE ACQUISITION

The Postal Service relies on products and services from suppliers to support our mission of universal delivery at an affordable cost. We have established acquisition principles that ensure product quality and reliability — and also reduce costs. Our sustainable acquisition and planning delivers timely, lean and sustainable supply-chain solutions.

In 2013, several new contract clauses for procurement and services contracts were developed tied to Sustainability goals. These new Sustainability clauses contain generally applicable requirements and product-based clauses addressing recycled content, bio-based content, and energy and water efficiency. Appropriate clauses will be included in all new procurement and services contracts. Also, a Sustainability Data Reporting Clause will be required in all contracts valued at \$500,000 or more that require the provision of Environmentally Preferred Products (EPP).

During Fiscal Year 13, Supply Management received Sustainability recognition in the following areas:

- PMG Sustainability Excellence Award – Stamp Shipments Using Excess Packaging Supply Inventory (announced Quarter I, 12-13-12)
- PMG Sustainability Excellence Award – Operating the Asset Fulfillment Recycling Program (announced Quarter I, 12-13-12)
- Federal Green Challenge Award – Topeka, KS Material Distribution Center – Overall Achievement and Innovation Award for Electronic Waste Recycling in EPA Region 7 (announced Quarter III, 5-7-13)

The Federal Green Challenge awards underscore the Postal Service's position as a sustainability leader in helping reduce the Federal Government's environmental impact. USPS has won 10 awards in the 2013 Federal Green Challenge competition for nationwide waste reduction efforts. The Postal Service is proud to be the only federal agency to make an agency-wide commitment to the Federal Green Challenge.

SUPPLIER SUSTAINABILITY EXCELLENCE AWARDS

The USPS Supplier Sustainability Excellence Awards recognize excellence in implementing environmentally preferred business practices that help the Postal Service achieve its Sustainability goals and reduce its carbon footprint. The awards illustrate our commitment and dedication to seek the highest levels of supplier performance and environmental stewardship.

In April 2014, *Asset Lifecycle* headquarters in Topeka, KS, was recognized for its performance in recycling excess electronics and waste materials through an innovative no cost/review generating contract. *Pratt Retail Specialties, LLC* established an innovative recycling program for the Postal Service that recovered obsolete materials and converted the materials in their pulping operation back into packaging substrate for new ReadyPost and Expedited Packaging for the Postal Service.

MAKING SMARTER PURCHASES

We have made a commitment to purchase a higher percentage of EPPs between 2015 to 2020. Currently we purchase products and supplies through an online supply catalog and off-catalog suppliers. During FY 2014, we will increase the number of suppliers that provide sustainability attribute data on products and eco-labels in our online catalog. Our baseline figure has been established at 1% EPP of the total item on purchasing system. The goal for FY 14 is to increase this amount to 2% base and 3% is a stretch goal.

Our EPP program has been in place since 2007. It identifies products that are bio-based, made of recycled content, free of targeted hazardous chemicals and are energy and water efficient. In 2013, we spent \$220 million on EPP products with these attributes. A majority of the purchases included materials with recycled content.

Recycled content products may have demonstrable GHG emission reduction benefits. For example, paper and cardboard with recycled content produce fewer GHG emissions during manufacturing. By using recycled content envelopes and paper, we avoided 54,000 MTCO_{2e} emissions. Purchases of recycled content cardboard for mail transport operations avoided over 21,000 MTCO_{2e}. Metal products such as mailbox equipment and vehicle parts avoided 14,000 MTCO_{2e}.

LOWER SPENDING AND LESS WASTE

Since 2008, annual spending on consumables decreased 41 percent, or more than \$209 million. We cut costs by reducing the use of office, custodial and maintenance supplies.

We are proud to have received the 2013 Institute for Supply Management – Michigan State University Award for excellence for our three-year effort to reshape our supply management structure. We created a new centralized supply chain structure to better leverage supply markets and technology investments. We implemented new, simplified procurement procedures, which resulted in a 65 percent cycle-time reduction.

And we continue to improve our procurement and acquisition processes through a new strategic plan based on delivering supply management excellence.

ENCOURAGING A DIVERSE SUPPLY CHAIN

In FY 2013, we continued to encourage supplier diversity by promoting contracting and business opportunities through outreach efforts and events. We are recognized as the top government agency for providing business opportunities to women-owned and minority-owned companies. This was the 13th consecutive year the Postal Service was listed in the top 10 among all government agencies — and the third year in a row that USPS was named the No. 1 agency for multicultural business opportunities by www.diversitybusiness.com.

The Postal Service is committed to a strong supplier base that reflects the diversity of the American business community. Learn more at: <http://about.usps.com/suppliers/diversity-program.htm>.

GOAL 7: ELECTRONIC STEWARDSHIP & DATA CENTERS

In 2013, we recycled nearly 2.4 million pounds of e-waste. We have an established national centralized collection center for our e-waste at our Topeka, KS, Material Distribution Center. Our plants consolidate their e-waste and ship them to Topeka on existing transportation. Our service contractor is “ISO 14001” and “R2” (responsible recycling) third-party certified to ensure industry recognized e-waste handling standards are being utilized. E-waste may contain heavy metals like lead, cadmium and mercury that are harmful to human health and the environment. Many state and local governments are enacting e-waste regulatory standards for their proper management and disposal.

The USPS BlueEarth® Federal Recycling Program was created in 2013. This innovative mailing solution makes it easy for federal agencies to recycle ink cartridges and unwanted electronic devices free of charge using the postal network. Federal agencies can send eligible items through the mail so that all data are wiped from the devices to ensure privacy and information protection and all items are reused and/or sent to a certified downstream recycler. The service also provides participating federal agencies with a report on how much they recycled. Electronic waste disposal is a growing environmental and health concern. This program allows federal agencies to manage these wastes in a secure and environmentally safe manner.

GOAL 8: RENEWABLE ENERGY

RENEWABLE ENERGY REFURBISHMENT

We began reviewing some of our renewable energy systems to ensure optimal power output during 2013. Building systems and equipment require periodic evaluations to make sure they are functioning in accordance with design specifications. Our first efforts focused on solar photovoltaic systems in California, where we evaluated the condition, output and payback of each system. In 2013, we completed solar photovoltaic system repairs at the San Francisco Processing and Distribution Center (P&DC), San Jose P&DC and Sacramento P&DC, with other sites still in progress.

GOAL 9: CLIMATE CHANGE RESILIENCE

During 2013, USPS consulted experts across the organization to determine the most efficient and effective roadmap for adapting to climate change. Increased flooding, rising sea levels, more intense extreme weather events, and changes in temperature, precipitation and drought patterns could potentially disrupt our ability to provide mail service. In order to safeguard our employees, network, transportation fleet and facilities, we are looking at ways to reduce our vulnerability to climate changes.

Climate change adaptation planning is essentially risk management. Based on current projections, climate change could drive an increase in the intensity and/or duration of certain extreme weather events. The projections also point to an increase in flooding driven by intense precipitation and rising sea levels, and an increase in the number of extreme heat events. As these events can disrupt the Postal Service’s ability to provide mail service, as well as increase costs for maintaining our infrastructure, it is important to plan for them now.

Further, climate risk is a business risk. We are a revenue-driven organization that provides universal mail service to the Nation. Climate planning is embedded in a larger process of ensuring that the mail continues to arrive in a timely manner and that we are satisfying our customers’ needs.

We will be releasing a new plan in 2014, consistent with Executive Order 13653, *Preparing the United States for the Impacts of Climate Change*. It directs federal agencies to integrate climate risks into their own operational planning as well as promote a better understanding of how federal policies and programs can

improve the resiliency of the nation. Although the Postal Service is not a “federal agency” as defined in Executive Order (EO) 13653, the U.S. Postal Service voluntarily complies with language in EO 13653 as it enhances planning to address climate resilience.

GOAL 10: ENERGY PERFORMANCE CONTRACTS

Our mission is to deliver mail to every community in America. Our operations are funded by revenue from sales of products and services. The Postal Service has the authority to enter into Energy Savings Performance Contracts (ESPC’s) to provide an alternative means to help finance certain energy conservation projects. However, it has been determined that EPSC’s, which require the use of Capital Funds from a 3rd party who in turn recoups their investment through shared savings over an extended period of time, would not be permitted because the cancellation clauses in such contracts would have to be accounted for as a potential liability. This liability would have to be associated with USPS’s accumulated debt, which has already reached the statutory legal limit.

PROGRESS ON ADMINISTRATION PRIORITIES

The Postal Service voluntarily aligns its goals and strategies with administration priorities. In June 2011, we released our first climate change adaptation policy and followed it with our first climate change adaptation plan in June 2012. In FY 2014, we are continuing to develop our adaptation plan. We are assessing the policies and actions that the Postal Service can take to become more resilient. We have not yet received any public comments on our Climate Change Adaptation plan. The plan and policy can be viewed at our webpage: <http://about.usps.com/what-we-are-doing/green/climatechange.htm>.

The Postal Service has not released a fleet management plan at this time. We believe that the Postal Service has an appropriate number of vehicles in the fleet and continues to shift vehicles to meet demand as more delivery points are added. We are working towards a strategy for procuring the next generation of Postal vehicles; however, due to financial conditions we are awaiting legislative relief to enable fleet replacement.

Further, while we have made progress on facility energy use and continue to innovate on reducing waste use, we have a major challenge with our goal to reduce petroleum use. Mail delivery points continue to increase - we are required to provide mail service to more addresses. Our financial constraints do not allow for either the upgrade or replacement of the current fleet at this time. Becoming a sustainable organization will require addressing how to reduce this major cost and impact to the environment.

For energy saving performance contracting, the Postal Service cannot take advantage of this financing alternative at this time. Legislation addressing the Postal Service’s financial situation has not been enacted, and we continue to experience serious liquidity challenges. We have been advised that Energy Savings Performance Contracts (ESPC) are considered capital lease financings for accounting purposes, and would have to be associated with USPS’s accumulated debt.

