

**PAD:**

**Subcommittee:**

**Agency: Small Business Administration**

**Cover Page (Optional)**

U.S. Small Business Administration



Your Small Business Resource

# Strategic Sustainability Performance Plan

*Helping Small Business Start, Grow and Succeed*

## II. Sustainability and the Agency Mission

The SBA's statutory mission is to maintain and strengthen the Nation's economy by enabling the establishment and vitality of small businesses and by assisting in the economic recovery of communities after disasters. Helping the federal government foster a new clean energy economy provides additional opportunities for small businesses to contract with the federal government, and help drive the innovation necessary for a sustainable future. In addition, showing that green practices can contribute to the bottom line as well as preserve the planet can serve as a helpful model for small firms to be more competitive and succeed by adopting more sustainable practices.

Given our unique relationship as mentors for, and supporters of, small businesses, the SBA can lead by example and help motivate sustainable business practices in the small business community. Our close contact with small businesses provides the SBA with a unique opportunity for discovering and sharing new green best practices with our small business clients.

The assistance the SBA provides to individuals and businesses in times of disaster creates both a motivation and a challenge in the agency's greening efforts. Typically, when disaster strikes, the SBA must respond immediately (e.g., expedited leasing of temporary space, immediate travel of disaster personnel, broad use of rental cars). In these situations, sustainability is a secondary concern. In spite of these constraints, SBA's Office of Disaster Assistance (ODA) is committed to working to create a more sustainable workplace.

### Size and Scope of Operations

Size and Scope of Operations	Number	Comment
Total # Employees	4740	
Total Acres Land Managed	0	
Total # Facilities Owned	0	
Total # Facilities Leased (GSA lease)	190	
Total # Facilities Leased (Non-GSA)	0	
Total Facility Gross Square Feet (GSF)	2500000	
Operates in # of Locations throughout U.S.	204	
Operates in # of Locations outside of U.S.	0	
Total # Fleet Vehicles Owned	0	
Total # Fleet Vehicles Leased	260	
Total # Exempted-Fleet Vehicles (Tactical, Emergency, etc.)	0	
Total Operating Budget FY 2010 (\$MIL)	900000000	

<b>Size and Scope of Operations</b>	<b>Number</b>	<b>Comment</b>
Total # Contracts Awarded FY 2010	1022	
Total Amount Contracts Awarded FY 2010 (\$MIL)	90900000	
Total Amount Spent on Energy Consumption FY 2010 (\$MIL)		
Total BTU Consumed per GSF		
Total Gallons of Water Consumed per GSF		
Total Scope 1 & 2 GHG Emissions (Comprehensive) FY 2008 Baseline MMTCO2e	291.3	
Total Scope 1 & 2 GHG Emissions (Subject to Agency Scope 1 & 2 Reduction Target) FY 2008 Baseline MMTCO2e	291.3	
Total Scope 3 GHG Emissions (Comprehensive) FY 2008 Baseline MMTCO2e	11057	
Total Scope 3 GHG Emissions (Subject to Agency Scope 3 Reduction Target) FY 2008 Baseline MMTCO2e	11057	

**II. Sustainability and the Agency Mission (optional image)**

**III. Greenhouse Gas Reduction Goals**

The SBA will work with other federal agencies to achieve the goals set in Executive Order 13514 and will meet the government wide targets for reducing Greenhouse Gas (GHG) emissions. Our plan for reducing these emissions is contained in this Strategic Sustainability Performance Plan, which emphasizes coordination with the General Services Administration (GSA), right-sizing the SBA fleet, changing employee work habits, and reducing SBA’s leased space.

In FY 2011-2012, SBA will make its offices aware of new regulations and take steps to reduce agency GHG emissions. By establishing reporting mechanisms and collecting data in FY 2011, SBA will be prepared to set clear targets and milestones for further reducing GHG emissions in upcoming years.

ARRA investments in FY 2010 and 2011 resulted in the creation and implementation of new lending products, which had no impact on the achievement of SBA’s sustainability goals.

**III. Greenhouse Gas Reduction Goals (optional image)**

## **IV. Plan Implementation**

SBA is committed to effectively leading by example in implementing this Plan.

### **Internal Coordination and Communication**

Internal coordination and communication will be led by the Senior Sustainability Officer (SSO). This Strategic Sustainability Performance Plan was written in coordination with the Office of Management and Administration, Office of Disaster Assistance, the Office of the Chief Information Officer, the Office of Human Capital Management and the Procurement Division. This initiative will continue to be coordinated with these offices as the plan is implemented and updated. SBA will continue to maintain a working group including the key staff from across the agency.

### **Coordination and Dissemination of the Plan to the Field**

The SSO will disseminate this plan to Field Offices through an information notice. The SSO will also discuss this plan with Field Offices during the monthly conference call to all Field Offices. During this call, Field Offices will be encouraged to provide additional suggestions for greening the SBA. The SBA Daily, a daily email publication to share agency news, will also announce the availability of the final version of this plan on the SBA's website. As the SBA continues to implement this plan, the SSO will maintain an open dialogue across the agency to facilitate sharing of ideas and best practices for greening the SBA.

### **Leadership & Accountability**

In accordance with E.O. 13423, the SBA has appointed a Senior Sustainability Officer (SSO), who is responsible for ensuring this plan is implemented and updated annually. The SSO will also ensure the accurate collection of data to measure progress.

### **Agency Policy and Planning Integration**

Agency planning and policy integration is led by the SSO and coordinated across the agency. The SSO, in coordination with the facilities manager and the Procurement Division, will continue to develop an Environmental Management System (EMS) and a Green Procurement Plan. In FY10-11, SBA will focus on completing both plans and will help further coordinate and prepare the agency for a more sustainable future.

The SSO will ensure the Strategic Sustainability Performance Plan is implemented, evaluated, and updated in coordination with the office of the Chief Information Officer, the Office of Disaster Assistance, the Office of Field Operations, the office of Human Capital Management, the Office of Management and Administration and the Procurement Division.

