

**PAD:**

**Subcommittee:**

**Agency: Social Security Administration**

**Cover Page (Optional)**



Social Security Administration

# Strategic Sustainability Plan



**June 2011**

## THE SOCIAL SECURITY ADMINISTRATION'S ENVIRONMENTAL POLICY STATEMENT

The Social Security Administration (SSA) touches the lives of virtually every person in America. We run one of the Nation's largest entitlement programs and the Supplemental Security Income program, which provides financial support for the Nation's aged, blind, and disabled adults and children with limited resources. While fulfilling our mission to provide economic security, we will continue our history of promoting a clean energy economy, environmental leadership, and sustainability. We will work cooperatively with other Federal, State, county, and local governments to promote sound environmental management practices while providing a safe and healthy work environment for our employees.

We are pleased to publish this Environmental Policy Statement as part of our Strategic Sustainability Performance Plan, and we will complete an organizational Environmental Management System by September 2012. These documents provide our agency with a structured, systematic approach for managing environmental and regulatory responsibilities to continuously improve overall environmental stewardship.

To promote environmental stewardship, our officials will:

- Comply with all environmental and energy-related statutes, Executive Orders, and any applicable Federal, State, and local regulations.
- Consider environmental aspects when making planning, purchasing, operating, and budgetary decisions.
- Continue our employee awareness campaign to educate and encourage employees to reduce energy consumption and water usage, reduce the amount of waste produced, and promote re-use and recycling whenever possible.
- Continue improving environmental stewardship by setting environmental goals, measuring progress, taking corrective action when necessary, and communicating the results.
- Consider climate change and adaptation in our agency operations.
- Communicate and reinforce this policy throughout the agency.

We are pleased to promote environmental leadership and sustainability at SSA.



Michael G. Gallagher  
Senior Sustainability Officer

## **I. Agency Policy Statement (optional image)**

## **II. Sustainability and the Agency Mission**

We have a responsibility to the public to conduct business in an efficient, economical, and environmentally sound manner. As discussed in our *Agency Strategic Plan for Fiscal Years 2008-2013* ([http://www.socialsecurity.gov/pgm/links\\_governance.htm](http://www.socialsecurity.gov/pgm/links_governance.htm)), we understand that “going green” benefits the environment, improves the Nation’s sustainability, and saves taxpayer dollars by minimizing waste and reducing energy consumption.

For years, we have implemented projects benefitting the environment: we recycle; purchase environmentally friendly products; use energy efficient lighting, electronics, and appliances; and power our vehicles with alternative fuels.

We will continue our tradition of sustainability by expanding projects that: 1) reduce petroleum consumption; 2) increase use of alternative fuels; 3) reduce greenhouse gas (GHG) emissions ; 4) reduce water consumption; 5) increase our procurement of bio-based or environmentally sound products; 6) reduce use of toxic materials; 7) ensure our computers and monitors have ENERGY STAR™ features; and 8) reuse, donate, sell, or recycle our electronic products using environmentally sound management practices. We will also build or renovate our facilities in accordance with environmentally sustainable strategies. Using green solutions in our daily operations is a sound environmental stewardship decision that we will continue to embrace. The agency will lead by example in advancing these energy and environmental practices.

Our sustainability goals support the agency’s mission. One example directly tied to our mission is to increase the use of technology to provide services. Allowing claimants to file for benefits online reduces the need for the public to visit an office, thereby decreasing the use of fossil fuels and enabling us to adapt to climate change conditions while providing services to an increasing number of applicants filing for benefits.

As we strive to ensure environmental sustainability, we must be mindful of our mission to advance the economic security of the Nation’s people. Our challenge is to manage those situations where the two are at odds. According to the *Agency Performance Plan* ([http://www.socialsecurity.gov/pgm/links\\_governance.htm](http://www.socialsecurity.gov/pgm/links_governance.htm)), due to current economic challenges, individuals are seeking our services and applying for benefits in increasing numbers. Serving more than 165 million workers and 60 million beneficiaries requires significant use of utilities. At the same time, our strategic planning also recognizes the need to preserve the public’s trust in our programs by using “green” solutions to improve our environment.