We are proud of our efforts to reduce our impact to the planet. Our aim is to continue as we have for more than 200 years – successfully adjusting to the times while continuing our mission to bind the nation together through the mail.

Table 1: Agency Size & Scope

Agency Size & Scope	FY 2012	FY 2013
Total Number of Employees as Reported in the President's Budget	528,458	490,493
Total Acres of Land Managed	NA	NA
Total Number of Buildings Owned	8,606	8,610
Total Number of Buildings Leased (GSA and Non-GSA Lease)	24,298	24,337
Total Building Gross Square Feet (GSF)	278,782,738	271,917,679
Operates in Number of Locations Throughout U.S.	31,857	32,709
Operates in Number of Locations Outside of U.S.	NA	NA
Total Number of Fleet Vehicles Owned	167,155	171,051
Total Number of Fleet Vehicles Leased	430	1,040
Total Number of Exempted-Fleet Vehicles (Tactical, Law Enforcement, Emergency, Etc.)	2,121	2,529
Total Amount Contracts Awarded as Reported in FPDS (\$Millions)		

United States Postal Service

Evaluating Previous Strategies

Goal 1: Greenhouse Gas (GHG) Reduction – Scope 1 & 2

(A) Strategy	(B) Did you implement this strategy? (Yes/No)	(C) Was the strategy successful for you? (Yes/No)	(D) Will you use this strategy again next year? (Please explain in 1-2 sentences)
<p>Ensure that all major renovations and new building designs are 30% more efficient than applicable code</p>	<p align="center">Yes</p>	<p align="center">Yes</p>	<p>Yes. USPS requires all new construction projects to meet the American Society of Heating, Refrigerating and Air Conditioning Engineers (ASHRAE) Standard 90.1 – Energy Standard for Buildings Except Low-Rise Residential Buildings (90.1) and improve upon it by 30% if life cycle cost effective. All major renovation projects are to meet ASHRAE 90.1 and exceed it as much as life cycle cost effective.</p>
<p>Reduce grid-supplied electricity consumption by improving/upgrading motors, boilers, HVAC, chillers, compressors, lighting, etc.</p>	<p align="center">Yes</p>	<p align="center">Yes</p>	<p>Yes. USPS Building Design Standards (BDS) specify efficiency requirements for all new equipment such as boilers, chillers, roof top units, compressors, lighting, etc. Compliance with these standards is monitored. These requirements ensure continued reductions from grid-supplied electricity. While our financial condition prohibits significant capital investment projects, we do consider energy efficiency when a new piece of equipment is required. (Note: this strategy is not</p>

(A) Strategy	(B) Did you implement this strategy? (Yes/No)	(C) Was the strategy successful for you? (Yes/No)	(D) Will you use this strategy again next year? (Please explain in 1-2 sentences)
			listed as a top 5 priority for FY 14)
Employ operations and management best practices for energy consuming and emission generating equipment	Yes	Yes	Yes. Released USPS National Energy Management Strategy. Will implement plan actions in coming years. (Note: this strategy is not listed as a top 5 priority for FY 14)
Install building utility meters and benchmark performance to track energy and continuously optimize performance	Yes	Yes	Yes. The ability to track equipment performance and energy consumption at the facility level are critical to managing energy savings. Outliers or changes in trends can be identified and corrected in a timely manner. We have developed a dashboard to help track performance.
Reduce on-site fossil-fuel consumption by installing more efficient boilers, generators, furnaces, etc. and/or use renewable fuels.	Yes	Yes	Yes. When facility equipment such as boilers, chillers, etc. have reached the end of their useful lives and/or it makes good business sense to replace, the USPS BDS's equipment efficiency specifications are followed.

Goal 1: Greenhouse Gas (GHG) Reduction – Scope 3

(A) Strategy	(B) Did you implement this strategy? Yes/No	(C) Was the strategy successful for you? Yes/No	(D) Will you use this strategy again next year? (Please explain in 1-2 sentences)
Reduce employee business ground travel	Yes	Yes	Yes. USPS will continue to track and manage business ground travel. This effort has been successful in reducing the amount of trips

(A) Strategy	(B) Did you implement this strategy? Yes/No	(C) Was the strategy successful for you? Yes/No	(D) Will you use this strategy again next year? (Please explain in 1-2 sentences)
			and emissions. However, this is a minor emissions source for the Postal Service.
Reduce employee business air travel	Yes	Yes	Yes. USPS will continue to track and manage air travel. This effort has been successful in reducing the amount of trips and emissions. However, this is a minor emissions source for the Postal Service.
Use employee commuting survey to identify opportunities and strategies for reducing commuter emissions	Yes	Yes	Yes. We will continue to evaluate the commuting survey for comments provided by employees. These comments can assist us in improving communication about existing telecommuting and alternative work schedule policies. We also can use this information to improve employee awareness campaigns.
Partnership with contracted transportation partners	Yes	Yes	Yes. USPS will continue to work on establishing a relationship with our air carriers to share Scope 3 emissions data based on our respective networks. Improved data will allow us to manage this emissions source better and collectively reduce the impact of our networks. This strategy will be continued into next year.
Reduce contracted transportation requirements	Yes	Yes	Yes. USPS has continued to study how to reduce

(A) Strategy	(B) Did you implement this strategy? Yes/No	(C) Was the strategy successful for you? Yes/No	(D) Will you use this strategy again next year? (Please explain in 1-2 sentences)
			contract carrier emissions. In addition, USPS is now an Environmental Protection Agency SmartWay® partner.

Goal 2: Sustainable Buildings

(A) Strategy	(B) Did you implement this strategy? Yes/No	(C) Was the strategy successful for you? Yes/No	(D) Will you use this strategy again next year? (Please explain in 1-2 sentences)
Incorporate green building specifications into all new construction and major renovation projects	Yes	Yes	Yes. USPS incorporated green initiatives into the Standard Design Criteria. The Standard Design Criteria is used on new construction and major renovation projects.
Redesign or lease interior space to reduce energy use by daylighting, space optimization, sensors/control system installation, etc.	Yes	Yes	Yes. USPS BDS specify efficiency requirements for all new equipment such as boilers, chillers, roof top units, compressors, lighting, etc. Compliance to these standards is monitored through the Energy Compliance Certification process. These requirements ensure continued reductions from grid-supplied electricity. We also consider energy efficiency when a new piece of equipment is required.
Include in every construction contract all applicable sustainable acquisition requirements for recycled, biobased, energy efficient, and	Yes	Yes	Yes. USPS revised the procurement and services contract clauses that included sustainable acquisition requirements covering construction and

(A) Strategy	(B) Did you implement this strategy? Yes/No	(C) Was the strategy successful for you? Yes/No	(D) Will you use this strategy again next year? (Please explain in 1-2 sentences)
environmentally preferable products			demolition materials, recycled content, biobased content, energy efficient equipment and environmentally preferable products.
Improving facility building data	Yes	Yes	Yes. The USPS Facilities Optimization program is the ongoing assessment of facility utilization and implementation of appropriate changes which may include closure, consolidation, and re-purposing. By more fully utilizing our space inventory we are better able to control our energy consumption. (Note: this strategy is not listed as a top 5 priority for FY14)
Employee recognition	Yes	Yes	Yes. USPS will continue the Postmaster General Sustainability Excellence Awards Program. This past year ten facilities received awards. For example, the Atlanta P&DC received the award for its Lean Green Team's comprehensive approach to recycling, energy reduction, application of Lean Six Sigma strategies for waste reduction, and promotion of a conservation culture. Another recognition program called the Globe Award was managed by the Office of Sustainability for local innovations such as

(A) Strategy	(B) Did you implement this strategy? Yes/No	(C) Was the strategy successful for you? Yes/No	(D) Will you use this strategy again next year? (Please explain in 1-2 sentences)
			LED lighting initiatives and water conservation initiatives. (Note: this strategy is not listed as a top 5 priority for FY14)

Goal 3: Fleet Management

(A) Strategy	(B) Did you implement this strategy? Yes/No	(C) Was the strategy successful for you? Yes/No	(D) Will you use this strategy again next year? (Please explain in 1-2 sentences)
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	Yes	Vehicle acquisitions for FY 2013 included law enforcement vehicles. Acquisitions were informed by a vehicle analysis to right size that portion of our fleet.
Reduce miles traveled (e.g., share vehicles, improve routing with telematics, eliminate trips, improve scheduling, use shuttles, etc.)	Yes	Yes	Additional delivery points are added to USPS routes every year. Local offices utilize the USPS Carrier Optimal Routing tool to ensure that the additional deliveries are as efficient as possible. (Note: this strategy is not listed as a top 5 priority for FY 14)
Acquire only highly fuel-efficient, low greenhouse gas-emitting vehicles and alternative fuel vehicles (AFVs)	Yes	Yes	A joint Low Greenhouse Gas-Emitting Vehicle Acquisition policy memorandum dated February 10, 2014 was signed and released by the Vice President, Delivery and Post Office Operations and the Chief Sustainability Officer outlining the requirement to purchase low

(A) Strategy	(B) Did you implement this strategy? Yes/No	(C) Was the strategy successful for you? Yes/No	(D) Will you use this strategy again next year? (Please explain in 1-2 sentences)
			greenhouse gas emitting vehicles.
Increase utilization of alternative fuel in dual-fuel vehicles	Yes	Yes	Though USPS has experienced a decline in the quantity of alternative fuels used, we developed an awareness campaign October 2013 to increase alternative fuel awareness. The campaign included replacing the black nondescript gas cap with a yellow high visibility gas cap. A service talk which outlined the Energy Policy Act (EPAAct) requirements, the driver's responsibility to use E85 when it is available, and some additional alternative fuel vehicle facts with sample questions and answers was sent to targeted offices. Like all campaigns that require a change in human behavior we expect to see a pay-off gradually.
Use a Fleet Management Information System to track fuel consumption throughout the year for agency-owned, GSA-leased, and commercially-leased vehicles	Yes	Yes	The use of SEAM (Solution for Enterprise Asset Management) Fleet Management Information System was fully implemented and used to track mileage and fuel consumption.