### **Agency Budget Integration**

This Strategic Sustainability Performance Plan is not coordinated with the FY 2011 or the draft FY 2012 budget. As many of the steps in this plan are budget neutral, this should not significantly hinder the implementation of

this plan. As SBA modifies its operations budget for the remainder of FY 2011, additional funds will be requested to create awareness tools that can educate the SBA staff on the importance of sustainability, funds to support leases of more hybrid or AFV in the fleet, funds to improve our A/V capability that will result in less travel, resources to do energy audits and resource efficiency management reviews, and budget to support piloting mobile/flexible workplace models that will result in significant reductions in real estate costs and our carbon footprint. The SSO will send a notice to all department heads requesting that they consider green initiatives when preparing budget requests for FY 2013.

**Methods for Evaluation of Progress**

In FY 2011-2012, SBA will hire a consultant to do a no cost to government rental recovery audit to reduce the improper payments SBA is making in rent and develop and implement the mechanisms necessary to evaluate energy efficiency programs each year. In the second half of FY 2011, SBA will complete the baseline survey of office equipment (e.g., printers, copiers, faxes, scanners) with a set of recommendations on how to provide the same service with fewer pieces of equipment and how to introduce more energy savings tools and processes, to include centralization (through GSA) of all its office equipment purchases and operations. In addition, the SSO is reviewing fleet data and real estate lease renegotiations to identify ways to rightsize and move to more sustainable levels of use. The SSO also will continue to coordinate existing resources, such as Travel Management Information System, and create and maintain new resources, such as the Employee Commuter Survey, to gather the information necessary to evaluate the SBA’s progress. The SSO will review emissions data to provide information to the working group, and ensure the agency is on target to meet milestones and targets.

**IV. Plan Implementation (optional image)**

**Table 1: Critical Planning Coordination**

<b>Originating Report / Plan</b>	<b>Scope 1 &amp; 2 GHG Reduction</b>	<b>Scope 3 GHG Reduction</b>	<b>Develop and Maintain Agency Comprehensive GHG Inventory</b>	<b>High-Performance Sustainable Design/Green Buildings</b>	<b>Regional and Local Planning</b>	<b>Water Use Efficiency and Management</b>	<b>Pollution Prevention and Waste Elimination</b>	<b>Sustainable Acquisition</b>	<b>Electronic Stewardship and Data Centers</b>	<b>Agency Specific Innovation</b>
GPR Strategic Plan	N/A	No	No	No	No	No	No	No	No	No
Agency Capital Plan	N/A	No	No	No	No	No	No	No	No	No

<b>Originating Report / Plan</b>	<b>Scope 1 &amp; 2 GHG Reduction</b>	<b>Scope 3 GHG Reduction</b>	<b>Develop and Maintain Agency Comprehensive GHG Inventory</b>	<b>High-Performance Sustainable Design/Green Buildings</b>	<b>Regional and Local Planning</b>	<b>Water Use Efficiency and Management</b>	<b>Pollution Prevention and Waste Elimination</b>	<b>Sustainable Acquisition</b>	<b>Electronic Stewardship and Data Centers</b>	<b>Agency Specific Innovation</b>
A-11 300s	N/A	No	No	No	No	No	Yes	No	Yes	No
Annual GHG Inventory and Energy Data Report	N/A	No	Yes	No	No	No	No	No	No	No
EISA Section 432 Facility Evaluations/Project Reporting/Benchmarking	N/A	No	No	No	No	No	No	No	No	No
Budget	N/A	No	No	No	No	No	No	No	No	No
Asset Management Plan / 3 Year Timeline	N/A	No	No	No	No	No	No	No	No	No
Circular A-11 Exhibit 53s	N/A	No	No	No	No	No	No	No	Yes	No
OMB Scorecards	N/A	No	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
DOE's Annual Federal Fleet Report to Congress and the President	N/A	No	No	No	No	No	No	No	No	No
Data Center Consolidation Plan	N/A	No	Yes	No	No	No	No	Yes	Yes	Yes
Environmental Management System	N/A	No	No	No	No	No	No	No	No	No

<b>Originating Report / Plan</b>	<b>Scope 1 &amp; 2 GHG Reduction</b>	<b>Scope 3 GHG Reduction</b>	<b>Develop and Maintain Agency Comprehensive GHG Inventory</b>	<b>High-Performance Sustainable Design/Green Buildings</b>	<b>Regional and Local Planning</b>	<b>Water Use Efficiency and Management</b>	<b>Pollution Prevention and Waste Elimination</b>	<b>Sustainable Acquisition</b>	<b>Electronic Stewardship and Data Centers</b>	<b>Agency Specific Innovation</b>
Instructions for Implementing Climate Change Adaptation Planning	N/A	No	No	No	No	No	No	No	No	No
Other (reports, policies, plans, etc.)	N/A	No	No	No	No	No	No	No	No	No

## V. Evaluating Return on Investment

In FY 2011-2012, SBA will hire a consultant to do a no cost to government rental recovery audit to reduce the improper payments SBA is making in rent and develop and implement the mechanisms necessary to evaluate energy efficiency programs each year. In the second half of FY 2011, SBA will complete the baseline survey of office equipment (e.g., printers, copiers, faxes, scanners) with a set of recommendations on how to provide the same service with fewer pieces of equipment and how to introduce more energy savings tools and processes, to include centralization (through GSA) of all its office equipment purchases and operations. In addition, the SSO is reviewing fleet data and real estate lease renegotiations to identify ways to rightsize and move to more sustainable levels of use. The SSO also will continue to coordinate existing resources, such as Travel Management Information System, and create and maintain new resources, such as the Employee Commuter Survey, to gather the information necessary to evaluate the SBA's progress. The SSO will review emissions data to provide information to the working group, and ensure the agency is on target to meet milestones and targets.

