

Section 1: Agency Policy and Strategy

I. Agency Policy Statement

Pursuant to Section 8 of Executive Order 13514, the National Labor Relations Board (NLRB) is pleased to submit its Agency Strategic Sustainability Performance Plan for FY2011.

An independent federal agency with 1700 employees working in 51 field offices and headquarters in Washington, D.C., the NLRB administers and enforces the National Labor Relations Act, which is the primary federal statute governing labor relations in the private sector. Under the Act, the NLRB has two primary functions: to conduct secret-ballot elections among employees to determine whether or not the employees wish to be represented by a union; and to prevent and remedy statutorily defined unfair labor practices by employers and unions. The NLRB is committed to meeting sustainability targets and goals and complying with environmental and energy statutes, regulations and Executive Orders.

The NLRB's sustainability priorities planned for the upcoming year are fully in line with its initiatives to improve management and internal functions and thereby enhance the Agency's ability to meet its performance goals:

- **Implementation of Next Generation Case Management (NxGen):** NxGen is an electronic case management and processing system that enables the NLRB to replace manual paper-based processes and "stovepipe" legacy systems, thereby reducing paper, postage, shipping, physical storage and courier use. The NxGen program will be fully deployed to field offices in FY2011.
- **Deployment of Public Website and Portal:** the NLRB has built and deployed a website portal and master data management model to allow case participants to electronically file case documents, track case updates, receive decisions electronically, and manage their profiles online and via mobile devices. This system reduces paper, postage, shipping, physical storage, and courier use for the participants and the Agency.
- **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.

The Agency's commitment to sustainability is evidenced by the engagement of its personnel, and the efficiencies with which it carries out its mission. The NLRB looks forward to building on its successes and meeting the challenges of achieving sustainability targets and goals.

II. Sustainability and the Agency Mission

The mission of the National Labor Relations Board is to carry out the statutory responsibilities of the National Labor Relations Act, as efficiently as possible, in a

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manner that gives full effect to the rights afforded to all parties under the Act. The relationship between sustainability and the agency mission is clear in that “as efficiently as possible” includes efficiencies in energy and water use, in reduction of greenhouse gas emissions and waste, and acquisitions of sustainable products and services. Achieving sustainability targets and goals will support the agency in carrying out its mission by increasing the NLRB’s efficiency with which it carries out the statutory responsibilities of the National Labor Relations Act.

The NLRB will address conflicts and challenges in achieving sustainability goals in several ways. The Agency consults with the Council on Environmental Quality (CEQ) and other federal agencies via forums such as the Small Agency Council (SAC) to seek guidance on achieving goals. In addition, the NLRB complies with the Federal Managers’ Financial Integrity Act (FMFIA), which requires federal agencies to develop and implement appropriate and cost-effective internal controls for results-oriented management, assess the adequacy of those internal controls, identify needed areas of improvement, take corresponding corrective action, and provide an annual statement of assurance regarding internal controls and financial systems.

The legal profession is still a paper-based domain. As technology evolves, the NLRB finds itself in a period of transition from paper-based processes to electronic processes. Many courts still require paper filing. The transition from paper to electronic case management is a long-term challenge that will demand persistence and promotion by all participants.

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Summary Table - National Labor Relations Board's Size and Scope of Operations