The current statutory goals of the Energy Policy Act of 2005 and the Energy Independence and Security Act (EISA) of 2007 use a base year past the date of many of our previous energy reductions. Thus, achieving additional energy reductions is a challenge. With increasing workloads and retirement waves, we are experiencing fluctuations in employee populations. These changes mean fluctuations in water and energy use in our facilities. SSA as an agency uses much less water per gross square foot than other agencies. We are offsetting increases and reducing GHG emissions by purchasing more renewable energy for our facilities. We implemented power management technologies for computers and will pursue on-site renewable energy projects.

Below is an outline of the size and scope of our agency operation as it applies to this plan. Please note the table references the General Services Administration (GSA).

### Size and Scope of Operations

Size and Scope of Operations	Number	Comment
Total # Employees	70898	2011 Data
Total Acres Land Managed	0	All land GSA Owned
Total # Facilities Owned	9	All buildings are GSA owned but this is the total # of Delegated/Covered Bldgs.(headquarters is a 6 building complex counted as 1 bldg. in this total)
Total # Facilities Leased (GSA lease)	1640	Includes delegated and leased buildings
Total # Facilities Leased (Non-GSA)	0	
Total Facility Gross Square Feet (GSF)	29461521	All property (covered/leased) total as rentable gross square feet
Operates in # of Locations throughout U.S.	1634	
Operates in # of Locations outside of U.S.	0	
Total # Fleet Vehicles Owned	2	
Total # Fleet Vehicles Leased	534	Includes Inspector General (IG) Tactical Vehicles
Total # Exempted-Fleet Vehicles (Tactical, Emergency, etc.)	0	
Total Operating Budget FY 2010 (\$MIL)	11603	
Total # Contracts Awarded FY 2010	10696	
Total Amount Contracts Awarded FY 2010 (\$MIL)	1348.12	
Total Amount Spent on Energy Consumption FY 2010 (\$MIL)	25.5	
Total BTU Consumed per GSF	117401	
Total Gallons of Water Consumed per GSF	14.7	
Total Scope 1 & 2 GHG Emissions (Comprehensive) FY 2008 Baseline MMTCO <sub>2e</sub>	126204.7	

Size and Scope of Operations	Number	Comment
Total Scope 1 & 2 GHG Emissions (Subject to Agency Scope 1 & 2 Reduction Target) FY 2008 Baseline MMTCO2e	126293.9	
Total Scope 3 GHG Emissions (Comprehensive) FY 2008 Baseline MMTCO2e	150103	
Total Scope 3 GHG Emissions (Subject to Agency Scope 3 Reduction Target) FY 2008 Baseline MMTCO2e	150103	

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

**III. Greenhouse Gas Reduction Goals**

On January 4, 2010, we submitted to the Office of the Federal Environmental Executive a projection of a 21.2 percent GHG reduction goal from Scope 1 and 2 sources between 2008 and 2020. We believe we can meet this target by purchasing more renewable energy, conducting energy audits and complying with the recommendations, and instituting other energy control measures. We also expect reductions as we move into more energy efficient buildings.

For Scope 3 emissions, we project a 13 percent GHG reduction goal between 2008 and 2020. We base this goal on expected energy Scope 1 and 2 reductions as outlined under Goal 1, which will reduce our transmission and distribution losses. We also expect increases in the fuel efficiency of cars used for employee commuting and business travel.

We hired over 2,000 additional employees with American Recovery and Reinvestment Act (ARRA) funding. This increased our Scope 3 emissions related to employee commuting and energy use for fiscal years (FY) 2010 and 2011. However, we do not expect the ARRA funding to create additional adverse affects on our goal achievement in FY 2011 or FY 2012. A detailed discussion of goals and milestones is included in Section II of this plan.