SBA will consider both monetary and non-monetary factors in the following FY 2012 project initiatives:

- Increasing the use of telework to reduce commuting costs, decrease carbon footprint, and improve employee morale and productivity through education and incentive programs;
- Decrease by 10 percent from 97 to 88 the number of single car commuters to HQ;
- Piloting flexible/mobile workspace models to use as a blueprint for increasing the number of employees working in the same amount of space, resulting in improved collaboration and morale, contingent upon funding;



- Centralizing the management of office equipment to include sourcing equipment from fewer vendors, improved maintenance, significant reductions in energy costs, and improved operations with newer equipment;
- Using technology to turn off or on electricity for lights, computers, and network equipment (e.g., network software, light sensor systems);
- Rightsizing the Agency vehicle fleet where offices cannot justify continued lease arrangement and incorporation of more effective management approaches, to include moving to hybrids, AFV, and electric cars (no larger than mid-size) as leases come up for renewal, as well as reducing the number of more costly commercial leases;
- Reducing business travel by increased use of A/V technology and reducing by 10 percent the number of trips, miles flown, rental cars used, and hotel nights booked;
- Reducing rented lease space when leases come up for renewal and/or piloting flexible workplace models, resulting in less square footage in leases and lowering the carbon footprint.

**V. Evaluating Return on Investment (optional image)**

**VI. Transparency**

SBA has publicized its plan on the SBA web site and will share its achievements in greening the Agency internally through the SBA Daily. To celebrate Earth Day, SBA used its SBA Daily to launch [greenideas@sba.gov](mailto:greenideas@sba.gov) to solicit greening ideas from staff and will use the Net to inform staff of progress made on goal accomplishment and sharing best practices. Reducing rented lease space when leases come up for renewal and/or piloting flexible workplace models, resulting in less square footage in leases and lowering the carbon footprint.

**VI. Transparency (optional image)**

**Section 2: Performance Review & Annual Update (Update and Submit Annually)**

**I. Summary of Accomplishments**

In FY 2011, SBA developed baselines for its vehicle fleet, real estate lease properties, and its HQ office equipment (e.g., printers, copiers, faxes, and scanners). With these inventories, we will analyze the costs and the benefits of changing to smaller vehicles/hybrids/AFV to reduce the energy consumption as well as rightsize the 260 vehicle fleet. For instance, we will eliminate the commercial lease for the 3 vehicles in HQ and move to a GSA lease for the executive vehicles and include a hybrid and two AFV while saving \$7,000. We will also notify all lease holders that where possible the office should move into federal space, pilot more flexible/mobile workplace models, and/or reduce the total square footage. In FY 2011-2012, we are committed to reduce our rent cost by nearly \$1M.

In addition, after an inventory of existing office equipment, we plan to reduce the ratio of office machines to employees from 1:1 to 1:3, focusing first on reducing the number of local printers by 25%, consolidating the copiers/network printers into a small number of network support stations, and centralizing the five contracts that

support both HQ and the field into 1-2 vendors for more cost effective and sustainable operations. During the spring 2011, SBA piloted the use of ecofonts in its Denver Finance Center, which resulted in nearly a 60 percent savings in ink cartridge toners.

During the last quarter of FY 2011, we plan to manage our PC network by installing software that turns off the electricity when not in use (i.e., evenings and weekends), which will result in an estimated \$100,000 in energy reduction costs at HQ alone. In addition, SBA is piloting the use of alternate computing devices for up to 200 employees to assess the experience of moving more to a mobile workspace model, thereby reducing the number of PCs and laptops, which will reduce our carbon footprint and encourage greater teleworking. Finally, SBA is consolidating its DC data center with another federal agency that will result in a 14 percent reduction in energy use and free up almost 10 percent of the square footage in its HQ building.

During FY 2011, we completed the commuter survey and will repeat it again in FY 2012. We are also reviewing options for modifying the current parking subsidy model that will increase the cost of monthly parking thereby resulting in a decrease in single commuter cars by at least 10 percent in HQ.

During FY 2011, we also set duplex copying as the default on all HQ copiers, resulting in a reduction of paper compared with FY 2010. SBA also piloted an effort to use a higher content of recycled paper in the print shop, which resulted in reducing the amount of paper destined for our landfills.

**Goal 1: Scope 1 & 2 Greenhouse Gas Reduction (Basic Performance Discussion, A - H)**

**Goal Description**

The SBA will work in concert with GSA to reduce scope 1&2 emissions by 28% by FY 2020.

**Goal 1: Scope 1 & 2 Greenhouse Gas Reduction (Planning Table)**

.	SCOPE 1&2 GHG TARGET	Unit	FY10	FY11	FY12	FY13	FY14	FY15	...	FY20
Build-ings										
Build-ings										
Build-ings	Energy Intensity Reduction Goals (BTU/SF reduced from FY03 base year)	%	15	18	21	24	27	30		
Build-ings	Planned Energy Intensity Reduction (BTU/SF reduced from FY03 base year)	%							...	

.	<b>SCOPE 1&amp;2 GHG TARGET</b>	<b>Unit</b>	<b>FY10</b>	<b>FY11</b>	<b>FY12</b>	<b>FY13</b>	<b>FY14</b>	<b>FY15</b>	<b>...</b>	<b>FY20</b>
Buildings	Renewable Electricity Goals (Percent of electricity from renewable sources)	%	5	5	5	7.5				
Buildings	Planned Renewable Electricity Use (Percent of electricity from renewable sources)	%							...	
Fleet	Petroleum Use Reduction Targets (Percent reduction from FY05 base year)	%	10	12	14	16	18	20	...	30
Fleet	Planned Petroleum Use Reduction (Percent reduction from FY05 base year)	%	10	12	14	16	18	20	...	30
Fleet	Alternative Fuel Use in Fleet AFV Target (Percent increase from FY05 base year)	%	61	77	95	114	136	159	...	
Fleet	Planned Alternative Fuel Use in Fleet AFV (Percent increase from FY05 base year)	%	61	77	95	114	136	159	...	
Fleet	Senior Executive Fleet Replaced with Low-GHG, High Efficiency Vehicles (Percent replaced from FY08 base year)	%	0	33	66	100			...	
.	Other as defined by agency								...	
.	Total Scope 1 & 2 GHG Emissions (Comprehensive)	MMTCO <sub>2</sub> e	422.7						...	
.	Total Scope 1 & 2 GHG Emissions (Subject to Agency Scope 1 & 2 GHG Reduction Target)	MMTCO <sub>2</sub> e	422.7						...	
.	Overall Agency Scope 1 & 2 Reduction (reduced from FY08 base year)	%	6	8	12	13	14	15	...	28

