

2014 NLRB STRATEGIC SUSTAINABILITY PERFORMANCE PLAN

EXECUTIVE SUMMARY

VISION

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

LEADERSHIP

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.

PERFORMANCE REVIEW

Integration

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.

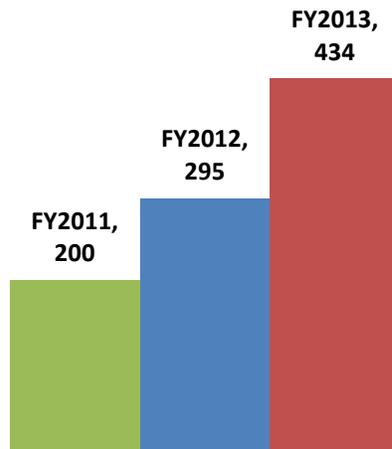
Evaluation Measures

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.
- In FY2013, 434 (27%) eligible employees were teleworking on a regular or situational basis. This is the third straight year of increased teleworking participation.



NLRB Telework 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 worked with the General Services Administration (GSA) to reduce its headquarters space requirements during our planned 2015 relocation, decreasing our existing tenant space of 197,700 square feet to 129,000 square feet, a 35% decrease. This reduction is expected to save tons of green house 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 facility and most 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 the teleworking experience.
- In previous years, the NLRB has recycled over six tons of paper annually. During 2014, in preparation for the Headquarters move, we have already recycled 24 tons of high quality office paper. 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). GSA is responsible for addressing this goal through its leasing and building management actions.

Goal 3: Fleet Management

This year, the NLRB reduced its GSA fleet vehicle inventory from 37 to 35 GSA fleet vehicles. The Agency continues to annually assess fleet usage and will adjust the number of GSA fleet vehicles based upon periodic cost/benefit analyses.

In FY2014, 32 of the 35 (91%) agency's fleet vehicles are compact sedans. Three fleet vehicles are four-wheel drive SUVs, necessary for travel in snowy and mountainous regions of the country.

Periodically, GSA offers our agency the opportunity to switch out our existing fleet vehicles with hybrid models. The NLRB currently has four hybrid vehicles and has made arrangements with GSA to obtain two additional hybrids.

All of the agency's fleet vehicles are capable of using alternative fuels. Notices are periodically sent out to the field offices reminding drivers to use E85 fuel whenever possible.

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

Goal 4: Water Use Efficiency and Management

The NLRB leases all of its space through GSA, which works with landlords on 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 its manual paper-based processes, thereby reducing paper, postage, shipping, physical storage and courier use. The system has been deployed Agency-wide and estimates to save at least \$17,000 a year solely on reduced paper supplies, shipping, and Federal Records Center service charges.

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

In 2013, the NLRB electronically served and delivered over 700 decisions to more than 53,000 parties and Agency offices who would have otherwise received printed copies. The estimated printing and postage savings in FY 2013 is in excess of \$34,000. These savings are expected to increase significantly after the Agency expands E- Issuance/Delivery beyond Board and Division of Judges Decisions in 2014.

The agency's excess furniture and copiers are processed through GSA where they have the opportunity to be reused or recycled. The Agency plans to ship excess furniture from the HQ relocation to its field offices.

The NLRB Records Management program office recycled over 6 tons of paper annually. Over the next fiscal year, the agency has plans to expand our shredding and recycling program.

Goal 6: Sustainable Acquisition

During FY 2013, the NLRB procured \$14,306,350 in eligible funds. Of this amount,

- \$760,351 (5%) was for energy efficient and recycled products
- \$59,235 (<1%) was for FAR 52.223-4 certified recoverable materials, and
- \$2,808 (<1%) was for environmentally preferable products

Goal 7: Electronic Stewardship and Data Centers

The NLRB ensures that power management, duplex printing, and other energy efficient 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, which handles our buildings' renewable energy goals.

Goal 9: Climate Change Resilience

The frequency, intensity and duration of extreme weather and public health events may significantly affect 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:

- Increased absenteeism and personnel travel obstacles within the affected region: for field examiners and attorneys to investigate cases; 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 the event that 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	<ul style="list-style-type: none"> • Department of Homeland Security
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 need to review data from other small independent agencies to help us measure our agency’s effectiveness relative to our peers. We will also need to get more accurate employee commuting estimates for the greenhouse gas inventory. Currently, less than 30% of employees respond to on-line surveys regarding their commuting methods and distances.
- **Budget Formulation:** We will include sustainable practices that require investments into our budget planning where such practices, such as recycling, are not already an integral 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 2015, 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 in Section 3.

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 all tenant space occupied by the NLRB.

Bio-based Purchasing Strategies

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