Total # Employees	1740
Total Acres Land Managed	N/A
Total # Facilities Owned	N/A
Total # Facilities Leased (GSA lease) – 31 offices in federally leased buildings, 25 offices in federally owned buildings	56
Total # Facilities Leased (Non-GSA)	0
Total Facility Gross Square Feet (GSF)	828,745
Operates in # of Locations throughout U.S.	52 cities
Operates in # of Locations outside of U.S.	0
Total # Fleet Vehicles Owned	0
Total # Fleet Vehicles Leased	40
Total # Exempted-Fleet Vehicles (Tactical, Emergency, Etc.)	N/A
Total Operating Budget FY 2010 (\$MIL)	\$283.4
Total # Contracts Awarded FY 2010	366
Total Amount Contracts Awarded FY 2010 (\$MIL)	\$50.2
Total Amount Spent on Energy Consumption FY 2010 (\$MIL): NLRB leases all space from GSA, where GSA owns facility and the NLRB does not directly pay energy bills; GSA is responsible for reporting the emissions associated with those energy bills.	N/A
Total BTU Consumed per GSF): NLRB leases all space from GSA, where GSA owns facility and the NLRB does not directly pay energy bills; GSA is responsible for reporting the emissions associated with those energy bills.	N/A
Total Gallons of Water Consumed per GSF): NLRB leases all space from GSA, where GSA owns facility and the NLRB does not directly pay energy bills; GSA is responsible for reporting the emissions associated with those energy bills.	N/A
Total Scope 1&2 GHG Emissions (Comprehensive) FY 2008 Baseline MMTCO _{2e}	124.5
Total Scope 1&2 GHG Emissions (Subject to Agency Scope 1&2 Reduction Target) FY 2008 Baseline MMTCO _{2e}	124.5
Total Scope 3 GHG Emissions (Comprehensive) FY 2008 Baseline MMTCO _{2e}	2721.1
Total Scope 3 GHG Emissions (Subject to Agency Scope 3 Reduction Target) FY 2008 Baseline MMTCO _{2e}	2721.1

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III. Greenhouse Gas Reduction Goals

Scope 1

Federal Fleet

- FY2008 actual GHG Emissions = 124.5 MTCO_{2e}
- FY2020 target GHG Emissions = 99.7 MTCO_{2e}
- Reduction = 20%
- As reported to CEQ in December 2009, the NLRB established a 2% reduction in Scope 1 GHG each year from FY2010 through FY2020, for a total 20% reduction within 10 years. The NLRB will achieve its Scope 1 target by converting its entire fleet of automobiles to alternative fuel vehicles (AFV), thus reducing the use of fossil fuel.

Scope 2

The NLRB does not have a Scope 2 GHG emissions target because it does not independently generate or purchase electricity, heat or steam. The NLRB leases all space from the U.S. General Services Administration (GSA), where GSA owns the facility and the agency does not directly pay energy bills. Therefore, GSA is responsible for reporting the emissions associated with those energy bills.

Scope 3

The NLRB established targets for Scope 3 GHG emissions for business air travel, business ground travel and commuter travel. The FY2008 actual emissions are more precise than the FY2008 estimated emissions originally reported to CEQ in June 2010. The reduction percentages noted below are the same as originally reported to CEQ in June 2010:

- ❖ Federal Employee Business Air Travel
 - FY2008 actual GHG Emissions = 158.4 MTCO_{2e}
 - FY2020 target GHG Emissions = 158.4 MTCO_{2e}
 - Reduction = 0%
 - The NLRB expects business air travel to remain relatively constant over the next 10 years. As a result, the target FY2020 emissions are the same as the FY2008 actual emissions.
- ❖ Federal Employee Business Ground Travel
 - FY2008 actual GHG Emissions = 438.6 MTCO_{2e}
 - FY2020 target GHG Emissions = 438.6 MTCO_{2e}
 - Reduction = 0%
 - The NLRB expects business ground travel to remain relatively constant over the next 10 years. As a result, the target FY2020 emissions are the same as the FY2008 actual emissions.
- ❖ Federal Employee Commuter Travel
 - FY2008 actual GHG Emissions = 2124.1 MTCO_{2e}

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- FY2020 target GHG Emissions = 2017.9 MTCO_{2e}
- Reduction = 5%
- The NLRB will achieve its target emission for commuter travel by implementing more telecommuting options for its workforce.

The Agency did not receive any American Recovery and Reinvestment Act funds.

IV. Plan Implementation

Under the direction of the Senior Sustainability Officer, the NLRB's Division of Administration leads the effort to implement EO 13514 throughout the agency. The Division of Administration includes the following functional offices at headquarters: Acquisitions Management, Budget, Facilities and Property, Finance, Human Resources, Library and Administrative Services, and Security and works closely with the Office of Chief Information Officer. Coordination and dissemination of the plan with the Agency's 51 field offices is accomplished via these functional offices, through their daily contact with counterparts in the field offices, and in concert with the Division of Operations-Management, which directly supervises and manages the field offices. Communication among these offices is ongoing on issues related to sustainability.