Goal 4: Water Use Efficiency & Management

(A) Strategy	(B) Did you implement this strategy? Yes/No	(C) Was the strategy successful for you? Yes/No	(D) Will you use this strategy again next year? (Please explain in 1-2 sentences)
Purchase and install water efficient technologies (e.g., Waterwise, low-flow water fixtures and aeration devices).	Yes	Yes	Yes. USPS building standards require the use of water-efficient faucets and fixtures during renovations.
Design, install, and maintain landscape to reduce water use.	Yes	Yes	Yes. USPS uses low-maintenance landscaping materials that are indigenous to the locale. Irrigation systems are only installed if required by local regulations. Required irrigation systems are water-conserving drip type, except at lawns, ground cover and seasonal planting areas where drip type systems are impractical. (Note: this strategy is not listed as a top 5 priority for FY 14)
Water data management	Yes	Yes	Yes, The Utility Management System triggers notification to site contacts when water leaks are detected. Corrective action is then taken and recorded. (Note: this strategy is not listed as a top 5 priority for FY 14)
Stormwater management	Yes	Yes	Yes. California and many other states require stormwater sampling as conditions of their National Pollutant Discharge Elimination Standard (NPDES) Permits. In many cases, samples are retrieved manually. This is an

(A) Strategy	(B) Did you implement this strategy? Yes/No	(C) Was the strategy successful for you? Yes/No	(D) Will you use this strategy again next year? (Please explain in 1-2 sentences)
			ongoing compliance effort that will continue. (Note: this strategy is not listed as a top 5 priority for FY 14)
Vehicle washing recovery requirements	Yes	Yes	Yes. USPS has a longstanding policy that requires zero discharge into storm water systems. This means that no pollutants will be released or discharged into storm water systems by the Postal Service or by Postal Service third-party contractors. Third-party contractors should use a wet-wash recovery, where wash water is properly collected and disposed of off-site; or a dry wash system, where no liquid is used.

Goal 5: Pollution Prevention & Waste Reduction

(A) Strategy	(B) Did you implement this strategy? Yes/No	(C) Was the strategy successful for you? Yes/No	(D) Will you use this strategy again next year? (Please explain in 1-2 sentences)
Reduce waste generation through elimination, source reduction, and recycling	Yes	Yes	Yes. USPS has established a multiyear capital investment plan commencing in FY2013 to expand reverse logistics recycling and waste reduction opportunities in the Postal Service.
Implement integrated pest management and improved landscape management practices to reduce and eliminate the use of toxic	Yes	Yes	Yes. USPS will continue its contractual agreement with a pest management and control company to offer best practice insect and pest

(A) Strategy	(B) Did you implement this strategy? Yes/No	(C) Was the strategy successful for you? Yes/No	(D) Will you use this strategy again next year? (Please explain in 1-2 sentences)
and hazardous chemicals/materials			control services to our USPS facilities. We will also continue to educate our employees about the environmental and health effects of pesticides, rodenticides, herbicides and fungicides.
Establish a tracking and reporting system for construction and demolition debris elimination	Yes	Yes	Yes. USPS revised the procurement and services contract clauses that included sustainable acquisition requirements covering construction and demolition materials, recycled content, biobased content, energy efficient equipment and environmentally preferable products. We are also requiring our contractors to properly handle construction and demolition waste and to submit a Solid Waste Management and Environmental Protection Plan at the preconstruction meeting. (Note: this strategy is not listed as a top 5 priority for FY 14)
Develop/revise Agency Chemicals Inventory Plans and identify and deploy chemical elimination, substitution, and/or management opportunities	Yes	Yes	Yes. The Office of Supply Management has updated the Supplying Practices and Principles with additional sustainability practices and principles which include vendor supply and reporting of environmentally preferable products that contain less hazardous and toxic chemicals, as well as

(A) Strategy	(B) Did you implement this strategy? Yes/No	(C) Was the strategy successful for you? Yes/No	(D) Will you use this strategy again next year? (Please explain in 1-2 sentences)
			more bio-based and recycled content products.
Deployment of Lean Green Teams in every district, all mail processing facilities, and large post offices.	Yes	Yes	Yes. The Green Teams continued to expand and implement green projects. In FY 2013 we added 556 Green Teams and 5,238 green projects were completed. This strategy will be used to support deployment of national sustainability initiatives including the National Recycling Operation, the Federal Recycling Program (eWaste), and other water, energy, and materials conservation initiatives. There is great opportunity for expansion of teams and leveraging the data management resources especially the Green Initiative Tracking Tool (GITT). (Note: this strategy is not listed as a top 5 priority for FY 14)

Goal 6: Sustainable Acquisition

(A) Strategy	(B) Did you implement this strategy? Yes/No	(C) Was the strategy successful for you? Yes/No	(D) Will you use this strategy again next year? (Please explain in 1-2 sentences)
Update and deploy agency procurement policies and programs to ensure that federally-mandated designated sustainable products are included in all relevant procurements and services	Yes	Yes	Yes. Worked with four major suppliers to identify environmentally preferable products in our purchasing system. We will continue to work with other suppliers this year.

(A) Strategy	(B) Did you implement this strategy? Yes/No	(C) Was the strategy successful for you? Yes/No	(D) Will you use this strategy again next year? (Please explain in 1-2 sentences)
Deploy corrective actions to address identified barriers to increasing sustainable procurements with special emphasis on biobased purchasing	Yes	Yes	Yes. We are preparing to update our Supplier Contract Reporting Management System to achieve this goal. This strategy will continue into the coming year.
Review and update agency specifications to include and encourage biobased and other designated green products to enable meeting sustainable acquisition goals	Yes	Yes	Yes. We will continue to enhance our online purchasing catalog to enable users to easily select products which fall under the five qualifying EPP categories.
Report on sustainability compliance in contractor performance reviews	Yes	Yes	Yes. The contract to replace our current supplier reporting system is expected to be awarded late in the 3rd Quarter of FY 14. Once in place we will be able to require suppliers to report the quantitative estimates of products associated with EPPs.
eSourcing reverse auctions	Yes	Yes	Yes. eSourcing continues to be the sourcing system of choice with over 13,000 registered suppliers.

Goal 7: Electronic Stewardship & Data Centers

(A) Strategy	(B) Did you implement this strategy? Yes/No	(C) Was the strategy successful for you? Yes/No	(D) Will you use this strategy again next year? (Please explain in 1-2 sentences)
Optimize agency Core Data Centers across total cost of ownership metrics	No	No	USPS only has 2 data centers. The primary center supports production while the secondary center is a disaster recovery center. The cost of ownership

(A) Strategy	(B) Did you implement this strategy? Yes/No	(C) Was the strategy successful for you? Yes/No	(D) Will you use this strategy again next year? (Please explain in 1-2 sentences)
			metric is not applicable because USPS is at the minimum number of data centers.
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	Yes	Yes. The USPS Advanced Computing Environment (ACE 3) hardware refresh will continue into FY 2015. The refresh enables power management on 100% of all ACE desktops and 85% of all computers laptops and desktops upon completion of the refresh.
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	Yes	Yes. In FY 2013, 63% (1,573,925 lbs.) of surplus of end of life (EOL) electronics were sold, 31% (770,836 lbs.) were recycled and 3% (84,572 lbs.) were reused. We will continue to use this process and come up with new processes that will not only help us disposition our excess electronics but also disposition excess electronics of our partner agencies.
Ensure acquisition of 95% EPEAT registered and 100% of ENERGY STAR qualified and FEMP designated electronic office products	Yes	Yes	Yes. The ACE 3 desktop and laptop models have not changed this FY. They are due to be at end of life later this year, but replacement models will have the same power requirements.
Economode printing	Yes	Yes	Yes. Economode print settings were set on all workstations in FY13, and all network print queues

(A) Strategy	(B) Did you implement this strategy? Yes/No	(C) Was the strategy successful for you? Yes/No	(D) Will you use this strategy again next year? (Please explain in 1-2 sentences)
			will be converted by the end of FY14. USPS expects to eliminate an additional 8,000 print cartridges.

Goal 8: Renewable Energy

(A) Strategy	(B) Did you implement this strategy? Yes/No	(C) Was the strategy successful for you? Yes/No	(D) Will you use this strategy again next year? (Please explain in 1-2 sentences)
Inspection, maintenance and repair of renewable systems	Yes	Yes	Yes. Renewable systems were evaluated and repairs were made where necessary to optimize performance.