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

**IV. Plan Implementation**

We are effectively implementing Executive Orders (EO) 13423 and 13514, as well as other applicable EOs and statutes, through our scorecard/sustainability workgroups that ensure compliance with the scorecard reporting

process, other related statutes, and environmental regulations. The following describes how we will implement environmental plans throughout the agency:

#### Plan Methodology:

SSA-delegated buildings or buildings “covered” by the EOs are buildings that the General Services Administration (GSA) owns or leases, but delegates building operations and maintenance to SSA. We are responsible for paying the utility bills for these facilities. Our Strategic Sustainability Performance Plan (Plan) differentiates when the information refers to covered buildings or all buildings.

For purposes of the Scope 1, 2, and 3 GHG reduction goals, agency scorecards, and the Plan, we follow the Federal Energy Management Program Guidelines Establishing Criteria for Excluding Buildings from the Energy Performance Requirements of Section 543 of the National Energy Conservation Policy Act dated January 27, 2006. Based on this guidance, we are responsible for reporting energy-related information for the main complex and eight additional buildings for which we are responsible for paying the energy bills. In addition to these buildings, our approximately 70,000 employees work across the country in over 1,600 buildings that we lease through GSA.

#### A. Internal Coordination and Communication:

We will coordinate and communicate the goals in the Plan through our sustainability workgroup, which is composed of representatives from applicable agency components. Sub-groups will also convene as needed (e.g., the SSA energy workgroup). The Associate Commissioner, Office of Facilities Management (OFM), has primary responsibility for completing and tracking the Plan. OFM will coordinate Plan implementation and ensure the accomplishment of timely updates.

#### B. Coordination and Dissemination of the Plan to the Field:

The sustainability workgroup has representatives from each goal area who are responsible for gathering and reporting data to OFM. Each regional office has designated a sustainability representative who will work with OFM in gathering data and information on field initiatives. The energy workgroup, under the direction of the sustainability workgroup, gathers data from energy representatives in SSA-covered buildings. During workgroup meetings in November 2010 and March 2011, we provided training on the Plan to members of the sustainability workgroup, regional sustainability representative workgroup, and the energy representatives for covered buildings. Representatives from the workgroups will gather information to maintain the Plan.

#### C. Leadership and Accountability:

The Deputy Commissioner for Budget, Finance and Management (DCBFM) is the Senior Sustainability Officer (SSO) and the Climate Adaptation contact for the agency. The DCBFM is also the agency Chief Financial Officer, Chief Acquisition Officer, and the Senior Real Property Officer. The DCBFM reports directly to the Commissioner of Social Security.

The Associate Commissioner for OFM reports directly to the DCBFM and is responsible for overseeing the implementation of EOs 13423 and 13514.

In accordance with EO 13423, performance plans for appropriate senior staff and other agency officials include specific measures related to greening and sustainability.

D. Agency Policy and Planning Integration:

Since 2008, the Agency Strategic Plan has included greening and sustainability under strategic goal 4, objective 6, entitled, Use “green” solutions to improve our environment. We track this goal through the Agency Performance Plan.

E. Agency Budget Integration:

Representatives from the agency’s budget office are members of the sustainability workgroup and received training on the requirements of the Plan and the need for budget integration. The agency’s budget office reviewed the budgetary figures provided in our Office of Management and Budget (OMB) A-11 submission. We also discussed the Plan and A-11 submission with our OMB examiner to ensure the examiner has a complete understanding of the Plan’s relationship to the budget.

F. Methods for Evaluation of Progress:

We are developing a tracking process for the Plan using computer software that allows component representatives to report on the progress of each goal element and provide updates as necessary. The sustainability workgroup meets quarterly to determine the overall progress and report on each goal element. We track each goal through internal spreadsheets maintained in a format such as SharePoint, which allows easy access for updating the information. We will complete an Environmental Management System (EMS) by September 2012. We will integrate the EMS and the Plan, which will enable us to track each element.