The Agency will continue to update, implement and maintain existing plans, policies and internal systems in several ways:

- **Coordination with GSA**

As a small agency, the NLRB leases all space from GSA, where GSA owns the facility and the NLRB does not directly pay energy bills. All NLRB offices are located in buildings in which space is leased from GSA: 31 offices in federally leased buildings, 25 offices in federally owned buildings. In addition, 39 of the 40 vehicles used for official business are leased from GSA. As a result, the NLRB works hand-in-hand with GSA to ensure the Agency is meeting federal sustainability requirements.

As a result of the American Recovery and Reinvestment Act, GSA is spending \$5.55 billion to convert numerous federal buildings throughout the country into high-performance green buildings as well as renovating and constructing other federal facilities. Twenty-one NLRB field offices are located in federal buildings that will be affected by the construction. These field offices are located in: Boston, New York, Detroit, Cleveland, Cincinnati, Atlanta, St. Louis, Fort Worth, Seattle, Indianapolis, Oakland, Albany, Grand Rapids, Miami, Houston, San Antonio, Tulsa, Des Moines, Anchorage, Albuquerque, and Honolulu. Construction is ongoing and expected to be completed within two years. Many of the federal buildings will benefit from features such as lighting controls and sensors that turn off lights when not needed, new or improved heating and air-conditioning systems, and renewable energy projects using solar or wind power. GSA selected projects based on the speed at which jobs can be created and how much energy efficiency can be gained.

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- **Annual Justification of Performance Budget for Committee on Appropriations**

The Justification of Performance Budget for Committee on Appropriations, which the NLRB submits to Congress annually, will serve as a platform to integrate and enunciate the Agency's sustainability goals. The Plan sets strategic goals for the fiscal year and describes a number of initiatives that will help the Agency to use resources efficiently and effectively to achieve the annual and long-term performance goals under the Government Performance and Results Act (GPRA) of 1993. Included in this year's plan are the following initiatives which have a positive impact on sustainability:

- **Implementation of Next Generation Case Management (NxGen):** NxGen is an electronic case management and processing system that enables the NLRB to replace manual paper-based processes and "stovepipe" legacy systems, thereby reducing paper, postage, shipping, physical storage and courier use. The NxGen program will be fully deployed to field offices in FY2011
- **Deployment of Public Website and Portal:** the NLRB has built and deployed a website portal and master data management model to allow case participants to electronically file case documents, track case updates, receive decisions electronically, and manage their profiles online and via mobile devices. This system reduces paper, postage, shipping, physical storage and courier use for the participants and the Agency.
- **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.

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• **NLRB Internal Controls**

NLRB management is responsible for establishing and maintaining an environment throughout the Agency that is positive and supportive of internal controls and conscientious management. Internal control systems are expected to provide reasonable assurance that the following objectives are being achieved:

- effectiveness and efficiency of operations
- reliability of financial reporting
- compliance with applicable laws and regulations

The NLRB's approach to assessing its internal controls includes the identification and assessment of risks by 24 designated managers on an agency-wide basis, in accordance with OMB Circular A-123, Management's Responsibility for Internal Control, dated December 21, 2004. In completing this annual review, the designated managers, in conjunction with subordinate staff as needed, use personal judgment as well as other sources of information. These sources include:

- knowledge gained from day-to-day operations
- Inspector General audits and investigations
- program evaluations
- reviews of financial systems
- annual performance plans
- management reviews for the purpose of assessing internal controls.

The designated managers are responsible for conducting reviews of program operations; assisting program offices in identifying risks and conducting internal control reviews; issuing reports of findings and making recommendations to improve internal controls and manage risk.