Goal 9: Climate Change Resilience

(A) Strategy	(B) Did you implement this strategy? Yes/No	(C) Was the strategy successful for you? Yes/No	(D) Will you use this strategy again next year? (Please explain in 1-2 sentences)
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 governments, and private stakeholders	Yes	Yes	Yes. USPS is completing an update to the Climate Change Adaptation Plan. This plan features 4 foci: Integration and Collaboration with other agencies and entities; Employees; Network and Fleet; and Infrastructure. We will continue to review and update the plan in the coming year.
Update agency emergency response procedures and protocols to account for projected climate change, including extreme weather events	Yes	Yes	Yes. The climate change adaptation planning includes long-term changes to decision-making processes about its infrastructure, as well as improving its emergency response procedures. Part of

(A) Strategy	(B) Did you implement this strategy? Yes/No	(C) Was the strategy successful for you? Yes/No	(D) Will you use this strategy again next year? (Please explain in 1-2 sentences)
			the developing corporate climate change adaptation plan will identify whether emergency response procedures already in place need to be altered or strengthened in response to projected climate change. Details on this strategy will be featured in the updated Climate Change Adaptation Plan.
Ensure workforce protocols and policies reflect projected human health and safety impacts of climate change	Yes	Yes	Yes. The U.S. Postal Service focuses on ensuring that employees are safe during deliveries, and continues to evaluate policy and resources related to mail delivery during extreme weather events. Our Climate Change Adaptation Plan will feature details on this strategy.
Ensure agency principals demonstrate commitment to adaptation efforts through internal communications and policies	Yes	Yes	Yes. The U.S. Postal Service Climate Change Adaptation Working Group (CCAWG) includes experts from different functions throughout the organization. The USPS Chief Sustainability Officer chairs the CCAWG and meets monthly with the group to discuss progress on climate adaptation planning. The Office of Sustainability coordinates the integration of adaptation into Postal Service's policy, programs and operations. This effort

(A) Strategy	(B) Did you implement this strategy? Yes/No	(C) Was the strategy successful for you? Yes/No	(D) Will you use this strategy again next year? (Please explain in 1-2 sentences)
			will continue in the coming year.
<p>Incorporate climate preparedness and resilience into planning and implementation guidelines for agency-implemented projects</p>	<p>Yes</p>	<p>Yes</p>	<p>Yes. The Climate Change Adaptation Working Group, chaired by the Office of Sustainability will continue to incorporate climate resilience into USPS project planning and implementation in the next year.</p>

United States Postal Service

Goal 1: Greenhouse Gas (GHG) Reduction

USPS Progress toward Scope 1 & 2 Greenhouse Gas Goals

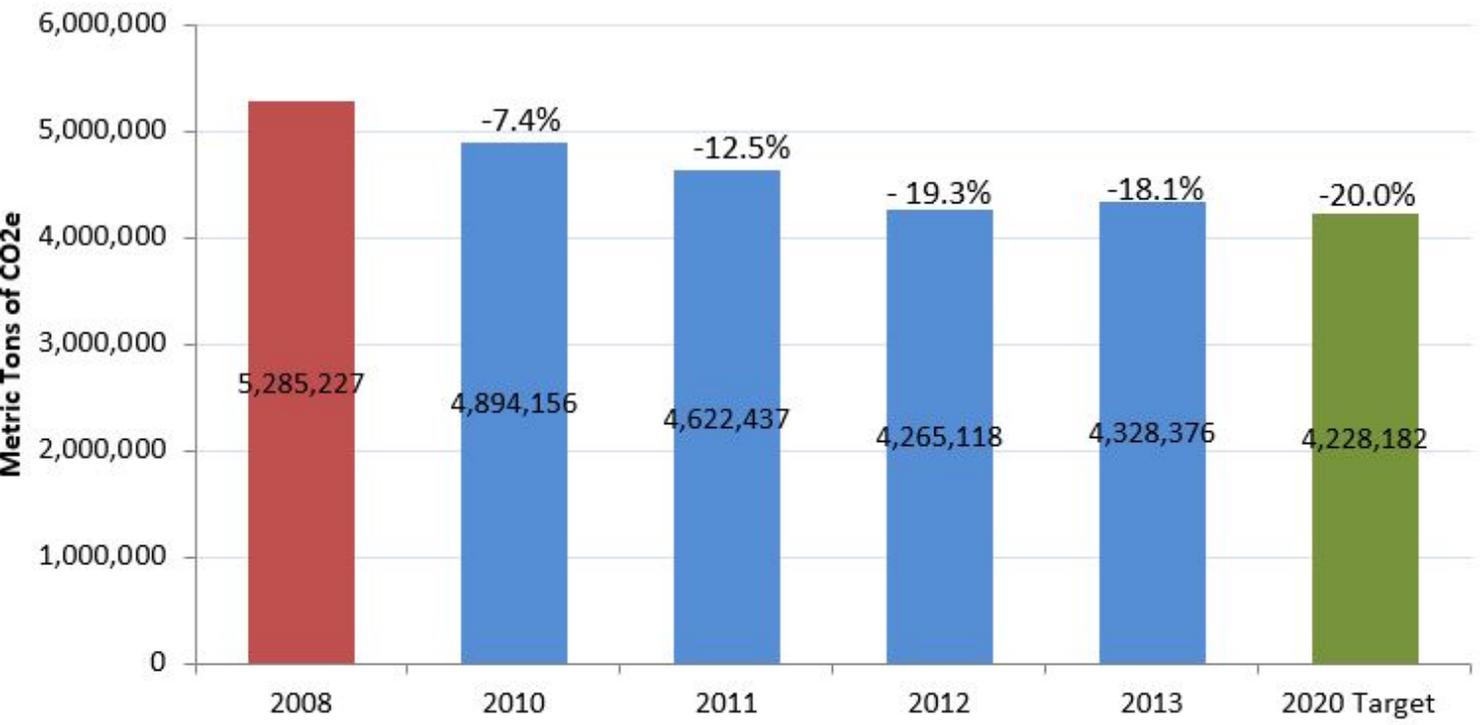


Table 1-1: Goal 1 Strategies - Scope 1 & 2 GHG Reductions

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy Narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in next 12 months
<p>Use the FEMP GHG emission report to identify/target high emission categories and implement specific actions to resolve high emission areas identified</p>	<p>Yes</p>	<p>USPS creates a GHG inventory to track and manage performance as well as to align reporting with private and postal industry peers. In addition, since Calendar Year (CY) 2007, USPS has submitted a CY GHG inventory to The Climate Registry. This inventory is third-party verified and joins USPS business and organizational peers in North America in a combined inventory process. USPS also reports its emissions as part of the International Postal Corporation.</p>	<p>USPS uses the inventory to understand fuel and electricity use in our buildings and fleets. This allows us to follow up on the areas of high emissions, especially as they vary year to year.</p>
<p>Ensure that all major renovations and new building designs are 30% more efficient than applicable code</p>	<p>Yes</p>	<p>USPS will continue to utilize its BDS for major renovations and new spaces to ensure that the designs meet ASHRAE 90.1 and exceed where life cycle cost effective by 30%.</p>	<p>Compile the amount a design saves over ASHRAE 90.1 on all new space projects. This is reported on the Energy Compliance Certification Standard Form.</p>
<p>Implement in EISA 432 covered facilities all lifecycle cost effective ECMs identified</p>	<p>Yes</p>	<p>USPS is not required to conduct EISA 432 audits but has voluntarily reported information for the EISA Compliance Tracking System (CTS) and plans to continue to provide this information when available. A number of audits are planned for FY14. Of those the ECMs identified with the greatest return on</p>	<p>USPS will continue to report information to CTS and implement ECMs as appropriate.</p>

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy Narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in next 12 months
		investment are planned to be implemented.	
Reduce on-site fossil-fuel consumption by installing more efficient boilers, generators, furnaces, etc. and/or use renewable fuels	Yes	USPS will continue to utilize its BDS for fossil-fuel consuming equipment when the units require replacement. This will ensure that these upgrades meet ASHRAE 90. The BDS will be updated at least annually to incorporate improved energy efficiencies as products are improved and new requirements are enacted.	Higher level review log will show that the designs were reviewed for conformance with the USPS BDS.
Reduce grid-supplied electricity consumption by improving/upgrading motors, boilers, HVAC, chillers, compressors, lighting, etc.	No	Facilities is replacing equipment as the equipment encounters problems, reached the end of its life expectancy or as audits show a significant ROI on replacement. This strategy is important, but it is not currently a top 5 priority for FY 14.	NA
Employ operations and management best practices for energy consuming and emission generating equipment	No	Recently, released USPS National Energy Management Strategy. Will implement plan actions in coming years. Though this strategy is important, it is not currently a top 5 priority for FY14.	NA
Install building utility meters and benchmark performance to track energy and continuously optimize performance	Yes	Continue to add facilities to the EEMS Track/trend energy consumption to identify facilities improvement.	Develop and implement a benchmarking report for our mail processing plants.

