



FHFA Sustainability Plan

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1. AGENCY POLICY AND STRATEGY

1.1 AGENCY POLICY STATEMENT

FHFA Sustainability Plan

Fiscal Year 2012

In accordance with Executive Order (EO) 13514 *Federal Leadership in Environmental, Energy, and Economic Performance*, and EO 13423 *Strengthening Federal Environmental, Energy and Transportation Management* the Federal Housing Finance Agency (FHFA) has reviewed and updated its FY11 Sustainability Plan. FHFA is committed to reducing the agency's greenhouse gas emissions and incorporating sustainability requirements into our daily operations.

As background information, FHFA is a small independent non-appropriated funded agency in the executive branch of the United States Government. FHFA is responsible for the supervision, regulation, and housing mission oversight of Fannie Mae, Freddie Mac, and the twelve Federal Home Loan Banks to promote their safety and soundness, support housing finance and affordable housing, and a stable and liquid mortgage market.

FHFA is pursuing several initiatives to improve our sustainability performance and achieve our reduction targets. First, FHFA has optimized office space by consolidating the agency's three leased facilities into one leased building. The new building's base infrastructure is rated LEED Gold and includes sustainability designs that prior facilities lacked. Second, FHFA encourages employees to participate in our telework program, which will reduce travel emissions. Further, FHFA is evaluating contracting operations that will extend or ensure the procurement of green products to include energy savings apparatus and items. FHFA will continue to encourage employees to take part in our Transit Subsidy program that covers all costs of public transportation.

The actions outlined will provide tangible benefits to the agency. Communication plans are continuously being evaluated to raise awareness and acceptance for programs such as telework, and recycling/waste reduction initiatives and procurement activities. Systems and processes must also be put into place to gather data and monitor performance against sustainability targets. These activities have been included in the Sustainability Plan.



Katrina D. Jones

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Facilities Operations Management

1.2 SUSTAINABILITY AND THE AGENCY MISSION

The Federal Housing Finance Agency is a small independent non-appropriated funded agency in the executive branch of the United States Government. FHFA was created on July 30, 2008, when President Bush signed into law the Housing and Economic Recovery Act of 2008 (HERA). HERA created a single regulator to oversee vital components of our country's secondary mortgage markets – Fannie Mae, Freddie Mac, and the Federal Home Loan Banks. A critical component of the law was combining the existing staffs of the Office of Federal Housing Enterprise Oversight (OFHEO), the Federal Housing Finance Board (FHFB), and the Government Sponsored Enterprise (GSE) mission office at the Department of Housing and Urban Development (HUD).

The mission of FHFA is to “Provide effective supervision, regulation and housing mission oversight of Fannie Mae, Freddie Mac and the Federal Home Loan Banks to promote their safety and soundness, support housing finance and affordable housing, and support a stable and liquid mortgage market.”

FHFA has developed a Strategic Plan¹ that includes a Resource Management Strategy that states “FHFA has the personnel, resources and infrastructure to manage effectively and efficiently to achieve its mission and goals.” Achieving the sustainability targets will have the biggest affect in the resource management areas, specifically the facilities management, travel, employee commuting, and information technology. FHFA is continually looking for innovative ideas to house, deploy, and connect its employees.

1.3 GREENHOUSE GAS REDUCTION GOALS

FHFA Headquarters is based in Washington, D.C. and operates a single field office in Addison Texas. FHFA does not own any real property and currently leases space in two commercial buildings. FHFA has approximately 600 employees (excluding the FHFA Office of Inspector General). The vast majority of employees are based in Washington, D.C. FHFA has out-stationed bank examiners who are located through-out the United States. These employees work remotely from home offices when not on-site conducting bank examinations. Currently, FHFA has four examination employees stationed in the Addison Texas field office.

Scope 1 & 2 Greenhouse Gas Emissions

Electricity Consumption

FHFA currently leases 346,276 square feet of space in two commercial buildings. The building landlords pay the utilities for 100% of the office space. In FY 2008, FHFA consumed 49.4 MWH of electricity when leasing space in three separate commercial buildings; however, in January 2012, FHFA relocated all HQ staff into a single LEED Gold rated commercial facility in Washington, D.C., which resulted in the FHFA electrical consumption value to reset to zero MWH consumed for FY12.

FHFA Fleet

FHFA does not operate a fleet of twenty or more vehicles.