The following is a list of responsible offices and staff involved with developing, implementing, evaluating, and updating the Plan:

Oversight of all Goals

DCBFM/OFM/Office of Environmental Health and Occupational Safety (OEHOS)—Overall development and updating of the Plan.

Goal 1 - Scope 1 and 2 GHG Emissions

DCBFM/OFM/Office of Realty Management (ORM), the Office of Buildings Management (OBM), and the Deputy Commissioner for Operations (DCO) regional energy managers—Energy-related information.

DCBFM/Office of Publications and Logistics Management (OPLM)—Fleet information.

Goal 2 - Scope 3 GHG Emissions and Develop and Maintain Agency Comprehensive Greenhouse Gas Inventory



DCBFM/Office of Financial Policy and Operations (OFPO)/Office of Travel and Administrative Payment Services—Work-related travel information.

Deputy Commissioner for Human Resources (DCHR)—Employee data/Telework/Transit subsidies.

DCBFM/OFM/OBM and DCO—Car pool/Commuter information (future).

DCBFM/OFM/ORM and DCO—Regional energy manager's inventory of equipment.

### Goal 3 - High Performance Sustainable Design/Green Buildings & Regional and Local Planning

DCBFM/OFM/ORM—Architect and engineering staff/Project management staff.

DCBFM/OFM/ORM and DCO—Regional energy managers for energy planning.

DCO—Delegated building transportation planning (future).

DCBFM/OFM/Office of Protective Security Services (OPSS)—Headquarters transportation planning.

DCBFM/OFM/ORM—Realty management transportation planning for field buildings.

OPLM—Van pool Transportation Management

### Goal 4 - Water Use Efficiency and Management

DCBFM/OFM/ORM, OBM, and DCO energy managers—Energy-related information.

DCBFM/OFM/OEHOS—Storm water management.

### Goal 5 - Pollution Prevention and Waste Reduction

DCBFM/OFM/ORM and OBM, and DCO energy managers—Waste-related information.

DCBFM/OFM/OEHOS—Hazardous waste disposal/Pest management.

DCBFM/OPLM—Paper purchasing.

DCBFM/OFM/OPSS, Office of Emergency Preparedness (OEP), OEHOS, and ORM—Report on Emergency Planning and Community Right-to-Know Act (EPCRA).

### Goal 6 - Sustainable Acquisition

DCBFM/Office of Acquisition and Grants (OAG)—Green purchasing information.

### Goal 7 - Electronic Stewardship and Data Centers

DCBFM/OFM/ORM and OBM—Sub-metering and Power Usage Efficiency ranges.

Chief Information Officer (CIO)—Data centers.

Deputy Commissioner for Systems (DCS)/Office of Telecommunications and Systems Operations (OTSO)—Power management/Electronic stewardship.

DCBFM/OPLM—Electronics disposal.

DCBFM/OAG—Purchasing.

Goal 8 - Agency Innovation & Government Wide Support

DCO—Number of retirees filing online (future).

DCBFM/OPLM—Office Supply Amnesty Day.

CIO—Office of Innovation (future discussion).

Table 1: Critical Planning Coordination

**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>
GPRAs Strategic Plan	Yes	No	No	No	No	No	No	No	No	Yes

<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>
Agency Capital Plan	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
A-11 300s	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Yes	N/A
Annual GHG Inventory and Energy Data Report	Yes	N/A	Yes	N/A	N/A	N/A	N/A	N/A	N/A	N/A
EISA Section 432 Facility Evaluations/Project Reporting/Benchmarking	Yes	N/A	Yes	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Budget	Yes	No	No	No	No	Yes	Yes	No	No	No
Asset Management Plan / 3 Year Timeline	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	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
OMB Scorecards	Yes	N/A	N/A	Yes	N/A	Yes	No	Yes	Yes	No
DOE's Annual Federal Fleet Report to Congress and the President	Yes	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Data Center Consolidation Plan	Yes	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Yes	N/A

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
Environmental Management System	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Instructions for Implementing Climate Change Adaptation Planning	Yes	Yes	Yes	N/A	No	No	No	No	No	No
Other (reports, policies, plans, etc.)										