USPS Progress toward Scope 3 Greenhouse Gas Goals

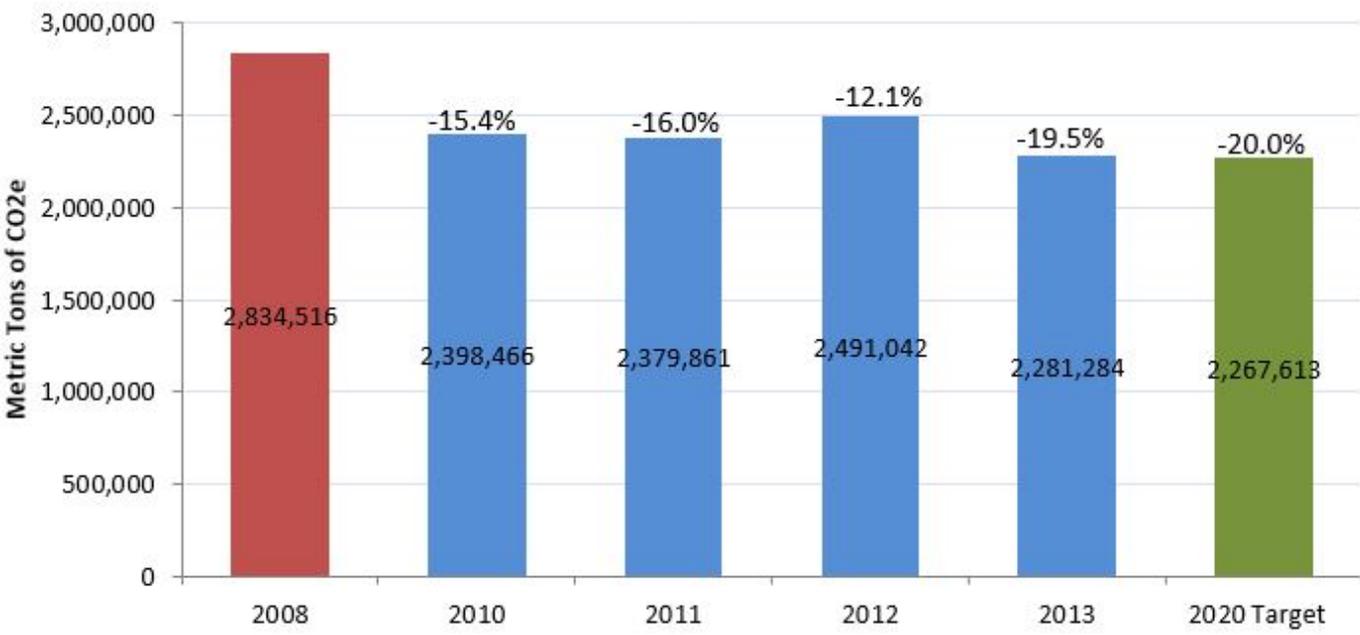


Table 1-2: Goal 1 Strategies - Scope 3 GHG Reductions

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy Narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 months
Develop and deploy employee commuter reduction plan	No	USPS is not developing a commuter reduction plan but will continue to offer employees the ability to set aside pre-tax income for the purchase of mass transit tickets.	NA
Reduce employee business ground travel	Yes	USPS tracks and manages business ground travel and has been successful in reducing the amount of trips and emissions. However, this is a minor emissions source for the Postal Service.	USPS will continue to track and monitor employee business ground travel.
Reduce employee business air travel	Yes	USPS tracks and manages business air travel and has been successful in reducing the amount of trips and emissions. However, this is a minor emissions source for the Postal Service.	USPS will continue to track and monitor employee air travel.
Use employee commuting survey to identify opportunities and strategies for reducing commuter emissions	Yes	We survey our employees each year on their commuting habits to improve our understanding of our Scope 3 GHG emissions. We also add questions to educate employees on other sustainability issues such as waste reduction or water usage reduction.	One commuter survey will be completed. We will include questions educating employees on sustainability issues.
Increase number of employees eligible for telework and/or the total number of days teleworked	No	USPS has an existing telecommuting plan, which allows certain employees to telecommute based on recommendations and	NA

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy Narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 months
		restrictions from managers. Beyond encouraging managers to support telecommuting when feasible, USPS does not have a strategy or goal to increase teleworking.	
Develop and implement bicycle commuter program	No	USPS is not pursuing a bicycle commuter program corporate-wide.	NA
Provide bicycle commuting infrastructure	No	USPS is not pursuing a bicycle commuter program corporate-wide.	NA
Partnership with contracted transportation partners	Yes	USPS will continue to work on expanding and establishing partnerships with our air carriers to obtain Scope 3 emissions data based on our respective networks. Improved data will allow us to manage this emissions source better and collectively reduce the impact of our networks.	USPS will use the data set to improve the accuracy of our GHG reporting. We will compare our data estimates to the actual data to ensure that future estimates are more complete.
Optimize contracted transportation requirements	Yes	USPS contracted transportation includes highways, rail, air and ship. This transportation enables our mission to deliver mail to the entire nation even as delivery points expand by the year. We continue to study contract transportation requirements to increase efficiency.	USPS has continued to study how to reduce contract carrier emissions. USPS recently became an Environmental Protection Agency SmartWay® partner. We will determine a strategy optimize our SmartWay membership to enable a reduction in contracted transportation greenhouse gas emissions.

United States Postal Service
Goal 2: Sustainable Buildings

USPS Progress toward Facility Energy Intensity Reduction Goals (FY 2013 Goal: -24%)

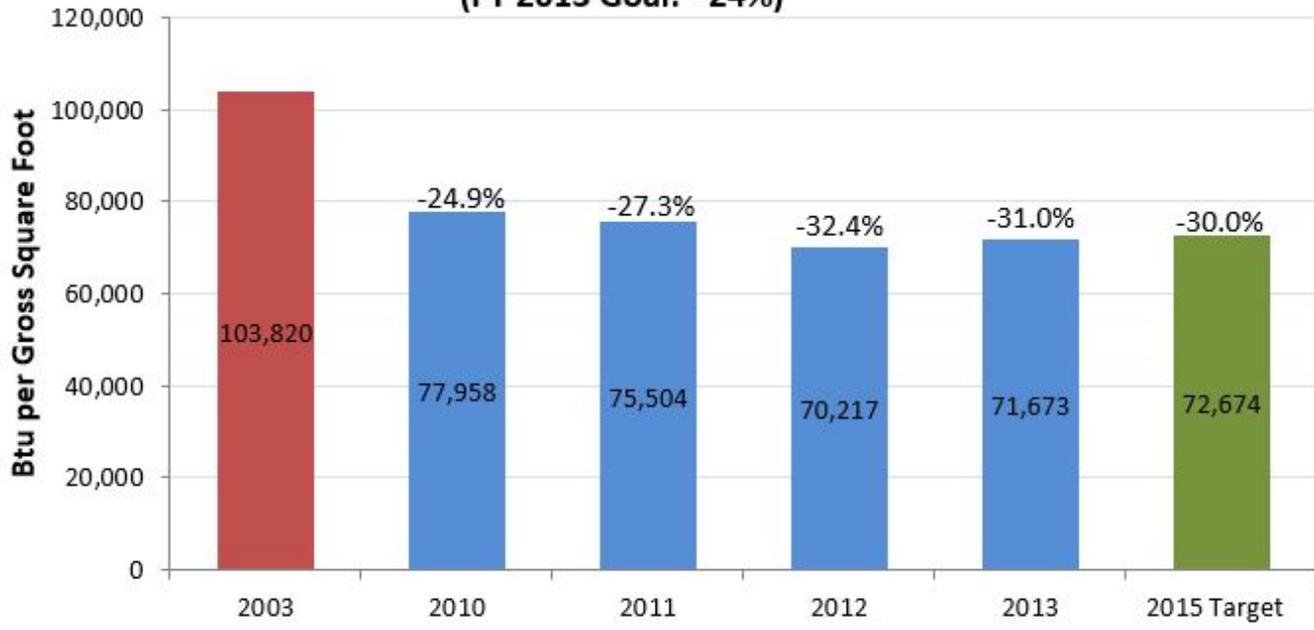


Table 2: Goal 2 Strategies &€ Sustainable Buildings

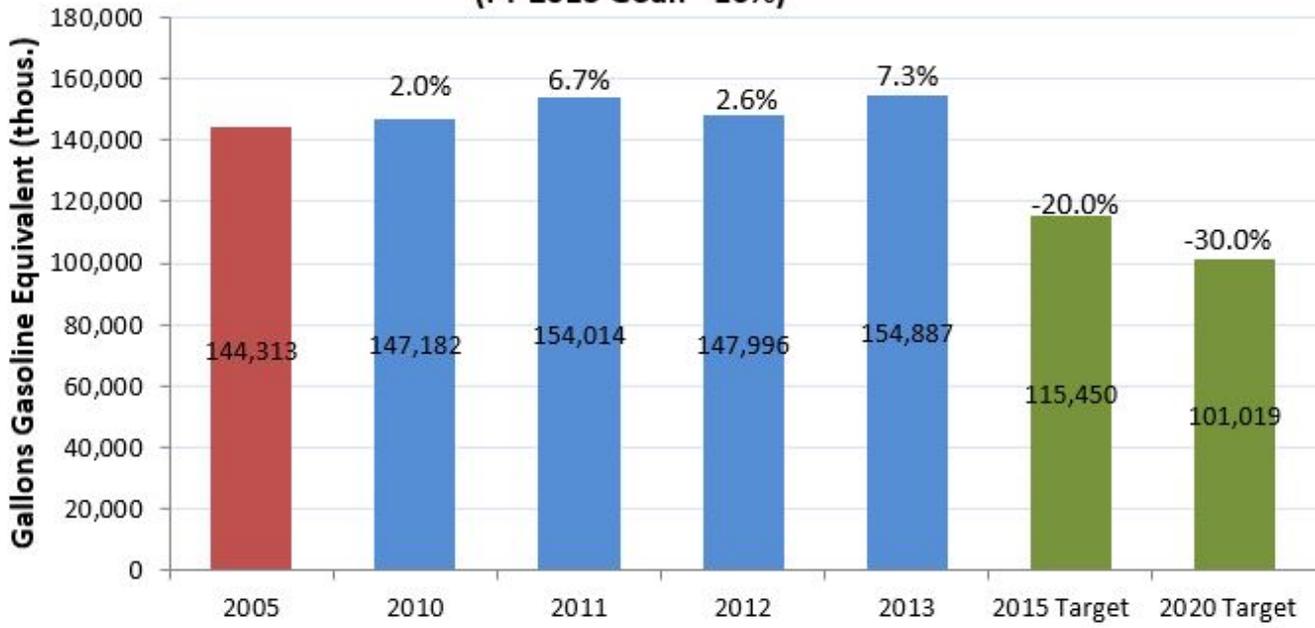
(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 months
Incorporate green building specifications into all new construction and major renovation projects	Yes	Continue to utilize the USPS Standard Design Criteria, which incorporated green initiatives, on new construction and major renovation projects.	Review designs for new construction and major renovation for conformance with the USPS BDS.
Redesign or lease interior space to reduce energy use by daylighting, space optimization, sensors/control system installation, etc.	Yes	Continue to utilize the USPS Standard Design Criteria, with day-lighting, space optimization and lighting controls, on new construction and major renovation projects.	Review designs interior space new construction and major renovation conformance with the USPS BDS.
Deploy CEQs Implementing Instructions " Sustainable Locations for Federal Facilities	Yes	USPS is currently consolidating its facilities to right-size the postal network to match our operations. Our consolidation will maximize the use of existing space, which aligns with the first Workplace Requirement for Sustainable Federal Location Decisions. We will consider including the other principles, including reducing parking demand and workplace space standards; however, at this time USPS is not constructing new buildings and has not formally adopted the Sustainable Locations procedures, because USPS is not covered by the provisions of Executive Order 13514, although USPS complies with EO 13514 to the extent practicable.	USPS will continue consolidating existing work space.