Scope 3 Greenhouse Gas Emissions

The current FHFA target is to reduce the GHG emissions by 5% due to employee travel by 2020.

¹ FHFA Strategic Plan (2009-2014)

FHFA has developed Scope 3 GHG emissions baseline using the using the Scope 3 Target Tool provided by the Council on Environmental Quality (CEQ). Calculation of the baseline including the data sources and calculation challenges are discussed in Section 2.3.

Due to the agency's size, facility leasing, and mission, the overwhelming majority of FHFA's Scope 3 GHG emissions come from business travel and employee commuting. FHFA's business travel is required to conduct on-site examinations of regulated entities. The travel data used to develop the baseline is from FY 2009. Since developing the baseline, FHFA has relocated into a single up to date facility built out from an empty shell of space, which incorporated extensive design and installation of Video Teleconferencing systems in several conference rooms. In order to provide more reliable information, the baseline and reduction target will be updated once the FY12 travel data becomes available.

The new FHFA HQ facility was selected based on several factors, one of which was the ease of access to public mass transportation systems. The Washington Metropolitan Area Transit (WMATA) Metrorail system L'Enfant Plaza station is directly below the facility with access to and from the metro rail without exiting the facility and reaching the street. The L'Enfant Plaza Metro station is a major commuter hub as it is accessible to four (4) Metro rail lines (Blue, Green, Orange and Yellow). In addition to the four metro lines, WMATA has several bus lines accessible directly outside the Metro entrance. The Potomac and Rappahannock Transportation Commission (PRTC) and Maryland Transit Administration (MTA) bus systems have boarding and exit stations within .25 miles of the building as well as the Virginia Railway Express (VRE) train station. With this and due to FHFA increased authorization of telework opportunities, a new survey will need to be completed to establish a new base line for FY12.

1.4 PLAN IMPLEMENTATION

The Sustainability Plan will be implemented by the Manager, Facility Operations Management who is the FHFA SSO. Implementation will require action and support from various FHFA divisions and offices. Because of their operational responsibilities, some offices will be more involved in the implementation as outlined below.

1. Facilities Operations Management (FOM) – Responsible for managing the facilities including day-to-day building operations, coordination of building repairs and maintenance, purchase of office furniture, supplies and equipment, and coordination with building management.
2. Office of Budget and Financial Management (OBFM) – Responsible for the budget, travel, acquisition, and strategic planning programs.
3. Office of Human Resources Management (OHRM) – Responsible for the agency's human resources functions including coordination of the telework program.
4. Office of Information and Technology Management (OTIM) – Responsible for the information technology systems and hardware including the data center consolidation plan.
5. Division of Enterprise Regulation (DER) and Division of FHLBank Regulation (DBR) – Responsible for conducting examinations of the regulated entities including the work completed on-site and required business travel.

The following table outlines the activities and roles and responsibilities to implement the Sustainability Plan.

#	Activity	Responsible Party	Support From
1.	Develop and maintain the FHFA Sustainability Plan and update it annually with performance metrics.	SSO	
2.	Communicate sustainability requirements, targets, and timelines to key internal stakeholders.	SSO	
3.	Develop and deliver key messages to awareness employee awareness to improve sustainability (e.g. communication plans to increase the use of telework).	SSO	OHRM, OBFM, OTIM, FOM
4.	Submit budget and acquisition requests and identify products and services.	All FHFA division/offices	OBFM
5.	Manage agency budget and acquisition process.	OBFM	
6.	Integrate sustainability requirements into agency acquisitions plans and processes. Purchases of goods and services for specific areas will be coordinated with the following offices where appropriate.	OBFM	SSO
	– Information technology	OTIM	
	– Facilities and vehicles	FOM	
	– Travel	OBFM	
	– Real estate	FOM	
7.	Track and report sustainability metrics and report progress to SSO. The reporting of performance data for specific program areas will be coordinated with the following offices to capture and report information.	OTIM, FOM, OBFM	
	– Electricity consumption and utilities – Facilities management metrics and information (e.g. recycling programs)	FOM	
	– Business travel and employee commuting methods and cost (e.g. car commuters and transit benefits)	OBFM	
	– Employee commuting behavior (survey)	SSO	OHRM