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• **NLRB Green Team**

Most of the NLRB’s budget, about 80 percent, is dedicated to personnel costs. As a result, the focus of the Green Team was to address what NLRB staff can accomplish through individual efforts, as federal employees and private citizens, to become more environmentally friendly. The efforts of the NLRB Green Team resulted in a collaborative initiative to “green” the Agency. Comprised of 23 employees located in headquarters and 11 field offices, the Green Team reviewed current recycling and conservation programs and practices throughout the Agency and issued a report with specific recommendations for more sustainable travel, energy use, recycling, waste management and procurement. The Green Team’s efforts directly address the policy set forth in Section 1 of Executive Order 13514, “[to] inform Federal employees about and involve them in the achievement of these goals.”

Table 1: 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
Justification of Performance Budget for Committee on Appropriations	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	Yes	n/a
Circular A-11 Exhibit 53s	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	Yes	n/a
DOE's Annual Federal Fleet Report to Congress and the President	Yes	n/a	Yes	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Green Team Report	Yes	Yes	n/a	n/a	n/a	Yes	Yes	Yes	Yes	Yes

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V. Evaluating Return on Investment

The NLRB's mission – the resolution of labor disputes through investigation, settlement, advocacy and adjudication – relies primarily on skilled and experienced professional employees; accordingly, most of the Agency's budget, about 80 percent, is dedicated to personnel costs. Of the remaining 20 percent, about 10 percent is required for rent and associated security costs, and the balance 10 percent is allocated among other operating costs and activities, including IT development, acquisition and maintenance; telecommunications, including leased lines for all field offices; court reporting; case-related travel; witness fees; interpreters; maintaining current legal research collections; training; and complying with government-wide statutory and regulatory mandates.

The budget allocation is of primary importance when evaluating the return on investment of sustainability projects. As 80 percent of the budget is devoted to personnel costs, the NLRB's sustainability projects focus on personnel and workplace practices that can be measured against performance standards, policies and procedures. Investing in employees yields the highest return on investment because of the prominence of personnel costs in the Agency's budget. The remaining 20 percent of the budget represents the tangible tools that permit the personnel to accomplish the NLRB's mission: office space, IT and communication systems, procurement of goods and services, etc. The NLRB also measures the effectiveness of these tools against performance standards, policies and procedures.

Efficiencies in operations are of significant importance when evaluating the return on investment of sustainability projects. As noted previously in this plan, carrying out the statutory responsibilities of the National Labor Relations Act as efficiently as possible is an integral part of the Agency's mission. The NLRB seizes opportunities to make a program (e.g., purchasing) more efficient using a sustainable approach when that approach maintains or improves the performance of the program.

VI. Transparency

The NLRB values the transparent communication of its sustainability progress within the Agency and to the public. The NLRB will continue to report its progress, as it already does, in its annual Justification of Performance Budget for Committee on Appropriations and its annual Sustainability Performance Plan, which can be found on the Agency's Internet site, www.nlr.gov. This is the same site the Agency will use for disseminating other appropriate sustainability information to the public. For internal communications, the Agency will continue to provide regular updates to employees on its intranet site, <http://insider.nlr.gov/> and via the "All Aboard," a monthly e-newsletter distributed to all employees.

Section 2: Performance Review & Annual Update

I. Summary of Accomplishments:

The NLRB has made several notable sustainability achievements this past year:

- Implementation of Next Generation Case Management (NxGen): NxGen is an electronic case management and processing system that enables the NLRB to replace manual paper-based processes and “stovepipe” legacy systems, thereby reducing paper, postage, shipping, physical storage and courier use. The NxGen program will be fully deployed to field offices in FY2011.
- Deployment of Public Website and Portal: the NLRB has built and deployed a website portal and master data management model to allow case participants to electronically file case documents, track case updates, receive decisions electronically, and manage their profiles online and via mobile devices. This system reduces paper, postage, shipping, physical storage and courier use for the participants and the Agency.
- 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.
- NLRB Green Team: broadly representing stakeholders across the Agency, the Green Team reviewed current recycling and conservation programs and practices throughout the Agency and issued a report with 55 specific recommendations for more sustainable travel, energy use, recycling, waste management and procurement. The recommendations were approved by the Chairman and General Counsel. In the past year, 17 of the 55 recommendations have been or are being addressed. The remaining 38 recommendations largely fall under routine work habits and personal lifestyle habits (e.g., turn off the lights when not in use). These “habits” are being addressed via the Agency’s internal, online newsletter and the Green Team’s internal website. The Green Team’s efforts directly address the policy set forth in Section 1 of Executive Order 13514, “[to] inform Federal employees about and involve them in the achievement of these goals.”
- Launch of Sustainability Pledge Program; personnel voluntarily endorsed an online pledge to reduce their environmental impact by implementing three new steps of their choice (e.g., using a re-usable container for water or coffee)
- Update to internal Green Team website; raised employee awareness of federally funded or sponsored resources for national and local sustainability programs
- Six articles on sustainability issues were published in the Agency’s internal, e-newsletter
- The Agency established its 2008 Baseline and 2010 Greenhouse Gas Inventories
- The Agency established reduction targets for Scopes 1 and 3 greenhouse gases