**Goal 1: Scope 1 & 2 Greenhouse Gas Reduction (Goal-Specific Items)**

The sub goals of Scope 1&2 GHG emissions reduction are:

## **Buildings**

- Reduce Energy Intensity
- Increase Renewable Energy Installation and Use

## **Fleet**

- Reduce Petroleum use in Fleet Vehicles
- Increase Use of Alternative Fuels in Fleet Alternative Fuel Vehicles (AFVs)
- Optimize Use of Vehicles and Right-Size Fleet
- Increase use of Low Emission and High Fuel Economy Vehicles

### **Agency lead for goal**

The agency lead for this goal is the SSO. The aforementioned goals will be implemented by the Office of Field Operations and Office of Management and Administration, in coordination with GSA.

## **Implementation Methods**

### ***Buildings***

The SBA leases all facilities from the General Service Administration (GSA). All facilities related changes must therefore be coordinated with GSA, SBA and property managers. SBA is committed to working with GSA to ensure federal sustainability targets for buildings are met. SBA will request that GSA use the *Guiding Principles for Federal Leadership in High Performance and Sustainable Buildings (Guiding Principles)* in SBA leases and work with GSA representatives and property managers across the country to make our facilities more sustainable.

In the capital region, SBA met with our GSA representatives and building owners to stress SBA's commitment to overall energy efficiency and reducing our carbon footprint. We will continue these discussions with our regional GSA representatives as our leases become eligible for renewal.

In the headquarters building, SBA met with the property manager and GSA to discuss ways to foster green improvements and reduce energy intensity in our space. As a result, the property manager made a number of improvements in energy efficiency including:

- Hiring a trash and recycling consultant to increase recycled waste
- Installing variable frequency drivers on cooling towers
- Installing heat plate exchangers on blazer units

These efforts culminated in the SBA HQ building being identified as an Energy Star Facility. SBA believes that through continued meetings with building owners and GSA we can have a sustained impact on reducing the energy intensity of SBA Buildings. In fact, through these efforts, SBA now produces all of its hot water in HQ by using output from the HVAC system, thereby reducing the energy consumption that would otherwise be required for hot water heaters. Through recycling, SBA has reduced its disposition of paper slightly—20% of the paper in HQ is recycled with a goal of 30% in 2012. Central to achievement of this goal is a heightened awareness campaign that will be developed and implemented in the next 12 months.

SBA is reducing its total Real Property holdings by 74,000 square feet, saving approximately \$1 million in rent over the next two years. Through this process, SBA will shrink not only its physical, but also its carbon footprint; this consolidation will significantly reduce SBA's GHG emissions. In FY 2011 to date, SBA has reduced its rent bill by over \$250,000 with an overall reduction goal of nearly \$1M by end of FY 2012 through renegotiation of leases on 16 properties. Future efforts will include reviewing leases for possible shifts to unused federal space.

### ***Fleet***

SBA is committed to right-sizing its 160 car fleet and reducing the fleet's GHG emissions. Through strategic purchasing and environmentally conscious driving and trip planning, as well as implementing the President's recent mandate to reduce the size of the vehicles driven and move to AFV or hybrids in the next several years, SBA will reduce its energy use, increase the use of alternative fuels, and use smaller vehicles for its daily use. SBA is currently collecting data on the composition of its fleet. In FY 2011, SBA began to use less gas for its three AFVs and more alternative fuels, once nearby locations were identified for procuring the alternative fuels.

In many offices, SBA's average mileage is substantially lower than GSA's annual figure of 7,000 miles driven. During the next 12 months, SBA will take on an active right-sizing plan in line with the mandates of the President's memo on fleet management published in May 2011. As many of our field offices already have only a single compact car, SBA is interested in examining alternative fleet arrangements, such as car-sharing between federal agencies. Cost impact and total carbon impact of fleet adjustments will be determined once preliminary data is gathered.

### **Positions**

The SBA has designated staff for managing its fleet and facilities. The implementation of the fleet right-sizing, discussions with GSA, and pilot programs will be initiated at SBA headquarters by the Office of Administrative Services. The SBA does not currently anticipate needing additional staff to complete this goal.

### **Return on Investment & Highlights**

In May 2011, SBA met with GSA to review SBA's fleet database and review options for moving to a more sustainable fleet. Although SBA does not maintain a fleet as large as some other agencies, nearly 100 of its 260 cars are leased from commercial sources. To reduce costs, SBA is committed to reviewing when these leases are up and where possible moving to leases with GSA, which in nearly all cases will save money. In addition, SBA

leases a number of large sedans and SUVs that will be reviewed for downsizing and/or elimination. Finally, when the larger size vehicles are justified by mission requirements, we will attempt to replace these vehicles with similar size but more energy efficient vehicles (e.g., hybrids or more fuel efficient cars). In June 2011, SBA agreed to convert its HQ car lease from commercial sources to GSA leases, while introducing a hybrid and two AFV in the mix, reducing the GHG emissions and saving nearly 25 percent in costs.

**Goal 1 (optional image)**

**Goal 2: Scope 3 Greenhouse Gas Reduction & Develop and Maintain Agency Comprehensive Greenhouse Gas Inventory (Basic Performance Discussion, A - H)**

**Goal Description**

The SBA will reduce Scope 3 emissions by 5 percent by 2020.

**Goal 2: Scope 3 Greenhouse Gas Reduction & Develop and Maintain Agency Comprehensive Greenhouse Gas Inventory (Planning Table)**

SCOPE 3 GHG TARGET	Units	FY10	FY11	FY12	FY13	FY14	FY15	...	FY20
Total Scope 3 GHG Emissions (Comprehensive)	MMTCO2e	10,041.7						...	
Total Scope 3 GHG Emissions (Subject to Agency Scope 3 GHG Reduction Target)	MMTCO2e	10,041.7						...	
Overall Agency Scope 3 Reduction (reduced from FY08 base year)	%	0	1	2	3	4	5	...	9
Other, as defined by agency	%							...	

