

2012 NLRB STRATEGIC SUSTAINABILITY PERFORMANCE PLAN OVERVIEW

Section 8 of Executive Order 13514, *Federal Leadership in Environmental, Energy, and Economic Performance*, requires Federal agencies to develop, implement, and annually update a multi-year Strategic Sustainability Performance Plan (SSPP).

SECTION 1: POLICY STATEMENT

This policy statement sets forth the National Labor Relations Board's commitment to operating in a sustainable manner and to better understand and address climate change adaptation.

The NLRB is committed to fostering a clean energy economy and to improving the environment by conducting operations in a sustainable and environmentally responsible manner; complying with applicable statutes, regulations, and Executive Orders. NLRB's sustainable operations program includes the following areas of emphasis:

- Reducing our reliance on nonrenewable energy by improving energy conservation and increasing efficiency
- Implementing sustainable acquisition practices for recycled content, energy efficient, bio-based, and environmentally preferable products and services
- Pursuing waste management strategies that include reducing, reusing, or recycling
- Promoting sound environmental practices for the three life-cycle phases of electronic products: acquisition, operations and maintenance, and end-of-life management
- Supporting green transportation and travel practices that reduce harmful emissions, increasing operational and fuel efficiency, and reducing nonrenewable fuel use
- Engaging employees in our environmental commitment.

SECTION 2: VISION AND STRATEGY

The NLRB is committed to fostering a clean energy economy and to improving the environment by conducting operations in a sustainable and environmentally responsible manner, complying with environmental laws and regulations and E.O. 13514.

Leadership and Implementation

The Senior Sustainability Officer (the Director of the Division of Administration) will gather input on the plan, milestones and accomplishments from his/her Branch Chiefs, as well as the senior executives in the Office of Chief Information Officer (OCIO) and Office of Chief

Financial Officer (OCFO). The Senior Sustainability Officer, the CIO and the CFO are responsible for the content areas covered by the goals. These executives will secure cooperation from the Agency's other senior executives in accomplishing the plan's goals. The Senior Sustainability Officer will be responsible for monitoring and ensuring accomplishment of the plan's goals.

Integration and Evaluation

Our plan aligns our sustainability goals with our strategic plan by working to minimize the damage that extreme weather and public health events could have on our ability to implement the provisions of the National Labor Relations Act. The plan ensures that our employees and members of the public have maximum access to our field offices and online resources during unexpected and/or extreme events detrimentally impacting public service. The plan also ensures that the Agency is carrying out its mission in an environmentally-friendly manner, making the best use of existing and available resources, and efficiently and effectively utilizing our budgetary resources. The plan also explains what measures we are using to assess progress, evaluate results, and improve performance.

SECTION 3: PERFORMANCE REVIEW AND ANNUAL UPDATE

Sustainability Practice Goals: Evaluation Measures, Successes and Continuation Plans

The implementation status of the NLRB's sustainability practice goals are summarized below:

Goal 1: Greenhouse Gas Reduction and Maintenance of NLRB Comprehensive Greenhouse Gas Inventory

Over the past year, the NLRB has engaged in complementary initiatives to meet sustainability goals:

- In June 2011, the Agency issued its Telework Program policy. As of January 2013, 295 of the eligible employees currently telework on a regular or situational basis—about 30% participation. We are working to improve our participation rate by publicizing the availability of telework options and by including new telework opportunities in our bargaining unit agreements.
- The Agency has worked with the General Services Administration (GSA) to reduce its headquarters space requirements once the current lease expires in 2014. The Agency expects to reduce space requirements by a third, which would save over 1,000 tons of greenhouse gas emissions annually. We anticipate additional savings as we use space more efficiently through the replacement of expiring leases in our field offices.