#	Activity	Responsible Party	Support From
	– Employee work schedule program information (telework, alternate work schedules)	OHRM	
	– Sustainable acquisition	OBFM	
	– Electronic stewardship & data centers	FOM,OTIM	
8.	Identify opportunities to reduce the amount of business travel needed in order to conduct on-site examinations. Opportunities may include increased use of video teleconferencing, conference calls, implementation of work collaboration tools, and more on-site and off-site coordination.	SSO	DER, DBR
9.	Include performance metrics in the FHFA Strategic Plan or Annual Performance Plan as appropriate	OBFM/SSO	OTIM, OHRM, FOM
10.	Communicate progress and performance metrics internally and externally as appropriate.	SSO	OBFM

Critical Planning Coordination

Originating Report / Plan	Scope 1 & 2 GHG Reduction	Scope 3 GHG Reduction	Develop and Maintain Agency Comprehensive GHG Inventory	High-Performance Sustainable Design / Green Buildings	Regional and Local Planning	Water Use Efficiency and Management	Pollution Prevention and Waste Elimination	Sustainable Acquisition	Electronic Stewardship and Data Centers	Agency Specific Innovation
FHFA Strategic Plan	No	No	No	No	No	No	No	No	No	Yes
Budget	No	No	n/a	n/a	n/a	n/a	n/a	No	Yes	Yes
LEED Maintainability Facility Maintenance Contract	n/a	n/a	n/a	Yes	n/a	n/a	Yes	n/a	n/a	Yes
Recycle/Reclaim Contract	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	Yes

1. FHFA Strategic Plan: FHFA develops an Annual Performance Plan that ties annual goals to the five year Strategic Plan including metrics for resource management.
2. Budget: FHFA is a small independent non-appropriated funded agency. FHFA has begun the FY2014 budget process for approval by the FHFA Director. The budget includes costs related to employee travel, transit benefits, facilities, and information technology.
3. New LEED Maintainability Facility Maintenance Acquisition: FHFA is currently working on a contract award to maintain the building systems installed to support the core buildings ability to apply for recertification for the current LEED Gold rating for Existing Buildings.
4. New Recycle/Reclamation Acquisition: FHFA is currently working on a contract award to obtain the services of a contractor to collect and recycle or reclaim various waste materials generated from business activities conducted.

1.5 EVALUATING RETURN ON INVESTMENT

FHFA is a small independent non-appropriated funded agency and does not typically fund a large amount of investment projects requiring evaluation and prioritization. FHFA does maintain an Investment Review Board (IRB) to review and approve significant investments of agency resources. When initiatives are presented to the IRB, they include a cost/benefit analysis to outline the investment and document the decision. The analysis will include a quantitative analysis such as initial investment, annual operating costs, and projected savings. The analysis will also include qualitative analysis such as impact on employees, service delivery improvements, change management requirements, project risks, and the effect on agency compliance with applicable laws, regulations, and strategic directives.

1.6 TRANSPARENCY

FHFA will communicate its progress and results within the agency by posting the Sustainability Plan to the agency intranet site. In addition, the SSO will increase employee awareness through e-mail distribution and posted notices within the agency.

2. PERFORMANCE REVIEW & ANNUAL UPDATE

In FY 2012, FHFA has made the following accomplishments for GHG emission reduction.

1. Designed, and completed construction build-out of 339,863 rentable square feet which qualified for LEED Gold certification to house all FHFA HQ employees,
2. Consolidated agency employees into a single facility which was awarded a LEED Gold certification
3. Maintained a benefit program for employees who regularly bike to work.
4. Consolidate agency data center operations and infrastructure into a single facility.
5. Maintained and encouraged increased use of carpools, mass transit and teleworking.
6. Implemented an E-Cycle program to dispose of obsolete and/or unneeded IT assets. This program provides 100% green computer recycling solutions for computers, accessories and electronics.

2.1 SCOPE 1 & 2 GREENHOUSE GAS REDUCTION GOAL

Goal Description/Target: Reduce electricity consumed in applicable office space by 30% by 2020.

FHFA paid for electricity in a small portion of leased space (3,726 square feet) in one of the buildings. This portion of the building includes a large conference room, storage, and locker rooms. The electricity purchased for this space compromises the FHFA Scope 1 and Scope 2 GHG emission baseline.

Agency Lead: Katrina D. Jones, Manager, Facilities Operations Management and SSO

Implementation Method: FHFA achieved this goal by relocation all HQ staff from this facility space into a single facility with a LEED Gold certification in January 2012.

Staffing/Resources: FHFA had an adequate amount of staff to meet this goal. FHFA is a non-appropriated agency and did not require approval of additional funding to accomplish this goal.