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 months
<p>Include in every construction contract all applicable sustainable acquisition requirements for recycled, biobased, energy efficient, and environmentally preferable products</p>	<p>Yes</p>	<p>Utilize the USPS revised procurement and services contract clauses that included sustainable acquisition requirements covering construction and demolition materials, recycled content, biobased content, energy efficient equipment and environmentally preferable products.</p>	<p>Continue to use revised the procurement and services contract clauses that include sustainable acquisition requirements covering construction and demolition materials, recycled content, biobased content, energy efficient equipment and environmentally preferable products.</p>
<p>Develop and deploy energy and sustainability training for all facility and energy managers</p>	<p>Yes</p>	<p>The Facilities organization deploys building-related training as needed including energy conservation principles to facility project managers and managers. USPS employee-led Green Teams implement low and no cost facility energy projects across the nation (as well as water, fuel, waste, & materials). USPS provides these teams with a project tracking tool, the GITT as well as tutorial videos and training.</p>	<p>Develop materials and train energy mangers on an as needed basis on energy and sustainability practices.</p>

United States Postal Service

Goal 3: Fleet Management

USPS Progress toward Fleet Petroleum Reduction Goals (FY 2013 Goal: -16%)



**USPS Progress toward Fleet Alternative Fuel Consumption Goals
(FY 2013 Goal: +114.4%)**

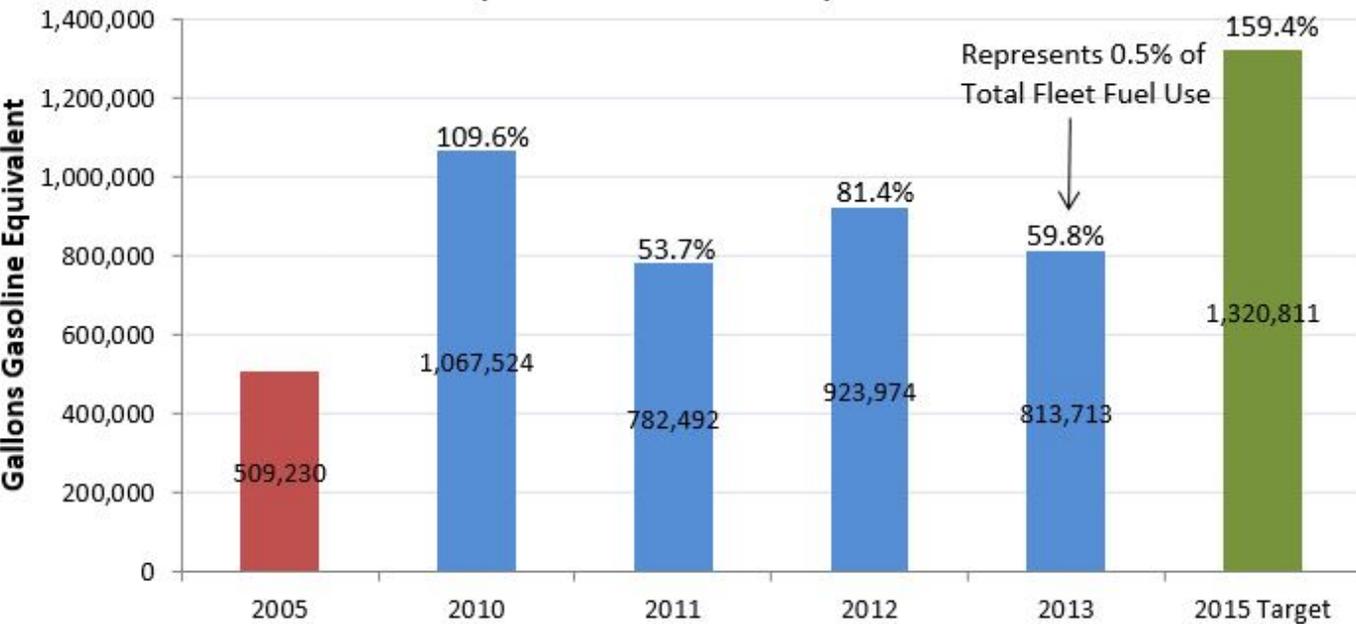


Table 3: Goal 3 Strategies &€ Fleet Management

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the 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	Vehicle acquisitions planned for FY 2014 will increase the quantity of vehicles operated on rural routes and provide additional vehicles to support increased package growth. Our plan is to review fueling locations and place vehicles where it is financially viable.	Since 2008, USPS has reduced vehicle fleet size each year. Based on extensive vehicle and requirement evaluation the minimal vehicle fleet size has been accomplished. Annual analysis will continue to ensure vehicle reductions or increases are made as business requirements change.
Reduce miles traveled (e.g., share vehicles, improve routing with telematics, eliminate trips, improve scheduling, use shuttles, etc.)	No	Increased mail delivery points and package business growth is expected to increase annual vehicle mileage.	NA
Acquire only highly fuel-efficient, low greenhouse gas-emitting vehicles and alternative fuel vehicles (AFVs)	Yes	New vehicles purchases less than 8,500 lbs. Gross vehicle weight rating (GVWR) will be alternative fuel capable. Vehicles over 8,500 lbs. GVWR will be evaluated based on best value including fuel economy.	Continue testing fuel efficient and alternative fuel vehicles for delivery purposes.
Increase utilization of alternative fuel in dual-fuel vehicles	No	We will continue to monitor the usage of E85 in dual fuel vehicles. This is an important strategy, but it is not in our top 5 strategies.	NA
Use a Fleet Management Information System to track fuel consumption throughout the year for agency-owned, GSA-leased,	Yes	The SEAM (Solution for Enterprise Asset Management) system will be used to track alternative fuel consumption.	Analyze fuel consumption data to identify opportunities for reduction in petroleum based fuels.

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 months
and commercially-leased vehicles			
Increase GSA leased vehicles and decrease agency-owned fleet vehicles, when cost effective	No	USPS does not currently have plans to replace the fleet. Due to financial conditions we are awaiting legislative relief to enable us to replace the fleet.	NA
Evaluate the cost benefit of CNG delivery vehicles	Yes	We have operated and continually evaluated our CNG vehicles since the mid 1990's. We will continue with the cost benefit analysis for this vehicle type.	Continue testing and evaluating CNG vehicles.
Replace aged medium duty delivery vehicles in California to reduce particulate emissions	Yes	<p>USPS currently operates 2-ton vehicles in California that are over 18 years old. To meet calendar year 2015 compliance requirements specified in the Truck and Bus Regulation approved by the California Air Resource Board in December 2008, new vehicles will be purchased to replace these vehicles and significantly reduce particulate emissions and improve fuel economy.</p> <p>We are committed to replace the vehicles so that we are in compliance with CARB.</p>	Vehicles will be identified with a 20% improved fuel economy and 50 state emissions. Contract award will be issued in FY 2014 for calendar year 2015 deployment.

United States Postal Service

Goal 4: Water Use Efficiency&Management

USPS Progress toward Potable Water Intensity Reduction Goals (FY 2013 Goal: -12%)



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

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 months
Purchase and install high efficiency technologies (e.g., WaterSense)	Yes	USPS Facilities will continue utilizing its BDS for renovations and new spaces to ensure that the designs include high efficiency technologies.	Follow design standard.
Prepare and implement a water asset management plan to maintain desired level of service at lowest life cycle cost (for best practices from the EPA, go to http://go.usa.gov/KvbF)	Yes	Track water use in our national utility management system.	Validate data and enhance our understanding of water use in the Postal Service. Continue to monitor and verify that processing operations do not require water.
Minimize outdoor water use and use alternative water sources as much as possible	Yes	USPS water intensity is minimal compared to similar agencies. We will research ways to minimize outdoor water usage.	Convene a cross functional team to analyze outdoor water usage in drought stricken California.
Design and deploy water closed-loop, capture, recharge, and/or reclamation systems	NA	USPS does not use large amounts of water in its day to day operations.	NA
Install advanced meters to measure and monitor (1) potable and (2) industrial, landscaping and agricultural water use	No	USPS is currently not planning to submeter industrial, landscaping and agricultural water due to low water usage in day to day operations.	NA
Develop and implement programs to educate employees about methods to minimize water use	No	USPS water usage is low. We will continue to maintain water saving projects as a part of the Green Teams suite of projects.	NA
Assess the interconnections and dependencies of energy	Yes	Though USPS is not an energy producer, we	Conduct FEMP GHG inventory to monitor energy

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 months
and water on agency operations, particularly climate changes effects on water which may impact energy use		recognize we are consumers of energy that is produced from a water intensive process. Therefore, we are working to reduce electricity and perform energy saving projects.	and water use and measure reductions.
Vehicle washing recovery requirements	Yes	With a large fleet of vehicles, vehicle washing has the potential to be a significant source of water usage. USPS has centralized contract services that require vehicle washing contractors either: (1) to recover wash water and properly dispose it off site in compliance with applicable law; or (2) to conduct dry washes.	Continue to follow policy and monitor contract services' performance and compliance.