## V. Evaluating Return on Investment

We evaluate construction projects conducted directly by SSA by taking into account economic, environmental, social, and mission-related costs and benefits. We use OMB Circular A-94 to determine the Life-Cycle Cost-Benefit Analysis (LCCA). We use LCCA to select the design that will provide the lowest overall costs of a facility's ownership consistent with its quality and function. We also apply LCCA within a life-cycle assessment framework that accounts for both the costs over the asset life and the environmental consequences of investment decisions on upstream (e.g., extraction, production, transportation, and construction), ongoing (e.g., health effects on tenants and the community) and downstream (e.g., decommissioning and disposal) costs.

To evaluate other forms of value specific to projects, our Office of Quality Performance provides guidance on conducting Cost Benefit Analysis (CBA) and Benefit Value Scoring (BVS). The CBA guidance includes identifying factors such as environmental impact costs. BVS provides insight and understanding to support the selection of investments. BVS complements the current CBA process by providing a method for considering issues and benefits not addressed through the development of a CBA. To ensure the methodology reflects the priorities of the current leadership, we prioritized each of the factors and measures using the analytical hierarchy process.

The factors considered in the BVS include direct user or mission-specific priorities; e.g., strategic, political, social, and foundational.

When we conduct a CBA, we will consider factors such as: 1) Economic Lifecycle Cost/Return on Investment; 2) Social Cost and Benefits; 3) Environmental Costs and Benefits; 4) Mission-specific Costs and Benefits; 5) Operation and Maintenance and Deferred Investments; 6) Climate Change Risk and Vulnerability; and 7) Other factors identified by the agency

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

## **VI. Transparency**

Our Plan and scorecard are available for public viewing on [www.socialsecurity.gov](http://www.socialsecurity.gov). We update this website to share information on our accomplishments. We also developed an intranet website, <http://ssaisgettinggreener.ssa.gov/>, which we update frequently to keep agency employees abreast of our activities. This website also provides employees with links to greening and sustainability websites to help them reduce energy use in the office and at home. To promote transparency and greening, we joined the Maryland Green Registry, which promotes private and public sector organizations working toward a more sustainable Maryland. The registry allows us to highlight our accomplishments on the internet and provides a public link to our Plan. The registry is at [www.mde.state.md.us?MaylandGreen/Pages/Home.aspx](http://www.mde.state.md.us?MaylandGreen/Pages/Home.aspx). In April 2011, we held a large Earth Day event at our headquarters campus. The celebration included numerous vendors and displays to promote sustainability and recycling, including the acceptance of donations to Goodwill, cell phones for soldiers, and eyeglasses. The event also included a car show displaying employee-owned low GHG emitting vehicles. We provided employees information on our accomplishments and goals.

## **VI. Transparency (optional image)**

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

#### **I. Summary of Accomplishments**

We continue to make strides in the area of environmental sustainability in 2010/2011. We met our plan goals in the majority of cases. We timely completed and submitted the GHG inventories to OMB. We exceeded goals related to fleet vehicles by reducing our fleet petroleum use by 34.7 percent in 2010 and increasing our alternative fuel use by 99 percent. In FY 2010, we also used renewable energy for 4.6 percent of our facility electricity giving us a yellow for progress on the OMB scorecard. We plan to increase our purchase of renewable energy to improve our score on renewable energy purchases from electricity sources.