- The agency's Headquarters building and some of its field offices offer bicycle commuter amenities, such as covered, secure bicycle storage and lockers. As leases expire and are replaced, we will encourage further implementation of these features.
- IT Infrastructure Modernization and Consolidation: this program allows employees in eligible positions to telecommute on a consistently-available system, thereby enhancing workplace flexibility and reducing greenhouse gas emissions related to employee commuting. We are also researching unified communications tools for potential implementation next fiscal year, which will reduce equipment and improve teleworking.
- In previous years, the NLRB has recycled over six tons of paper annually. Over the coming year, we plan to expand our shredding and recycling program. Mobile, onsite paper shredding provides the agency with a convenient, cost effective and efficient way to shred large amounts of paper quickly. As with regular recycling, the shredded material is taken to a plant where it is processed.

Goal 2: Buildings, ESPC Initiative Schedule and Regional and Local Planning

The NLRB leases all of its space through the General Services Administration (GSA). The GSA is responsible for addressing this goal through its leasing and building management actions.

Goal 3: Fleet Management

The NLRB's inventory of 37 GSA fleet vehicles remained unchanged from the previous year.

92% of the agency's vehicles are compact vehicles. Three vehicles are four-wheel drive SUVs, necessary for travel in snowy and mountainous regions of the country.

All of the agency's fleet vehicles are capable of using alternative fuels. We will explore and implement ways of ensuring that our operators use alternative fuels, such as E85, whenever possible.

The Agency will continue to annually assess fleet usage and will reduce the number of GSA cars based upon a cost/benefit analysis.

In comparing miles driven during the second quarters of FY2012 and FY2013, the NLRB drove 37,640 miles less, a 39% reduction.

The NLRB uses GSA's Vendor and Customer Self Service (VCSS) web site to track fuel consumption throughout the year.

Goal 4: Water Use Efficiency and Management

The NLRB leases all of its space through GSA and they handle our buildings' water use, efficiency and management.

Goal 5: Pollution Prevention and Waste Reduction

The NLRB has an electronic case management and processing system that enables it to replace manual paper-based processes and "stovepipe" legacy systems, thereby reducing paper, postage, shipping, physical storage and courier use. The system has been deployed Agency-wide.

The NLRB has built and deployed a website to offer timely and relevant information to case participants, citizens, and employees. This reduces paper, postage, shipping, physical storage, and courier use for the participants and the Agency.

The NLRB commits to continually reduce waste by reducing the use of printed paper and collecting more office recyclables per capita by employing best management practices.

The NLRB made changes to all its printers to default to the double-sided printing where technically feasible.

The NLRB made its Next Generation Case Management (NxGen) System the official regional office case file for all cases filed on or after October 1, 2012. As a result, the Agency estimates to save at least \$17,000 a year solely on reduced paper supplies, shipping, and Federal Records Center service charges.

The NLRB's electronic service and delivery (E-Delivery) system resulted in printing and postage savings of over \$13,000 for FY 2012. These savings are expected to increase significantly when the regional offices begin piloting E-Delivery in FY 2014.

The agency's excess furniture and copiers are processed through GSA where they have the opportunity to be reused or recycled. Further, we plan on re-purposing excess furniture from the HQ relocation by providing it to field offices requiring it.

In previous years, the NLRB Records Management program office recycled over 6 tons of paper annually. Over the next fiscal year, we have plans to expand our shredding and recycling program.

Goal 6: Sustainable Acquisition

During FY 2012, the NLRB procured \$530,024 of energy efficient and recycled products.

Goal 7: Electronic Stewardship and Data Centers

The NLRB ensures that power management, duplex printing and other energy efficiency and environmentally preferable options and features are enabled on all electronics and monitors where technically feasible.

The NLRB's data centers are comprised of two optimized facilities.

The NLRB updates and deploys policies to use environmentally sound practices for disposition of all agency excess or surplus electronic products as part of our life cycle asset management program.

NLRB purchased products are 95% EPEAT-registered and 100% ENERGY STAR-qualified and FEMP-designated.

Goal 8: Renewable Energy

The NLRB leases all of its space through GSA and they handle our buildings' renewable energy goals.