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II. Goal Performance Review

1. GOAL 1: Scope 1 & 2 Greenhouse Gas Reduction

- Goal Description: Scope 1/Federal Fleet
- Agency lead for goal: Division of Administration/Facilities and Property Branch
- Implementation methods: The NLRB established a 2% reduction in Scope 1 GHG each year from FY2010 through FY2020, for a total 20% reduction in 10 years. The NLRB will achieve its Scope 1 target by converting its entire fleet of automobiles to alternative fuel vehicles (AFV), thus reducing the use of fossil fuel.
- Positions: The NLRB is currently adequately staffed to support the development and implementation of this plan. The majority of the work is completed on a part-time basis.
- Planning Tables: See Tables *Scope 1/Federal Fleet GHG Targets* and *Conversion of Agency GSA Vehicles to Alternative Fuel Vehicles (AFVs)*
- Agency Status: See Planning Tables
- Return on Investment: N/A
- Highlights – N/A

Table: *Scope 1/Federal Fleet GHG Targets*

FY	Actual GHG Emissions (MTCO ₂ e)	Target GHG Emissions (MTCO ₂ e)	Variance (MTCO ₂ e)
2008 (baseline)	124.5	N/A	N/A
2010	128.6	124	+4.6
2011		121.5	
2012		119.0	
2013		116.6	
2014		114.1	
2015		111.6	
2016		109.1	
2017		106.6	
2018		104.2	
2019		101.7	
2020		99.7	

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Table: *Conversion of Agency GSA Vehicles to Alternative Fuel Vehicles (AFVs)*

FY	Non-AFV	Hybrid AFV	Ethanol AFV	Total
2009		4	4	
2010	32	4	4	40
2011		4		
2012		4		
2013		4		
2014		4		

2. GOAL 2: Scope 3 Greenhouse Gas Reduction & Develop and Maintain Agency Comprehensive Greenhouse Gas Inventory

- Goal Description: The NLRB established targets for Scope 3 GHG emissions for business air travel, business ground travel and commuter travel. The FY2008 actual emissions are more precise than the FY2008 estimated emissions originally reported to CEQ in June 2010. The reduction percentages noted below are the same as originally reported to CEQ in June 2010:
 - Federal Employee Business Air Travel
 - FY2008 actual GHG Emissions = 158.4 MTCO_{2e}
 - FY2020 target GHG Emissions = 158.4 MTCO_{2e}
 - Reduction = 0%
 - The NLRB expects business air travel to remain relatively constant over the next 10 years. As a result, the target FY2020 emissions are the same as the FY2008 actual emissions.
 - Federal Employee Business Ground Travel
 - FY2008 actual GHG Emissions = 438.6 MTCO_{2e}
 - FY2020 target GHG Emissions = 438.6 MTCO_{2e}
 - Reduction = 0%
 - The NLRB expects business ground travel to remain relatively constant over the next 10 years. As a result, the target FY2020 emissions are the same as the FY2008 actual emissions.
 - Federal Employee Commuter Travel
 - FY2008 actual GHG Emissions = 2124.1 MTCO_{2e}
 - FY2020 target GHG Emissions = 2017.9 MTCO_{2e}
 - Reduction = 5%
 - The NLRB will achieve its target emission for commuter travel by implementing more telecommuting options for its workforce.
- Agency lead for goal: Division of Administration
- Implementation methods: For business air travel and ground travel, the NLRB does not expect a reduction in GHG emissions. The NLRB will achieve its target

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emissions for commuter travel by implementing more telecommuting options for its workforce.