We reduced our energy intensity by 5.6 percent from 2003 meeting our FY 2010 agency goal. We continue to strive to meet the mandated energy intensity reduction goal of 18 percent in 2011. In April 2011, we implemented power management for all desktop computers nationwide and expect a reduction in energy consumption from this

effort. We remain challenged to meet this goal due to an increased employee population and previous reductions.

We continue to be one of the lowest water users per gross square foot in the Federal Government even though we increased water use by 7.4 percent in 2010. We completed an energy audit of our headquarters complex and expect a report in June 2011. We expect the report will identify additional environmental conservation measures and water reduction strategies.

Our GHG Inventory showed an approximate 2 percent reduction in Scope 1 and 2 emissions from the baseline year keeping us on track to meet our goal. Our Scope 3 emissions showed a 10 percent increase due to increases in employee population. We will conduct an employee commuter survey this fiscal year to refine our Scope 3 emission information.

Other accomplishments include the recycling of excess wood furniture with the State of Maryland Department of Corrections. As indicated earlier, we also joined the Maryland State Green Registry in 2011. The registry provides the ability to network with other state and Federal agencies in Maryland who are working on greening and sustainability initiatives. During our Headquarters celebration on Earth Day 2011, we began an agency-wide sustainability awareness campaign to educate employees on greening and sustainability

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

### 1. Goal Description:

We are striving to achieve a 21- percent reduction of Scope 1 and 2 GHGs between 2008 and 2020. We will achieve this through a combination of energy reduction strategies.

Our strategy for GHG reductions includes adding renewable on-site energy generation, purchasing additional renewable energy, and implementing recommendations from a recently completed energy audit. Our strategy also includes disposing of buildings in our covered building inventory and adding a more energy efficient data center.

We do not own any facilities and GSA has delegated to us the responsibility to manage the operations and maintenance of some larger facilities. Although we developed a Sustainable Building Implementation Plan (SBIP), which requires a minimum Leadership in Environmental and Engineering Design (LEED) Silver Certification for newly constructed buildings and certain sized renovations, we complete all changes to our building inventory and major renovations and upgrades in conjunction with GSA. For this reason, we can only estimate the building inventory changes associated with our reduction goal. These projections could change based on funding, staffing changes, or other factors.

We are also reducing our use of petroleum for fleet vehicles based on projections of fleet vehicle changes and our increased use of alternative fuels in the field, which we attribute to recent educational efforts.

### 2. Agency Lead for Goal:

The Associate Commissioner of OFM is the lead for target development and implementation of this goal. Within OFM, the Directors of ORM and OEHS are responsible for the overall goal and energy related information.

The Associate Commissioner of OPLM has oversight of the agency's fleet vehicles nationwide and supports this goal.

### 3. Implementation Methods:

ORM is the lead for building energy management. It will track the energy portion of this goal nationwide. To assist in this effort, we established energy managers under DCO for all SSA-covered buildings and have a computer-based system to gather energy-related data from these facilities to ensure tracking in accordance with EISA. In July 2010, ORM conducted an energy education seminar for all agency energy managers on the SSA system and the latest technologies. We completed an energy audit of our headquarters complex (our largest energy user and includes our oldest buildings) and expect a report in June 2011.

OPLM is the agency's lead for transportation and fleet management nationwide. We maintain fleet vehicles nationwide for use by a variety of agency components. OPLM has established Headquarters and regional component fleet liaisons who are responsible for tracking vehicle utilization. Fleet liaisons submit information about the vehicles to the Federal Automotive Statistical Tool system, which provides tracking for vehicle and fuel use. They also remind users to use alternative fuel stations whenever possible. OPLM provides training two to three times per year for the fleet liaisons to ensure they are up-to-date on the status of agency and statutory goals related to the fleet. As a result, we improved our score in this area on the last OMB scorecard.