**Goal 2: Scope 3 Greenhouse Gas Reduction & Develop and Maintain Agency Comprehensive Greenhouse Gas Inventory (Goal-Specific Items)**

The sub-goals of reducing Scope 3 emissions are:

- Reduce Scope 3 emissions associated with federal employee business travel
- Reduce employee commuting through increased use of telework and decreased one-person car commuting
- Improve data accuracy and overall data collection and analysis methods related to Scope 3 GHG emissions

**Agency lead for goal**

The agency lead for this goal is the SSO with coordination from the Office of Field Operations, the Denver Finance Center, and the Office of Human Capital Management.

### **Implementation Methods**

The SBA developed its initial inventory based on guidance provided by the Office of the Federal Environmental Executive (OFEE). As the SBA leases all facilities through GSA, the contributors to Scope 3 emissions, which SBA is held accountable for are: business air travel, business ground travel, and employee commuting.

Aside from commuting, a large portion of SBA's travel is within the Office of Disaster Assistance (ODA). ODA deploys personnel to a disaster site immediately after a disaster strikes. The protocol for hiring a Disaster Reservist is based on a combination of factors including, availability, skill set and location. Using the Reservist's geographic location as the primary factor for deploying to a disaster site would be the most cost and environmentally effective approach; however, it may be untenable from a human capital and timeliness perspective. ODA is continuously assessing improvements that would have an impact of lowering travel costs and the carbon footprint of the agency. Disaster travel is a difficult area of GHG emissions to address, as there is not a predictable amount of travel done by this department. The amount of travel understandably fluctuates greatly based on the number of disasters requiring response.

SBA is also actively seeking ways to reduce non-disaster travel. SBA will examine current travel policies and develop ways to decrease travel by combining meetings, requesting funds to upgrade audio-visual equipment to make teleconferences more effective, and increasing use of the web and electronic media to reduce training-related travel expenses. With severe reductions in budgets forecasted for FY 2012, SBA will examine all of its operational fund requests to reduce discretionary costs. To achieve its goal of reducing Scope 3 GHG emissions over the next several years, SBA will have to significantly increase incidence and prevalence of teleworking and substantially decrease air travel by employees. To this end, SBA will reduce its annual \$7.0 million in travel costs by at least 5 percent, focusing on reduction in air travel. Finally, SBA is examining the way it runs tradeshow, seeking ways to reduce employee travel from headquarters.

### ***Data for Scope 3 Emissions***

Travel : SBA is currently assessing the accuracy of travel data previously provided to GSA. SBA is committed to ensuring all information is provided to GSA, so that an accurate baseline may be calculated. SBA will make necessary adjustments to figures that have been provided to GSA, if it is found that disaster travel was underreported.

In the meantime, the Agency is reviewing the travel management data provided by the contracted travel service, El Sol. In 2010, SBA spent \$2.7M on 6,087 travel authorizations for over 10 million domestic miles flown at an average cost of \$.26 per mile. In addition, SBA booked 299,420 nights in hotels for \$2.9M and 2,997 rental cars for 48,007 days at a cost of \$1.4M. In total, the Agency spent \$7.0M on travel.

Commuting: SBA is in the process of collecting employee-commuting data for this report. In the future, SBA will complete the commuting survey annually with the Human Capital Management survey.

Telework: SBA is sending notices and reminders to timekeepers about telework reporting on timesheets and has published a new Notice encouraging all offices to participate in the telework program. In collecting data for this report the Office of Human Capital Management (OHCM) identified a concern that telework frequently goes unreported. By explaining the purpose of collecting this information, and sending reminders, SBA will increase the accuracy of telework reporting and is setting a goal for increasing the number of staff that telework at least once a week.

## **Positions**

The data tracking for this goal will be managed as a collateral duty of a new employee in the Office of Management and Administration with assistance and coordination from employees in the Office of the Chief Financial Officer, the Office of Human Capital Management and the Office of the Chief Information Officer. The SBA does not currently anticipate needing additional staff to complete this goal.

## **Agency Status**

In FY 2011, the SBA focused on beginning to accurately document the total GHG impact of SBA travel. In FY 2012, in concert with the budget formulation and planning process, SBA will focus on designing a plan to reduce employee travel, increase teleworking, and improve commuting. The SBA already provides commuter benefits to encourage use of public transportation and encourages telework in many of its offices. SBA will examine expanding both of these programs, as well as examine the reduction or elimination of parking subsidies for HQ and the field commuters to reduce our Scope 3 emissions.

## **Return on Investment and Highlights**

To achieve the Government's overall goal of lessening GHG emissions, SBA would need to reduce its business travel by nearly 60 percent, increase its prevalence of teleworking by 100 percent, and substantially decrease the subsidized parking that encourages single car commuting around the country. Although these reductions cannot occur in one year, SBA will mount an aggressive public awareness campaign in FY 2012 on the impact of business and commuting travel on the creation of greenhouse gases. With access to the carbon calculator and better baseline data, the Agency can encourage greater awareness of the impact of travel and commuting on a sustainable environment. In addition, SBA is experimenting with piloting a more mobile workforce, using mobile computing and telecommunications devices to enable more workers to telework. Not only will SBA be able to reduce the GHG emissions but reduce its resource requirements in a year of severe fiscal restraint.

## **Goal 2 (optional image)**

## **Goal 3: High-Performance Sustainable Design/Green Buildings & Regional and Local Planning (Basic Performance Discussion, A - H)**

## **Goal Description**



The SBA will work with GSA to increase the number of facilities we lease that meet the *Guiding Principles for Federal Leadership in High Performance and Sustainable Buildings (Guiding Principles)* .

**Goal Description**

SBA will ensure that regional and local planning includes the consideration of environmental impacts, to the extent possible, under lease agreements with GSA.