- Positions: The NLRB is currently adequately staffed to support the development and implementation of this plan. The majority of the work is completed on a part-time basis.
- Planning Table: See Table *Scope 3/Federal Employee Commuter Travel GHG Targets*
- Agency Status: See Planning Table
- Return on Investment: N/A
- Highlights – For the commuter travel, the Division of Administration/Office of the Director surveyed all 1740 Agency personnel from November 30 – December 17, 2010 and received complete responses from 971 respondents, a 56% response rate. Results are reported within a margin of error of +/- 2%. The NLRB used Second-Party Verification to verify all GHG information collected for FY2008 and FY2010. The Agency’s Budget Branch verified and validated all information in the FY2008 Baseline Inventory and FY2010 Comprehensive Inventory. The Budget Branch is independent of the offices in the NLRB responsible for collecting and reporting the GHG emissions inventory.

Table: *Scope 3/Federal Employee Commuter Travel GHG Targets*

FY	Actual GHG Emissions (MTCO2e)	Target GHG Emissions (MTCO2e)	Variance (MTCO2e)
2008 (baseline)	2124.1	N/A	N/A
2010	2124.1	2124.1	0
2011		2113.5	
2012		2102.9	
2013		2092.2	
2014		2081.6	
2015		2071.0	
2016		2060.4	
2017		2049.8	
2018		2039.1	
2019		2028.5	
2020		2017.9	

3. GOAL 3: High-Performance Sustainable Design/Green Buildings & Regional and Local Planning

As a small agency, the NLRB leases all space from GSA: 31 offices in federally leased buildings, and 25 offices in federally owned buildings. GSA includes energy costs in the leases to the NLRB, and is responsible for reporting the emissions associated with the facilities' energy costs to OMB/CEQ. In addition, the NLRB leases from GSA 39 of the 40 vehicles it uses for official business. As a result, the NLRB works hand-in-hand with GSA to ensure it is meeting federal sustainability requirements for high-performance sustainable design, green buildings and regional and local planning.

4. GOAL 4: Water Use Efficiency and Management

As a small agency, the NLRB leases all space from GSA: 31 offices in federally leased buildings, and 25 offices in federally owned buildings. GSA includes water use costs in the leases to the NLRB, and is responsible for reporting the emissions associated with the facilities' water use costs to OMB/CEQ. As a result, the NLRB works hand-in-hand with GSA to ensure the Agency is meeting federal sustainability requirements for water use efficiency and management.

5. GOAL 5: Pollution Prevention and Waste Elimination

As a small agency, the NLRB leases all space from GSA: 31 offices in federally leased buildings, and 25 offices in federally owned buildings. GSA includes waste management costs in the leases to the NLRB, and is responsible for reporting the emissions associated with the facilities' waste management costs to OMB/CEQ. The NLRB is an active participant in recycling programs where those programs are available, whether in a federally leased or owned building. As a result, the NLRB works hand-in-hand with GSA to ensure the Agency is meeting federal sustainability requirements for pollution prevention and waste elimination.

6. GOAL 6: Sustainable Acquisition

- Goal Description: To finalize and disseminate Agency policies and procedures for procurement of goods and services to meet sustainability goals for recycling and waste diversion
 - Sub goal: Finalize and publish Green Purchasing Program policy document on NLRB intranet website by December 31, 2011
 - Sub goal: Develop and train all Agency Purchase Cardholders and Approving Officials on Green Purchasing Program by August 1, 2011
- Agency lead for goal: Division of Administration/Acquisitions Management Branch
- Implementation methods: The Acquisitions Management Branch (AMB) will finalize and obtain approval for the Green Purchasing Program policy via normal internal methods for all administrative policy. In coordination with the Agency's webmaster, the AMB will post the policy on the NLRB intranet website <http://insider.nlr.gov/> and notify the Agency of the updated policy via email. In coordination with the

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Division of Administration, the AMB will develop and deliver a job-aid on the Green Purchasing Program for all Agency Purchase Cardholders and Approving officials.