The agency's Administrative Instructions Manual System requires the use of teleconferencing, if possible, and the use of shuttle services when employees travel to and from Washington, D.C. and Baltimore. We also share a shuttle service with the Center for Medicaid and Medicare Services (CMS) to save fuel. We have an automated request system for fleet vehicles at Headquarters, which tracks requests and consolidates trips, if possible. We also use small, off-road utility vehicles, including a newly purchased electric vehicle, for maintenance personnel to travel around the main campus.

We will track the building energy and fleet portions of this goal through the agency scorecard/sustainability workgroup and incorporate them into the organizational EMS. We discuss the implementation of each goal in the sections below.

We expect to meet the goals outlined in EOs 13423 and 13514 and achieve the targets outlined in the planning chart with the exception of energy intensity, which we explain in the planning table below. We requested funding to meet the goals through leveraging, incremental, and alternative investments in FYs 2010-2012. We requested the funding to implement energy audit recommendations and to install new energy projects. We also requested funding for infrastructure, training, and alternative fuel purchasing to meet the agency goals.

### 4. Positions:

At this time, we currently utilize 4.25 full-time equivalents (FTE) for the energy portion of the goal. This includes support from the five covered buildings in the field. For fleet management, we utilize .5 FTE. To fully staff and track this goal, we require an additional seven FTEs.

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

.	SCOPE 1&2 GHG TARGET	Unit	FY10	FY11	FY12	FY13	FY14	FY15	...	FY20
Buildings										
Buildings										
Buildings	Energy Intensity Reduction Goals (BTU/SF reduced from FY03 base year)	%	15	18	21	24	27	30		
Buildings	Planned Energy Intensity Reduction (BTU/SF reduced from FY03 base year)	%	5.6	4	7	7	TBD	TBD	...	
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)	%	4.6	5	5	7.5	TBD	TBD	...	
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)	%	34.7	40	44	58	62	66	...	
Fleet	Alternative Fuel Use in Fleet AFV Target (Percent increase from FY05 base year)	%	61	77	95	114	136	159	...	hold
Fleet	Planned Alternative Fuel Use in Fleet AFV (Percent increase from FY05 base year)	%	66	83	100	117	134	151	...	hold
Fleet	Senior Executive Fleet Replaced with Low-GHG, High Efficiency	%	100	100	100	100	100	100	...	hold



.	<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>
	Vehicles (Percent replaced from FY08 base year)									
.	Other as defined by agency								...	
.	Total Scope 1 & 2 GHG Emissions (Comprehensive)	MMTCO <sub>2</sub> e	123302	TBD	TBD	TBD	TBD	TBD	...	TBD
.	Total Scope 1 & 2 GHG Emissions (Subject to Agency Scope 1 & 2 GHG Reduction Target)	MMTCO <sub>2</sub> e	123302	TBD	TBD	TBD	TBD	TBD	...	TBD
.	Overall Agency Scope 1 & 2 Reduction (reduced from FY08 base year)	%	2.0	2.0	5.9	17.6	17.6	10.9	...	21

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

1. Planning Table:

a. Buildings

i. Reduce Facility Energy Intensity:

Meeting the current EO 13423 and the EISA energy intensity reduction goals, which use FY 2003 as a baseline, is challenging for SSA. It is important to note that we are in the forefront of energy reduction and achieved many sizeable reductions prior to the current requirements. For example, the agency completed the installation of high efficiency lighting through the Headquarters complex. See the attached list of Energy Projects for more information.

We will continue our commitment to reducing energy intensity and have instituted a number of energy reduction projects at facilities nationwide over the past several years.

We formed an energy sub-workgroup to identify additional areas of reduction. In 2010, we completed two audits and currently have an energy audit underway in Wilkes Barre, PA. We are currently working with GSA on a renovation project for our Security West Building that includes several energy conservation measures. Since 2010, we increased funding requests for energy conservation measures by 76 percent. If the current budget allows funding for this initiative, we plan to complete recommendations from the current energy audits.