2.2 SCOPE 3 GREENHOUSE GAS REDUCTION GOAL

Goal Description/Target: Reduce GHG emissions from employee travel by 5% by 2020.

Agency Lead: Katrina D. Jones, Manager, Facilities Operations Management and SSO

Implementation Method: Employee commuting. To encourage the use of the public transportation, the FHFA transit subsidy program cover the full cost of the employee's commuting costs using public transportation. FHFA also reassigned employees responsible for examination of Fannie Mae or Freddie Mac to work on-site at the respective enterprise instead commuting to FHFA HQ then travelling to the enterprise to perform their duties. FHFA will continue to promote the use of mass transit and the bike rider subsidy. FHFA will continue to evaluate the use of telework as appropriate to reduce travel to and from the office. In addition, FHFA relocated into a new facility located within .25 miles of the following mass transit systems: metro rail and bus; PRTC and MTA bus transportation, and the VRE.

Staffing/Resources: FHFA has an adequate amount of staff to meet this goal. FHFA is a non-appropriated agency and does not require approval of additional funding to accomplish this goal.

2.3 DEVELOP & MAINTAIN AGENCY COMPREHENSIVE GREENHOUSE GAS INVENTORY

Scope 1 and 2 GHG Emissions are no longer applicable for FHFA to evaluate as both the HQ and regional office are leased and all utilities are included within the lease payments.

The initial Scope 3 baseline levels for FHFA are being reestablished in FY12 for the FY13 report for the following reasons:

1. FHFA relocated their HQ staff from three independent facilities into a single facility in January 2012.
2. The relocation into the new HQ office building provides very convenient access to all mass transit systems offered within the District, and FHFA has been actively encouraging staff whose positions are well suited for teleworking to consider this in lieu of traveling to the office every day of the week unless necessary to conduct various assignments in support of FHFA business activities.

2.4 HIGH-PERFORMANCE SUSTAINABLE DESIGN / GREEN BUILDINGS

FHFA is based in Washington, D.C. and consolidated their HQ operations from three to a single facility in January 2012. The new facility has been certified a LEED Gold facility. The FHFA design and construction emphasized the need to maintain a LEED Gold designed and construction installed environment that considered water and electrical conservation as well as purchase and installation of green products that included furniture and various building material finishes (i.e. carpet, fabrics, terrazzo, woods, etc.). Examples of the energy conservations applications designed and installed within the FHFA HQ office space are 1) each office has motion detection wall lighting which reflects lighting towards and ceiling and downwards; 2) each office and work area has desk lamps that are also operated by motion detectors; 3) office front are glass vis-à-vis standard gypsum board composition wall system to allow natural lighting from the exterior windows to be able to light deep into the building core and reduce the amount of artificial lighting. The areas where electrical lighting was required, LED type of light fixtures we considered and installed where practicable.

2.5 REGIONAL AND LOCAL PLANNING

FHFA is based in Washington, D.C. and operates a single regional office in Addison Texas. FHFA designed and constructed in their new HQ building conference rooms with video teleconferencing systems to support meeting and information exchanges without requiring external travel to the various GSEs regulated and the regional office in Addison, TX.

2.6 WATER USE EFFICIENCY AND MANAGEMENT

FHFA currently leases space in two privately owned buildings, one of which houses the HQ staff and is a certified LEED Gold building. Examples of the energy conservations applications designed and installed within the FHFA HQ office space are the restroom sinks and toilets including waterless urinals. These fixtures were not only installed with low-flow faucets and flushometers, but also include infrared lighting technology to initiate and stop the flow of water during use of each apparatus. The pantry sinks were also installed with low-flow water faucets. FHFA will work with building management for opportunities to improve water efficiency and management.

2.7 POLLUTION PREVENTION AND WASTE ELIMINATION

FHFA is preparing a contract award for a vendor to collect and recycle and reclaim various waste materials (i.e. electronics, paints, cardboard, wood pallets, etc.). The award of this contract is anticipated by end of FY 2013.

2.8 SUSTAINABLE ACQUISITION

FHFA does not currently have the systems in place to track and report on sustainable acquisition metrics. FHFA will review the current systems used to track and report our acquisitions. In addition, FHFA is monitoring changes to the Federal Acquisition Regulation (FAR) that incorporate the sustainability requirements.