- **Positions:** Like many federal agencies, the NLRB is challenged in recruiting qualified acquisitions professionals needed to adequately assure the Agency's procurement activities. There are currently six full-time employees in the Acquisitions Management Branch, an insufficient number to support the procurement activities of an agency employing more than 1,700 staff in Headquarters and 51 regional offices. The NLRB is recruiting for open positions in the Acquisitions Management Branch. Despite this challenge, the NLRB is currently adequately staffed to support the development and implementation of this plan. The majority of the work is completed on a part-time basis.
- **Planning Table:** The NLRB does not currently have the information requested in the Sustainable Acquisition Contract Review table. It will report the information to CEQ once it is available.
- **Agency Status:** Though the NLRB intended to complete this goal by the end of 2010, it was not completed. As a result, it remains a goal for 2011.
- **Return on Investment:** N/A
- **Highlights:** N/A

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7. GOAL 7: *Electronic Stewardship and Data Centers*

- Goal Description: Migrate 15 production systems to hosted production data center by end of FY 2011.
- Agency lead for goal: Office of Chief Information Officer (OCIO)
- Implementation methods: OCIO will employ a blend of techniques for the migration, including on-site and virtual installation, configuration and support.
- Positions: The NLRB is currently adequately staffed to support the development and implementation of this plan. The majority of the work is completed on a part-time basis.
- Planning Table: N/A
- Agency Status: As discussed in the Sustainability Performance Plan for 2010, the Agency has two hosted data centers: one data center hosts all production systems, and the second data center provides continuity of operations and load balancing functionality. In FY2011, the Agency will complete its migration of production systems to our hosted production data center. There are 15 production systems that are scheduled to be moved to the hosted production data center by September 30, 2011. Additionally, as the Agency extends the deployment of its first enterprise-wide case management system to all Regional Offices, it will decommission existing production services in the Regional Offices with the exception of those necessary for network communication and system configuration purposes. Completing these efforts will accomplish the agency's data center consolidated initiative.
- Return on Investment: N/A
- Highlights:
 - a) Duplex Printing: The Agency has focused on configuring particular brands of network printers to print double-sided by default. There are 56 network printers that can be configured remotely for duplex printing. To date, 45 printers have been configured to use duplex printing as the default. The remaining 11 printers will be configured by the end of May 2011.
 - b) IT planning to replace equipment: The Agency has a computer refresh cycle of three years, which enables the agency to obtain the latest "green" compliance equipment. Computers replaced during a refresh cycle are excessed and not repurposed.

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8. GOAL 8: Agency Innovation & Government-Wide Support

The information presented in this section in the 2010 Sustainability Performance Plan has been referenced in other sections of the Agency's 2011 Plan, notably in Section 2, Part I "Summary of Accomplishments."

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Section 3: Agency Self-Evaluation

Does your Sustainability Plan incorporate and align sustainability goals, GHG targets and overarching objectives for sustainability with the Agency Strategic Plan?	Yes
Does it provide annual targets, strategies and approaches for achieving the 2015 and 2020 goals?	Yes
Is the Sustainability Plan consistent with the FY2012 President's Budget	Yes
Does the Sustainability Plan integrate all statutory and Executive Order requirements into a single implementation framework for advancing sustainability goals along with existing mission and management goals, making the best use of existing and available resources?	Yes
Does your plan include methods for obtaining data needed to measure progress, evaluate results, and improve performance?	Yes

Other Key Questions for 2011:

1. Did your agency meet by 12/30/10 due date and/or is it now able to demonstrate comprehensive implementation of the EO 13423 Electronic Stewardship goals?

Answer - The NLRB does not currently have the information necessary to answer this question. The Agency will report the information to CEQ once it is available.

2. Is your agency tracking and monitoring all of its contract awards for inclusion of requirements for mandatory federally-designated green products in 95% of relevant acquisitions?