**Goal 3: High-Performance Sustainable Design/Green Buildings & Regional and Local Planning (Planning Table)**

<b>GOAL 3 Targets</b>	<b>Units</b>	<b>FY10</b>	<b>FY11</b>	<b>FY12</b>	<b>FY13</b>	<b>FY14</b>	<b>FY15</b>	<b>...</b>	<b>FY20</b>
Owned Buildings	%							...	
FRPP-Reported Leased Buildings	%	.5	1	5	10	13	15	...	25
Total Buildings	%							...	
Other (Buildings), as defined by agency								...	
Other (Reg/Local Planning), as defined by agency								...	

**Goal 3: High-Performance Sustainable Design/Green Buildings & Regional and Local Planning (Goal-Specific Items)**

The sub-goals for high performance sustainable design/green buildings that are applicable to SBA, *which owns no buildings*, are:

- Ensure that at least 15 percent of SBA’s existing buildings that are larger than 5,000 Gross Square Feet meet guiding principles by FY 2015
- Demonstrate annual progress toward 100% conformance with *Guiding Principles* for entire building inventory
- Optimize performance of the SBA’s real property portfolio – examine opportunities to decrease environmental impact through consolidation, reuse and disposal of existing assets prior to adding new assets
- Ensure use of best practices and technology in rehabilitation of historic Federal properties

**Agency lead for goal**

The agency lead for this goal is the Chief of the Facilities Management Branch.

**Implementation Methods**

As leases expire and are renewed, and as new leases are signed, SBA will work with GSA to include strong lease language to indicate its preference for sustainable, high efficiency buildings. SBA will continue to meet the GSA standard and take GSA green leasing language as the minimum acceptable standard for building sustainability. The agency will coordinate with GSA to ensure sites are chosen with consideration given to access to public transportation.

### **Positions**

This work will be carried out by the staff of the Facilities Management Branch in coordination with GSA and in cooperation with our property managers. The SBA does not currently anticipate needing additional staff to complete this goal.

### **Agency Status**

In FY 2011, SBA will continue to take an active leadership role in ensuring the sustainability of our facilities and working with GSA towards more environmentally conscious solutions. SBA will expand the efforts piloted with the headquarters building and headquarters property managers to field offices across the nation. The SBA is not currently planning any additional facilities, and does not own any buildings. SBA follows all applicable Executive Orders and Regulations and will continue its commitment to following these requirements.

### **Return on Investment and Highlights**

With the exception of its HQ building and several of its centers, SBA is not a major tenant in any of its facilities around the country. Therefore, the Agency will follow the lead of the building managers of its buildings for integration of sound environmental management into the regional and local planning apparatus.

### **Goal 3 (optional image)**

### **GOAL 4: Water Use Efficiency and Management (Basic Performance Discussion, A - H)**

The Small Business Administration will make efforts to reduce potable water consumption. As the SBA leases all buildings from GSA, we do not have access to water usage data necessary to monitor this goal and create percentage reduction targets. While the SBA will include water reduction tips in its employee education and encourage employees to use less water when possible, the SBA will not be able to accurately monitor progress on this goal. The SBA will also work with GSA and building owners to encourage the installation and use of water conserving technologies, such as low-flow toilets and motion sensor faucets.

**GOAL 4: Water Use Efficiency and Management (Planning Table)**

<b>Water Use Efficiency &amp; MGMT</b>	<b>Units</b>	<b>FY10</b>	<b>FY11</b>	<b>FY12</b>	<b>FY13</b>	<b>FY14</b>	<b>FY15</b>	<b>...</b>	<b>FY20</b>
Potable Water Reduction Targets (gal/SF reduced from FY07 base year)	%							...	
Planned Potable Water Reduction (gal/SF reduced from FY07 base year)	%							...	
Industrial, Landscaping, and Agricultural Water Reduction Targets (gal reduced from FY10 base year)	%							...	
Planned Industrial, Landscaping, and Agricultural Water Reduction (gal reduced from FY10 base year)	%							...	
Other, as defined by agency								...	

**GOAL 4: Water Use Efficiency and Management (Goal-Specific Items)**

**Goal 4 (optional image)**

**GOAL 5: Pollution Prevention and Waste Reduction (Basic Performance Discussion, A - H)**

**Goal Description**

The SBA will reduce pollution and focus on eliminating waste. Though SBA has limited access to trash collection data, SBA will work with GSA, property managers, and employees to reduce waste from our facilities.

**GOAL 5: Pollution Prevention and Waste Reduction (Planning Table)**

<b>Pollution Prevention &amp; Waste Reduction</b>	<b>Units</b>	<b>FY10</b>	<b>FY11</b>	<b>FY12</b>	<b>FY13</b>	<b>FY14</b>	<b>FY15</b>	<b>...</b>	<b>FY20</b>
Non-Hazardous Solid Waste Diversion Targets (Non-C & D)	%							...	
C & D Material & Debris Diversion Targets	%							...	
If agency uses on-site or off-site waste-to-energy, estimated total weight of materials managed through waste-to-energy	Tons or Pounds							...	
Number of sites or facilities with on-site composting programs	#							...	

<b>Pollution Prevention &amp; Waste Reduction</b>	<b>Units</b>	<b>FY10</b>	<b>FY11</b>	<b>FY12</b>	<b>FY13</b>	<b>FY14</b>	<b>FY15</b>	<b>...</b>	<b>FY20</b>
Number of sites or facilities recycling through off-site composting programs	#							...	
If agency has on-site or off-site composting programs, estimated total weight of materials diverted to composting	Tons or pounds							...	
% of agency-operated offices/sites with a recycling program	%							...	
If agency offices located in multi-tenant buildings, % of those buildings with a recycling program	%							...	
% of agency-operated residential housing with recycling programs	%							...	
Other, as defined by agency								...	

**GOAL 5: Pollution Prevention and Waste Reduction (Goal-Specific Items)**

The applicable sub-goals for pollution prevention and waste elimination are:

- Increase source reduction of pollutants and waste
- Increase use of uncoated printing and writing paper containing at least 30 percent postconsumer fiber
- Increase diversion of compostable and organic materials from the waste stream
- Increase the amount of paper recycled at Headquarters from 20 percent to 30 percent

**Agency lead for goal**

The agency lead for this goal is the Director of the Office of Administrative Services.