United States Postal Service

Goal 5: Pollution Prevention&Waste Reduction

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

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 months
Eliminate, reduce, or recover refrigerants and other fugitive emissions	Yes	<p>USPS refrigerant use is limited to building cooling, small appliances, and vehicle air conditioning.</p> <p>USPS has in place a Maintenance Management Order (MMO 026-97) that covers refrigerant management. This MMO states that employees must not intentionally vent refrigerants during maintenance, servicing, or repair and that 90 percent of refrigerants from small appliances should be recovered prior to servicing. Recovered refrigerant is sent to an Environmental Protection Agency certified refrigerant reclaimer.</p>	<p>Continue to monitor employee compliance with MMO 026-97 as a part of the Environmental Compliance Review Process.</p>
Reduce waste generation through elimination, source reduction, and recycling	Yes	<p>Strategy: (1) Our goal is to divert 50% of solid waste from landfill to recycling by 2015; and (2) Refine measurement and reporting capabilities in next 12 months, while expanding our reverse logistic recycling network. An integrated solid waste and recycling reporting software tool will be deployed to allow our recycling/waste disposal vendors to have direct access to report data</p>	<p>Implement a multiyear capital investment program to increase reverse logistics backhaul recycling with the USPS. Execute Waste Management Solutions Program. Advertise P2 Assessment Tool that allows users to assess source reduction options.</p>

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 months
Implement integrated pest management and improved landscape management practices to reduce and eliminate the use of toxic and hazardous chemicals/materials	Yes	Strategy: (1) Refine USPS procedures for establishing EPP offerings in the national online purchasing system in the next 12 months; and (2) Expand the communication program on the dangers of hazardous chemicals in the workplace will be a key target. This will be an ongoing multiyear effort.	Conduct research to evaluate safer products and methodologies for managing pests, insects, weeds and fungus, and products containing RU Pesticides. Remove undesired products form USPS online ordering catalogs.
Establish a tracking and reporting system for construction and demolition debris elimination	No	USPS has revised procurement and services contract clauses that include sustainable acquisition requirements covering construction and demolition materials, recycled content, biobased content, energy efficient equipment and environmentally preferable products (EPP).	NA
Develop/revise Agency Chemicals Inventory Plans and identify and deploy chemical elimination, substitution, and/or management opportunities	Yes	USPS is working to make improvements in environmentally preferable product (EPP) offerings for national purchasing. USPS is also working on reducing and eliminating hazardous chemicals available for national purchasing by increasing communications on the hazards of chemicals in the workplace.	(1) Refine USPS procedures for establishing EPP offerings in the national online purchasing system in the next 12 months; (2) Expand the communication program on the dangers of hazardous chemicals in the workplace will be a key target. This will be an ongoing multiyear effort.
Take inventory of current HFC use and purchases	No	USPS takes inventory of refrigerants (including HFCs) at high risk sites as part of the Environmental	NA

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 months
		Compliance Review (ECR) process. USPS sites develop site-specific Refrigerant Management Plans to inventory and track refrigerant (including HFCs) and purchases at the local level.	
Require high-level waiver or contract approval for any agency use of HFCs	No	USPS policy prohibits the installation of new equipment using HFC's.	NA
Ensure HFC management training and recycling equipment are available	No	USPS employees that manage regulated CFC/HFCs are required to be certified. USPS offers refrigerant (including CFC/HFC) management and technician certification training. USPS sites conducting refrigerant work maintain the required recycling equipment; in many cases, refrigerant work is conducted through contracts with third-parties, who maintain their own equipment. USPS Maintenance and Environmental Departments are currently in the process of updating our Maintenance Management Order (MMO) regarding the handling of refrigerants.	NA
National Recycling Operation	Yes	Backhaul mixed paper which is primarily undeliverable standard mail, from post offices to	Divert 40% of our waste from Landfill through recycling. The National Recycling Operation, initiated this year, will

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 months
		processing plants for consolidation and recycling.	expand backhaul recycling to every location across the country over the next five years.

United States Postal Service

Goal 6: Sustainable Acquisition

Table 6: Goal 6 Strategies &€ Sustainable Acquisition

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 month
Update and deploy agency procurement policies and programs to ensure that federally-mandated designated sustainable products are included in all relevant procurements and services	Yes	The purchasing sustainability policy and contract clauses were issued June 2014.	Perform quarterly compliance reviews after issuance of policy. Work with major suppliers to identify environmentally preferable products (EPPs) in our purchasing system to increase this amount of EPPs to 2% base and 3% stretch.
Deploy corrective actions to address identified barriers to increasing sustainable procurements with special emphasis on biobased purchasing	Yes	For FY2014, require off catalog sustainability data reporting for each contract valued at \$500,000 or more which requires the provision of EPPs to USPS. Reports will be required within 30 days of the end of each calendar quarter providing quantitative estimates of products (cumulative) quantity (number), weight (in Pounds), and dollar values associated with EPPs sold to USPS.	Award contract for a new supplier reporting system late in the 3rd Quarter of FY14. This is necessary, as we need a way to collect data from suppliers before we can analyze it for barriers.
Include biobased and other FAR sustainability clauses in all applicable construction and other relevant service contracts	No	Biobased and other sustainability clauses are scheduled to be included in contracts issued in FY 2014. This includes construction and related services. Although construction and other related service contracts are relevant for USPS sustainable acquisition, we are not	NA

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 month
		<p>currently conducting high levels of construction. This is not a top five strategy.</p> <p>We do not follow the Federal Acquisition Regulations (FAR), because we are exempt from the federal procurement laws.</p> <p>However we have established USPS-specific procurement requirements that align closely with the FAR.</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>Yes</p>	<p>We will continue to enhance our online purchasing catalog to enable users to easily select products which fall under the five qualifying EPP categories.</p>	<p>Work with major suppliers to identify new certifications or standards for preferable products (EPPs) in our purchasing system as required.</p>
<p>Use Federal Strategic Sourcing Initiatives, such as Blanket Purchase Agreements (BPAs) for office products and imaging equipment, which include sustainable acquisition requirements</p>	<p>NA</p>	<p>USPS is not currently engaged in Federal Strategic Sourcing Initiatives. We do not follow the Federal Acquisition Regulations (FAR), because we are exempt from the federal procurement laws. However we have established USPS-specific procurement requirements that align closely with the FAR.</p>	<p>NA</p>
<p>Report on sustainability compliance in contractor performance reviews</p>	<p>Yes</p>	<p>USPS is currently completing a Supplier Sustainability Data Reporting Clause. The clause will be required in all contracts valued at \$500,000 or more that require the provision of</p>	<p>Award contract for a new supplier reporting system late in the 3rd Quarter of FY14. This is necessary before suppliers can provide compliance data.</p>

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 month
		<p>EPPs. We do not currently have a system to report on compliance during performance reviews. Collecting the sustainability data will be the first step towards understanding the level of performance. Strategy: Require suppliers to submit calendar-quarter reports for each contract providing the quantitative estimates of products associated with EPPs sold to USPS, within 30 days of the end of each calendar quarter.</p>	
eSourcing reverse Auctions	Yes	<p>The past couple years, USPS has collaborated with more than 3,200 suppliers to implement eSourcing - reverse auctions that allow our agency to get the best deals for products and services we procure. In addition to reducing environmental and financial costs from a huge decrease in paper usage, this automated system also greatly increases the speed and accuracy of supply management processes.</p>	Continue using eSourcing as the system of choice with over 13,000 registered suppliers.
Sustainability Dashboard	No	Key stakeholders are currently discussing this option.	NA

United States Postal Service

Goal 7: Electronic Stewardship&Data Centers

EPEAT	POWER MANAGEMENT	END-OF-LIFE	
			52 % Comput wide.

Table 7: Goal 7 Strategies &€‘ Electronic Stewardship & Data Centers

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 months
Identify agency Core and Non-Core Data	NA	USPS has completed its data center consolidation and operates only two data centers. USPS does not conduct a process to identify these two data centers as non-core.	NA
Consolidate 40% of agency non-core data centers	No	The Postal Service has reached optimum consolidation with two data centers in San Mateo, CA and Eagan, MN.	
Optimize agency Core Data Centers across total cost of ownership metrics	No	USPS data centers are funded based on revenue from the sale of products and services. Because of this, USPS is always evaluating data centers based on the cost of ownership. USPS will be performing data center studies in FY 14 to compare costs with hosting in colocations and in the cloud.	NA
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	In FY 2014, 63% of computers had end-user shut down and wake-up capabilities. Power Management (PM) is enabled on 100% of monitors. Settings are controlled through USPS custom image and software delivery. PM is enabled on 95% of printers. Duplex printing is supported by default driver configuration	FY 2014 Target deployment is 35,869 desktops. FY14 Printer target is to have more aggressive PM on all 3100 new printers, and a more stringent standard for FY14 and beyond (75% reduction of “at rest” power consumption, 55% reduction power reduction during printing).

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 months
		for 100% of desktop printers.	
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	Through USPS Supply Management Investment Recovery team, USPS will continue to contract with responsible and certified (R2, eSteward, NAID, Postal Inspection Physical Security) provider(s) in order to properly dispose,, generate revenue, and avoid cost through the selling, recycling, & scrapping of excess USPS electronic assets in an appropriate and environmentally friendly manner. Additionally, we will continue to utilize our back-haul space available network in order to avoid any transportation cost back to Topeka, KS Material Distribution Center where our items are consolidated, cannibalized, collected, stored, and eventually sent to the appropriate certified supplier(s).	In FY 2014, our goal is to achieve a 10% increase in all categories at the same percentage levels. Thus a minimum of 63% (1,731,318 lbs.) of surplus of EOL electronics to be sold, 31% (847,920 lbs.) to be recycled and 3% (93,029 lbs.) to be reused. Additionally, in FY 2013 we sent 87,107 lbs. of non-recyclable and non-resalable excess items (CRT tubes, chemically treated wood, adhesive paper, etc.) to the appropriate landfills. We will decrease that amount by 3% and will try to send no more than 84,500 lbs. of our excess items to landfilling. Our goal will be always to try to avoid landfilling if possible.
Ensure acquisition of 95% EPEAT registered and 100% of ENERGY STAR qualified and FEMP designated electronic office products	Yes	In FY 2014, USPS purchased 100% EPEAT monitors, 100% of computers (Desktops and Laptops) are registered as EPEAT products, but ship with a custom USPS image and do not meet the certification criteria.	FY 2014 desktop replacement target is 35,869 and laptop replacement target is 8,000.

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 months
Deploy Economode printing	Yes	Deploy the HP Universal Print Driver to workstations with the default print configuration set to Economode. Testing demonstrates Economode uses 30-40% less toner, depending on the printer model. This translates to 3-5% less power when printing and 25+% fewer cartridges to manufacture, ship and recycle.	Deploy the HP Universal Print Driver to 50,000 workstations with the default print configuration set to Economode. Reduce managed print cartridges by 10,000 (annualized) by the end of FY 14.
USPS BlueEarth® Federal Recycling Program	Yes	USPS instituted and utilizes the USPS BlueEarth® Federal Recycling Program to supplement our recycling process for small electronics and ink cartridges throughout our organization.	Continue to promote and maximize this program. We will establish a baseline for internal participation for next year.