Answer - The NLRB does not currently have the information necessary to answer this question. The Agency will report the information to CEQ once it is available.

3. Has your agency completed energy evaluations on at least 75% of its facilities?

Answer - The NLRB leases all space from GSA, where GSA owns the facility and the agency does not directly pay energy bills. Therefore, GSA is responsible for completing energy evaluations of its facilities and reporting the emissions associated with those energy bills.

4. Will your agency meet the deadline of October 1, 2012 (EPACT'05 Sec 103) for metering of energy use?.

Answer - The NLRB leases all space from GSA, where GSA owns the facility and the agency does not directly pay energy bills. Therefore, GSA is responsible for metering energy use and reporting the emissions associated with that energy use.

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5. If your agency reports in the FRPP, will it be able to report by December 2011 that at least 7% of its inventory meets the High Performance Sustainable Guiding Principles?

Answer - The NLRB leases all space from GSA, where GSA owns the facility and the agency does not directly pay energy bills. Therefore, GSA is responsible for reporting to the Federal Real Property Profile.

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Appendix 1: Energy & Sustainability Resources/Investments (Circular A-11, Section 25)

As noted in Section 1, Part IV “Plan Implementation,” the following IT-based initiatives have a positive impact on sustainability:

- Implementation of Next Generation Case Management (NxGen)
- Deployment of Public Website and Portal
- IT Infrastructure Modernization and Consolidation

The IT Exhibit 53 that the NLRB includes in its yearly budget submission takes into account these three initiatives within the Agency’s Total IT Investment Portfolio.

Also included in the annual budget submission is .1 FTE for implementing, monitoring and reporting the NLRB’s Strategic Sustainability Plan and Greenhouse Gas Inventory as required under Executive Order 13514.”

National Labor Relations Board
Sustainability Performance Plan 2011

Appendix 2: Agency Climate Change Adaptation Policy Statement

UNITED STATES GOVERNMENT
National Labor Relations Board



DATE: July 1, 2011

TO: Jacob Lew, Director, Office of Management and Budget
Nancy Sutley, Chair, Council on Environmental Quality

FROM: Wilma B. Liebman, Chairman
Lafe E. Solomon, Acting General Counsel

SUBJECT: Climate Change Adaptation Policy Statement

The National Labor Relations Board (NLRB) submits this climate change adaptation policy statement as part of its 2011 Strategic Sustainability Performance Plan. The purpose of this policy is to describe the NLRB's adaptation planning and outline its initial adaptation goals. The NLRB recognizes that adaptation is a critical complement to mitigation as both are required to address the causes and consequences of climate change.

An independent federal agency with about 1700 employees working in 51 field offices and headquarters in Washington, D.C., the NLRB administers and enforces the National Labor Relations Act, which is the primary federal statute governing labor relations in the private sector. Under the Act, the NLRB has two primary functions: to conduct secret-ballot elections among employees to determine whether or not the employees wish to be represented by a union; and to prevent and remedy statutorily defined unfair labor practices by employers and unions. Though these activities are not involved significantly in the dynamics of climate change, the effects of climate change, wherever they occur, will have an impact on the agency because its personnel and property are located nationwide.

The NLRB's Division of Administration will coordinate adaptation planning within the agency and with other agencies on matters of common interest. The agency will adopt the Interagency Climate Change Adaptation Task Force's guiding principles and framework for climate change adaptation planning. The NLRB's initial adaptation goals are: to increase awareness of the potential impacts of climate change on its personnel and property; and to ensure that climate change adaptation planning is incorporated across programs and operations within the agency and with other agencies. To accomplish these goals, the NLRB will use its Continuity of Operations and Pandemic Plans and its new enterprise-wide case management system as primary support. In addition, the agency will rely on its first-hand experience managing the impact of severe weather and public health events on its personnel and property.

A handwritten signature in cursive script that reads "Wilma B. Liebman".

Wilma B. Liebman
Chairman

A handwritten signature in cursive script that reads "Lafe E. Solomon".

Lafe E. Solomon
Acting General Counsel