**Implementation Methods**

*Source reduction of pollutants and waste*— Because most waste from the SBA is the result of office work, we have focused our strategies for reducing waste on reducing use of office consumables. Our primary strategies for reducing waste will be to (1) implement eco-fonts, (2) standardize duplex printing, both of which will help reduce the consumption of both toner and/or paper, and (3) increase the recycling of paper in our HQ office from 20

percent to 30 percent, which will reduce the amount going into landfills and increase the amount of renewable resources used by the Agency.

*Divert at least 50% non-hazardous solid waste by FY 2015*— SBA is currently working with building owners and GSA across the country to examine ways to increase our recycling. Our Headquarters building had great success in involving the building owner in this project, which we hope to duplicate agency-wide.

*Reduce printing paper use*— The SBA has Standard Operating Procedures (SOPs) which require that duplex printing be used whenever possible. To increase the effectiveness of this SOP, SBA is conducting a pilot program at SBA Headquarters to make duplex printing the default setting on printers and copiers. SBA will also encourage employee education on alternatives to printing documents and paperless work environments. SBA has also piloted with its Denver Finance Center the use of ecofonts and based on one month's test, the Agency could double the life of its print cartridges reducing its cost in half and diminishing the carbon footprint created by the use and disposal of printer cartridges.

*Increase use of uncoated printing and writing paper containing at least 30% postconsumer fiber*— SBA purchases almost all paper through the Government Printing Office and it contains at least 30% post consumer fiber. The headquarters' Print Shop began in FY 2011 and is continuing to pilot an effort to use paper with a higher percentage of postconsumer fiber. Depending on the success and cost of this initiative, the SBA will consider expanding this program.

## **Positions**

The implementation of this plan will be carried out primarily by employees of the Office of the Chief Information Officer and the Print Shop. The SBA does not currently anticipate needing additional staff to complete this goal.

## **Agency Status**

SBA has started a pilot program for both ecofonts and duplex printing in headquarters in FY 2011. The results of this pilot program will determine how the agency wide rollout will proceed.

## **Return on Investment and Highlights**

Based on initial results, the Agency could significantly lengthen the life of its print cartridges employing a font that uses less ink. Next year, we will have enough data to review the costs and the benefits of using duplex printing in HQ. This initiative could drastically increase our productivity and permit us to buy less paper to achieve the same level of results.

## **Goal 5 (optional image)**

## **GOAL 6: Sustainable Acquisitions (Basic Performance Discussion, A - H)**

### **Goal Description**

SBA will purchase goods and services from sustainable sources.

**GOAL 6: Sustainable Acquisitions (Planning Table)**

<b>Sustainable Acquisition</b>	<b>Units</b>	<b>FY10</b>	<b>FY11</b>	<b>FY12</b>	<b>FY13</b>	<b>FY14</b>	<b>FY15</b>	<b>...</b>	<b>FY20</b>
New Contract Actions Meeting Sustainable Acquisition Requirements	%							...	
Energy Efficient Products (Energy Star, FEMP-designated, and low standby power devices)	%							...	
Water Efficient Products	%							...	
Biobased Products	%							...	
Recycled Content Products	%							...	
Environmentally Preferable Products/Services (excluding EPEAT - EPEAT in included in Goal 7)	%							...	
SNAP/non-ozone depleting substances	%							...	
Other, as defined by agency								...	

**GOAL 6: Sustainable Acquisition Contract Review**

<b>SUSTAINABLE ACQUISITION CONTRACT REVIEW</b>	<b>1st QTR FY 11</b>	<b>2nd QTR FY 11</b>	<b>3rd QTR FY 11 (planned)</b>	<b>4th QTR FY 11 (planned)</b>
Total # Agency Contracts				
Total # Contracts Eligible for Review				
Total Contracts Eligible Contract Reviewed (i.e., 5% or more eligible based on previous OMB guidance)				
# of Compliant Contracts				
Total % of Compliant Contracts				

**GOAL 6: Sustainable Acquisitions Contract Review**

**GOAL 6: Sustainable Acquisitions (Goal-Specific Items)**

The sustainable acquisition sub-goals are:

Ensure 95 percent of new contract actions, including task and delivery orders under new contracts and existing contracts, require the supply or use of products and services that are energy efficient (Energy Star or FEMP-designated), water efficient, biobased, environmentally preferable (excluding EPEAT-registered products), non-ozone depleting, contain recycled content, or are non-toxic or less toxic alternatives.

Formulate an SBA green purchasing plan to ensure that all Federally-mandated designated products and services are included in all relevant acquisitions.

#### **Agency lead for goal**

The agency lead for this goal is the Chief of the Procurement Division in the Office of the Chief Financial Officer.

#### **Implementation Methods**

The Procurement Division at the SBA was moved from the Office of Management & Administration to the Office of the Chief Financial Officer in Denver during FY 2011. In FY 2012, SBA will create a green procurement plan and establish a method for tracking and reporting on sustainable acquisitions. In addition, SBA will work with its Office of Government Contracts and Business Development to ensure that sustainable procurement practices are instituted by other federal buying installations and work to educate the small business sector on the importance of green procurement practices.

#### **Positions**

This effort will be coordinated by the Procurement Division and will involve all contract officers and contract specialists for its adequate implementation. Though this will affect the work of many of the Procurement Division's staff members, the SBA does not anticipate requiring additional staff to meet this goal.

#### **Agency Status**

The SBA is planning to launch this initiative in FY 2012.

#### **Goal 6 (optional image)**

#### **GOAL 7: Electronic Stewardship and Data Centers (Basic Performance Discussion, A - H)**

#### **Goal Description**

The SBA will use sustainable practices for the purchase and maintenance of electronic equipment, and will strive to reduce the GHG impact of our data centers.