Goal 9: Climate Change Resilience

Vulnerability Analysis of Climate Change Risks

The frequency, intensity and duration of extreme weather and public health events may significantly impact the NLRB's ability to meet its goals. In conducting its day-to-day business during extreme weather and public health events, the NLRB's vulnerabilities include:

- Increasing absenteeism and/or preventing personnel from traveling within their assigned region: for field examiners and attorneys to investigate; for field attorneys to prosecute unfair labor practice cases; or for Administrative Law Judges to decide cases; for field examiners and attorneys to handle representation matters, including conducting hearings and elections; and for HQ employees to handle litigation, operational, and administrative matters.
- Preventing members of the public (individuals, unions, employers) from traveling to field offices to file unfair labor practice charges or representation petitions or to provide relevant testimony for investigations or hearings.
- Forcing short-term or long-term closure of the NLRB's headquarters and regional offices potentially affecting public service, outreach and transparency.

Steps taken to minimize vulnerabilities

To minimize these vulnerabilities, the NLRB has taken the following steps:

- Implemented major IT programs (NxGen, Website, IT Infrastructure Modernization and Consolidation). These programs are designed to provide employees ready access to the tools, data and documents they require from anywhere at any time, and to allow the public and case participants to electronically file case documents, track case updates, receive decisions electronically and manage their profiles online. These programs mitigate the impact that extreme weather events or resulting public health events may

have on the public's ability to access the NLRB's services and the employees' ability to deliver those services.

- **Prepared Continuity of Operations Plans.** These plans are designed to ensure that the NLRB is able to meet its mission-essential functions in case a disaster, such as extreme weather or public health event, causes significant disruption to the NLRB's operations.
- **Employed Interregional Casehandling Assistance Program.** Under this program, a regional office can receive assistance from another regional office if it is having difficulty processing its cases in a timely manner due to a sudden increase in case intake or an operational disruption, including weather and public health-related events. The NLRB's major IT programs are designed to support the efficient and effective transfer of work between offices.

Future Planned Climate Change Adaptation Actions

Action	Collaborating Agencies
Expand use of telework program	N/A
Increase staff awareness of Continuity of Operations and Pandemic Plans as primary support for climate change adaptation planning	N/A
Collaborate on climate change adaptation planning with federal agencies whose operational focus is workplace disputes/issues	<ul style="list-style-type: none"> • Department of Labor • Equal Employment Opportunity Commission • Federal Labor Relations Authority • National Mediation Board

Challenges

- **Measurement Data:** We must ensure that we are using usage data available from other agencies that can help us measure where we are and where we need to be. For example, we are now using fleet usage reports from GSA that can give us the number of vehicles we are using, their size (fuel efficiency), and whether they can use bio-fuels. We will also work to move from using estimates to measure progress to more concrete and reliable measures.
- **Budget Formulation:** We will include sustainable practices that require investments into our budget planning where such practices are not already an integral (such as recycling) part of our ongoing operations.

Lessons Learned

- **Sustainability Integration:** Integrate sustainability practices and concepts at the beginning stages of projects, activities, or initiatives.
- **Leadership Support:** The support of the Agency heads and senior executives is critical to the success of sustainability projects and programs.

SECTION 4: PLANNED ACTIONS

As documented in Section 3, we will continue to aggressively pursue and expand our sustainability achievements and goals. The focus of this section will be to describe new goals that the NLRB plans to pursue.

Currently, the NLRB does not have a formal Sustainability Procurement Plan. As the NLRB is now developing an acquisition plan for FY 2014, we will use that process as an opportunity to create a formal Sustainability Procurement Plan.

SECTION 5: PROGRESS ON ADMINISTRATION PRIORITIES

Climate Adaptation Plans

Please see Goal 9.

Fleet Management Plans

The NLRB has a vehicle allocation methodology (VAM) in place which results in smaller, more efficient, less greenhouse-gas-emitting vehicles that operate primarily on alternative fuels. The agency also reviews annually vehicle usage to ensure that vehicles meet agency requirements for miles driven, number of trips per month or being more cost efficient when compared to POV mileage reimbursement.

Energy Savings Performance Contracts

GSA handles progress on energy savings performance contracts for buildings occupied by the NLRB.

Bio-based Purchasing Strategies

GSA handles progress on bio-based purchasing strategies on behalf of the NLRB.