United States Postal Service

Goal 8: Renewable Energy

Agency Renewable Energy Percentage of Total Electricity Usage

USPS is a self-supporting agency that funds its operations from revenue generated by sales of products and services. USPS is not required to meet all of the federal sustainability requirements in EO 13423 and 13514, including renewable energy. Where possible, we voluntarily comply by considering renewable energy projects when financially beneficial. USPS does not have 5 top renewable energy strategies at this time.

**USPS Use of Renewable Energy as a Percentage of Electricity Use
(FY 2013 Goal: 7.5%)**

- Renewable Energy (MWh)
- Total Non-RE (MWh)

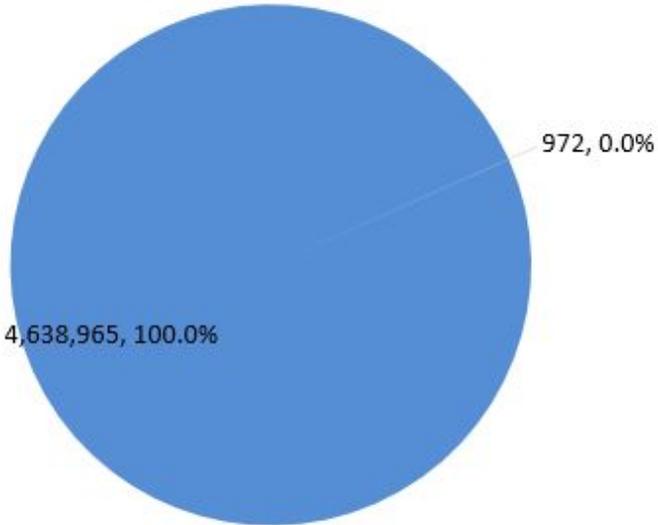


Table 8: Goal 8 Strategies &€ Renewable Energy

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 months
Purchase renewable energy directly or through Renewable Energy Credits (RECs)	No	USPS does not purchase renewable energy directly. Because USPS is not covered by the provisions of Executive Order 13514 (although USPS complies with EO 13514 to the extent practicable), the renewable energy goal is not applicable to USPS.	NA
Install onsite renewable energy on federal sites	No	USPS continues to consider renewable energy projects for remote sites and during construction though ROI evaluation. However, USPS at this time is not constructing many sites and historically very few project meet ROI requirements.	NA
Lease land for renewable energy infrastructure	NA	USPS does not own a large amount of land that would be practicable to lease.	NA
Develop biomass capacity for energy generation	No	Currently USPS does not have plans to develop biomass energy generation, but will continue to explore opportunities to expand our renewable portfolio where it makes good economic sense.	NA
Utilize performance contracting methodologies for implementing ECMs and increasing renewable energy	No	Legislation addressing the Postal Service's financial situation has not been enacted, and we continue to experience serious liquidity challenges. We have been advised that ESPCs are considered capital lease	NA

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 months
		<p>financings for accounting purposes, and hence count against our \$15 billion debt limit, which rapidly is being approached. Therefore, we regret that it is not possible to move forward at this time on the ESPC's.</p>	
<p>Work with other agencies to create volume discount incentives for increased renewable energy purchases</p>	<p>NA</p>	<p>Currently USPS does not have plans to partner with other agencies to create volume discount incentives for increased renewable energy purchases.</p>	<p>NA</p>
<p>Inspection, maintenance and repair of renewable systems</p>	<p>Yes</p>	<p>USPS owns a relatively small renewable energy portfolio. We will continue to maintain the existing renewable systems.</p>	<p>Inspect renewable energy systems annually for maintenance and repairs. Capture repair actions in our facilities maintenance system.</p>

United States Postal Service

Goal 9: Climate Change Resilience

Table 9: Goal 9 Strategies & Climate Change Resilience

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 months
<p>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 governments, and private stakeholders</p>	<p align="center">Yes</p>	<p>Adaptation planning for the Postal Service addresses both the magnitude of risk and the uncertainty of impacts. This is more than a one-time decision. The USPS Climate Change Adaptation Working Group meets and discusses climate change risks and is ensuring that climate change is included in the policies and programs to protect important assets.</p>	<p>USPS will continue our Climate Change Adaptation Working Group Meetings. The Work Group will remain focused on fine tuning a detailed work plan.</p>
<p>Update agency emergency response procedures and protocols to account for projected climate change, including extreme weather events</p>	<p align="center">Yes</p>	<p>The Postal Service will invest in disaster management resources, so as to improve its capability and capacity to scale up response for more intense or broader events, and to reload to deal with more frequent events.</p>	<p>Part of our climate change adaptation approach is to support our disaster management programs and continue to improve on them. Increasing our resilience is an important co-benefit to both climate adaptation planning and disaster management planning.</p>
<p>Ensure workforce protocols and policies reflect projected human health and safety impacts of climate change</p>	<p align="center">Yes</p>	<p>The Postal Service will identify a strategy for managing and delivering in extreme weather. The Postal Service focuses on ensuring that employees are safe during deliveries, and continues to evaluate policy and resources related to mail delivery during extreme weather events.</p>	<p>We will continue our process of identifying how best to handle mail delivery during extreme events.</p>

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 months
Update agency external programs and policies (including grants, loans, technical assistance, etc.) to incentivize planning for, and addressing the impacts of, climate change	No	The Postal Service does not provide grants, loans, or technical assistance to other entities. Therefore, supporting climate resilient investment by removing barriers to increase the Nation’s resilience to climate change is outside the scope of our operations.	NA
Ensure agency principals demonstrate commitment to adaptation efforts through internal communications and policies	Yes	The U.S. Postal Service Climate Change Adaptation Working Group (CCAWG) includes experts from different functions throughout the organization. Convening this group was a key action item identified in the June 2012 climate adaptation plan. The USPS Chief Sustainability Officer chairs the CCAWG and meets monthly with the group to discuss progress on climate adaptation planning. The Office of Sustainability coordinates the integration of adaptation into Postal Service’s policy, programs and operations.	The Climate Change Adaptation Working Group will continue to meet in the coming year.
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	No	There may be future opportunities for the Postal Service to assist federal, state, and local climate change resiliency efforts across the nation via our wide range of products and services. For example, our Every Door Direct Mail® product could be utilized to	NA

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 months
		assist community efforts to communicate with specific neighborhoods on climate change issues.	
Ensure that agency climate adaptation and resilience policies and programs reflect best available current climate change science, updated as necessary	No	The Postal Service’s existing climate adaptation policy is to use the best available science and information. To ensure that planning remains strong and relevant, USPS is involved with working groups and staff at the US Global Change Research Program and continues to reach out to their agency peers within the federal government. This is a continuing driver but not a Top 5 strategy.	NA
Design and construct new or modify/manage existing agency facilities and/or infrastructure to account for the potential impacts of projected climate change	No	While the Postal Service’s adaptation planning includes its facilities and infrastructure as two areas of potential vulnerability, in the immediate future USPS is not designing and constructing many new facilities. This is a continuing driver but not a Top 5 strategy.	NA
Incorporate climate preparedness and resilience into planning and implementation guidelines for agency-implemented projects	Yes	Adaptation planning for the Postal Service addresses both the magnitude of risk and the uncertainty of impacts. This is more than a one-time decision. The USPS Climate Change Adaptation Working Group meets and discusses climate	The USPS Climate Change Adaptation Working Group will continue to meet in the coming year.

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 months
		change risks and is ensuring that climate change is included in the policies and programs to protect important assets.	

United States Postal Service

Goal 10: Energy Performance Contracts

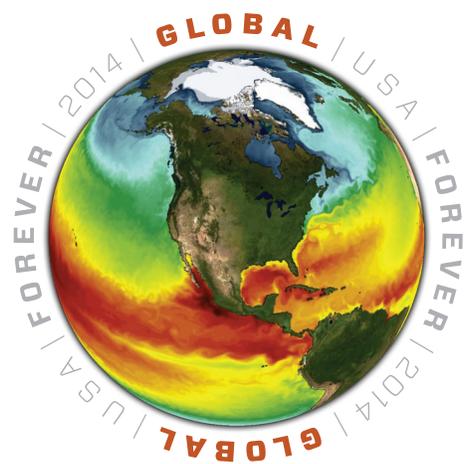
Agency Progress In Meeting President’s Performance Contracting Challenge (PPCC) Goal

Our mission is to deliver mail to every community in America. Our operations are funded by revenue from sales of products and services. The Postal Service has the authority to enter into ESPC's to provide an alternative means to help finance certain energy conservation projects. However, it has been determined that EPSC's, which require the use of Capital Funds from a 3rd party who in turn recoups their investment through shared savings over an extended period of time, would not be permitted because the cancellation clauses in such contracts would have to be accounted for as a potential liability. This liability would have to be associated with USPS's accumulated debt, which is now at the statutory legal limit.

Table 10: Goal 10 Strategies - Energy Performance Contracting

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top Five? Yes/No/NA	(C) Strategy Narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in next 12 months
Evaluate 25% of agencies most energy intensive buildings for use with energy performance contracts	NA		
Prioritize top ten projects which will provide greatest energy savings potential	NA		
Cut cycle time of performance contracting process by at least 25%	NA		
Assign agency lead to participate in strategic sourcing initiatives	NA		
Devote 2% of new commitments to small buildings (<20k sq. ft.)	NA		
Identify and commit to include 3-5 onsite renewable energy projects in energy performance contracts	NA		
Ensure relevant legal and procurement staff are	NA		

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top Five? Yes/No/NA	(C) Strategy Narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in next 12 months
trained by FEMP ESPC/UESC course curriculum			
Provide measurement and verification data for all awarded projects	NA		
Enter all reported energy savings data for operational projects into MAX COLLECT (max.gov)	NA		



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