**GOAL 7: Electronic Stewardship and Data Centers (Planning Table)**

<b>ELECTRONIC STEWARDHIP &amp; DATA CENTERS</b>	<b>Units</b>	<b>FY10</b>	<b>FY11</b>	<b>FY12</b>	<b>FY13</b>	<b>FY14</b>	<b>FY15</b>
% of electronic product acquisition covered by current Energy Star specifications that must be energy-star qualified							
% of covered electronic product acquisitions that are EPEAT-registered							
% of covered electronic product acquisitions that are FEMP-designated							
% of agency, eligible PC, Laptops, and Monitors with power management actively implemented and in use							
% of agency, eligible electronic printing products with duplexing features in use							
% of electronic assets covered by sound disposition practices							
% of agency data centers independently metered, advanced metered, or sub-metered to determine monthly (or more frequently) Power Utilization Effectiveness (PUE)							
Reduction in the number of agency data centers							
% of agency data centers operating with an average CPU utilization greater than 65%							
Maximum annual weighted average Power Utilization Effectiveness (PUE) for agency.							

**GOAL 7: Electronic Stewardship and Data Centers (Goal-Specific Items)**

The sub-goals of electronic stewardship and data centers are:

- Increase the quantity of electronic assets disposed of through sound disposal practices
- Meet the energy reduction goals for data centers
- Use state-of-the-art technology to manage the network and office equipment to save energy
- Ensure energy efficient management of data centers and servers through implementation of best practices, to include significant reduction of local printers throughout the agency
- Consolidate with other agency operations, where feasible, data centers to be more cost effective, starting with the HQ data center



## **Agency lead for goal**

The agency lead for this goal will be the Deputy Chief Information Office with significant coordination with the SSO. As each Field Office is responsible for purchasing printers and computers, each office will be responsible for implementing the requirements of this goal in their location.

## **Implementation Methods**

This goal will be implemented through the Data Center Consolidation Plan and by ensuring that current Standard Operating Procedures are followed for duplex printing and for disposing of electronic equipment. SBA is also examining ways to reduce the number of personal printers in an effort to reduce energy, cost, paper, and solid waste. SBA has indicated to the CFO in its budget deliberations that it intends to centralize the purchase and management of all printers, copiers, and office equipment to ensure opportunities for cost reduction and improved sustainability. Currently, SBA is working GSA in its efforts to offer all agencies a procurement vehicle for agencies to leverage economies of scale in August 2011. Printers are currently purchased by each individual office without standards regarding who should have a printer and how printers should be shared. In FY 2012, the SSO will create an SOP to ensure all future purchases have duplexing capabilities and to reduce the total number of personal and shared printers .

### *Disposal of Assets*

The SBA currently uses GSAXcessing to dispose of surplus electronic equipment. SBA is currently in negotiations with a contractor to dispose of Blackberries. Though the SBA's current plan for disposing of items is environmentally sound, we are continuously seeking environmentally friendly disposal practices.

### *Data centers*

The agency is reducing the number of internal data centers it uses by 50 percent, from four to two, in FY 2012. The remaining datacenters will be hosted in commercial spaces, which will provide quantifiable cost data, such as cost of space, heat and electricity to help the agency monitor and reduce the environmental impact of its data centers. In fact, current planning is to consolidate the Washington, DC datacenter with a sister agency, thereby reducing the energy use in HQ and opening an additional 2500 square feet of rentable space. The SBA is also deploying blade servers and virtualization to reduce the amount of necessary hardware and energy consumption.

## **Positions**

The implementation of the Strategic Sustainability Performance Plan in electronic stewardship will be completed primarily by the Office of Management and Administration, individual field offices and the Office of the Chief Information Officer. The SBA does not currently anticipate needing additional staff to complete this goal.

## **Agency Status**

SBA is completing plans to consolidate its DC data center by the end of the fiscal year or no later than the end of the calendar year. In addition, OCIO is reviewing software to manage its PCs in HQ to reduce energy consumption

by turning off power when equipment is not being used. The SBA recycles all eligible electronic equipment devices through the GSAXcessing program. The Office of the Chief Information Officer has created a Data Center Consolidation Plan and will begin implementing this plan in FY 2012. SBA is also examining ways to reduce the total number of local printers within the next 12 months.

**Return on investment and Highlights**

These changes could save upwards of \$100,000 annually in energy costs in HQ and upwards of \$300,000 in energy costs throughout the 100 offices nationwide. Although data is incomplete, consolidating the DC data center with another agency will save approximately 14 percent of the total energy use in HQ and free up approximately 10 percent of rental space in the HQ building. During the last quarter of FY 2011, SBA will develop cost savings by significantly reducing the 900+ office devices in the HQ inventory and from consolidating the HQ data center.

**Goal 7 (optional image)**

**GOAL 8: (New) Agency Innovation & Government-Wide Support (Basic Performance Discussion, A - H)**

**GOAL 8: (New) Agency Innovation & Government-Wide Support (Planning Table)**

<b>AGENCY INNOVATION &amp; Government-Wide Support</b>	<b>Units</b>	<b>FY10</b>	<b>FY11</b>	<b>FY12</b>	<b>FY13</b>	<b>FY14</b>	<b>FY15</b>	<b>...</b>	<b>FY20</b>
Programs, Projects, Initiatives that support Gov-wide efforts									
Other, as defined by agency									

**GOAL 8: (New) Agency Innovation & Government-Wide Support (Goal-Specific Items)**

1. SBA launched and will send out periodically “*Greening the Office*” tips in the SBA Daily. These ideas to reduce agency GHG emissions will be coordinated with a virtual suggestion box for employees to assist the agency in identifying ideas to further our reduction of GHG emissions.

2. SBA will change from an *Opt-in to an Opt-out* strategy for green solutions in the work place. Through simple steps, such as making duplex printing the default on printers and implementing standard printing in ecofonts, the SBA will make green actions a natural part of the work day. In addition, SBA is examining ways to set up a competition and an awards program to provide incentives for its staff to green the SBA.

3.SBA will lower the energy consumption of individual employees by encouraging telework and the removal of private property that uses a great deal of electricity (e.g., refrigerators, space heaters, dual monitors, etc). By encouraging the removal of these items, we can lower our agency’s carbon footprint.

**Goal 8 (optional image)**

### Section 3: Agency Self Evaluation

#### Agency Self Evaluation

Agency Self Evaluation	Answer
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

#### Explanations & Other Key Questions for 2011

#### Resource/Investment Allocation by Goal