FHFA has implemented sustainable acquisition requirements for purchases related to office supplies, facilities maintenance, and energy efficient equipment (e.g. Energy Star rated, green supplies). When requests are submitted for purchase, the acquisition staff will check to determine if the sustainable acquisition options have

been reviewed. Due to the size of the agency and the amount of purchases processed, reporting of metrics and checking sustainable acquisition requirements remains a manual process.

2.9 ELECTRONIC STEWARDSHIP AND DATA CENTERS

FHFA merged the information technology systems and infrastructure of the former agencies into a single network and communications infrastructure when they relocated into the new HQ office complex. Prior to this, duplicative infrastructures remained in place although HERA was enacted in July 2008. At the same time of the consolidated move, FHFA integrated their data center operations and infrastructure into a single facility vis-à-vis the past three in various facilities.

Since the last report FHFA awarded a new contract for leased copiers that are both energy star compliant and have duplex capability, which is an automatic setting when copier is used as a network printer. The copiers are strategically placed throughout the FHFA HQ facility in an effort to reduce the number of individual printers assigned to employees. Individual office printers have the ability for duplex printing if the end user elects this function.

ELECTRONIC STEWARDSHIP & DATA CENTERS	Units	FY 10	FY 11²	FY 12
% of device types covered by current Energy Star specifications that must be energy-star qualified	%	n/a ³	90%	99%
% of electronic assets covered by sound disposition practices	%	n/a	?	100%
% of cloud activity hosted in a data center	%	n/a	30%	100%
% of agency data centers independently metered or advanced metered and monitored on a weekly basis	%	100%	90%	50%
Reduction in the number of agency data centers	%	-	20%	250%
% of agency, eligible electronic products with power management and other energy-environmentally preferable features (duplexing) actively implemented and in use	%	n/a	95%	100%
% of agency data centers operating with an average CPU utilization of 60-70%	%	4.22%	50%	n/a
% of agency data centers operating at a PUE range of 1.3 – 1.6	%	0%	25%	54%
% of covered electronic product acquisitions that are EPEAT-registered	%	n/a	95%	95%
% of agency data center activity implemented via virtualization	%	23%	30%	67%

² Metrics for FY11 are from the Sustainability Plan template provided by CEQ

³ n/a – Data is not currently available

2.10 Agency innovation

FHFA has implemented the following innovative methods and programs that will affect the agency's sustainability.

Initiatives	Description	Effect on Sustainability
Commuting benefits	FHFA pays full commuting costs for employees taking public transportation FHFA provides a subsidy to employees who bike to work.	Reduce GHG emissions from employees commuting.
Remote connectivity to information systems	FHFA utilizes a Citrix solution for a virtual desktop that allows user to work remotely using a secure connection to agency systems and information.	Reduce the amount of redundant agency IT hardware that must be procured, managed, and disposed of.
Use of home offices for bank examiners	Out-stationed employees work from home unless engaged in an onsite examination of a financial institution.	Reduce the amount of dedicated office space needed for the agency.

3 SELF EVALUATION

#	Question	Answer
1	Does your plan provide/consider overarching strategies and approaches for achieving long-term sustainability goals?	Yes
2	Does your plan identify milestones and resources needed for implementation?	n/a
3	Does your plan align with your agency's 2013 budget submission? ⁴	Yes

⁴ FHFA is a relatively small independent non-appropriated funded agency. FHFA has begun the FY2014 budget process for approval by the FHFA Director.

#	Question	Answer
4	Is your plan consistent with your agency's FY 2013 budget and appropriately aligned to reflect your agency's planned FY 2014 budget submission?	Yes
5	Does your plan integrate existing EO and statutory requirements into a single framework and align with other existing mission and management related goals to make the best use of available resources?	Yes
6	Does your plan provide methods for obtaining data needed to measure progress, evaluate results, and improve performance? ⁵	No

FHFA has the following initiatives planned:

1. Work with OTIM and OBFM to identify mechanisms to capture and report sustainability performance metrics for sustainable acquisition and electronic stewardship.
2. Review office supplies purchases and switch to sustainable products where appropriate.
3. Work with divisions and offices to increase the use of teleworking among FHFA employees.
4. Improve employee awareness for recycling and waste reduction.

⁵ Automated systems that reliably and efficiently capture and report data are not currently in place. Due to the relatively small size of the agency's investments in automated performance tracking systems can be difficult to justify from a cost perspective.