We reduced our energy intensity by 5.6 percent in 2010 exceeding our projected 4-percent reduction. We are projecting a 7-percent reduction in both 2012 and 2013 based on implementing additional Energy Conservation Measures (ECM). We continue to develop an Energy Reduction Plan and conduct audits of energy bills. We plan to provide target reductions for FY 2014 and FY 2015 when we update our Sustainability Plan in 2012.

ii. Increase Renewable Electricity Installation and Use:

For 2010, we did not meet the Energy Policy Act and EO 13423 requirements related to the installation and use of renewable electricity. We are unable to purchase renewable energy for our facility in Richmond, CA due to the regulation of the electricity industry. To offset the required increases and our inability to purchase renewable energy in California, we purchased additional renewable energy in 2011 to meet this goal. We have on-site renewable energy projects in place at four of our delegated facilities. We currently purchase renewable energy for the main complex in Baltimore and all delegated Baltimore-area buildings through GSA area-wide contracts.

By 2012, we will purchase a minimum of 5 percent renewable energy through area-wide GSA contracts for all SSA-delegated buildings nationwide with the exception of California. In 2012, we plan to increase the purchase of renewable energy for the main complex and delegated buildings in the Baltimore area from 5 to 10 percent. This will enable us to meet the goals of 5 percent renewable energy use through 2012 and 7.5 percent in 2013.

iii. Reduce Per Capita Energy Consumption Through Space Management Policies

SSA does not own or lease buildings. All of our facilities are owned or leased by GSA. We are developing plans for Headquarters space consolidation.

b. Fleet

i. Reduce Petroleum Use in Fleet Vehicles:

To meet the requirements of EO 13423, we continually exceeded the goals for petroleum reduction since the 2005 baseline and expect to exceed the outlined petroleum-use reduction goals by continuing a 4-percent reduction in use from the baseline year through 2020. We will continue to achieve this by right sizing our fleet and replacing gasoline vehicles with alternative fuel vehicles (AFV) and hybrids. We also installed fuel control systems and formalized agreements to allow use of our alternative fuel pumps by other agencies (e.g.; CMS and the Federal Bureau of Investigation).

ii. Increase Use of Alternative Fuel in Fleet AFVs:

As mentioned above, we installed AFV pumps at the main campus to increase the use of alternative fuels in Headquarters. To increase the use of alternative fuel in the field, we continue to train fleet liaisons to ensure proper monitoring of alternative fuel use. These measures resulted in an increase of alternative fuel use by 99 percent, which is well above the EO 13423 requirements. We plan to increase this measure by a minimum of 17 percent each year from the base year of 2005 through FY 2015.

iii. Optimize Use of Vehicles and Right-Size Fleet:

To maintain an appropriate fleet size, our fleet liaisons ensure that we return underutilized vehicles to GSA in a timely manner. We also replaced Sport Utility Vehicles with light duty AFVs such as minivans or sedans. In FY 2011, we plan to replace 100 percent of our eligible gasoline vehicles to AFVs.

iv. Increase Use of Low Emission and High Fuel Economy Vehicles:

We plan to improve the fuel efficiency of the fleet by acquiring hybrid vehicles from GSA to replace current fleet vehicles.

v. Replace conventional senior executive fleet with low-GHG emitting, highly efficient vehicles.

Our senior executive fleet uses flex fuel vehicles that qualify as low-GHG emitting high efficient vehicles. These vehicles are E-85 vehicles, fueled with E-85 fuel.

vi. Discuss efforts to streamline existing route by consolidating ridership with other agencies. Identify specific challenges related to consolidation of and/or sharing of transportation services with other agencies.

We operate a shuttle van service, which provides ridership services to other Federal entities (e.g.; CMS and the Department of Energy (DOE)) located in the Baltimore/Washington, D.C. metropolitan area.

vii. Discuss the agency's efforts to implement sustainable transportation options by: acquiring low GHG vehicles such as hybrids and AFVs; optimizing the number of vehicles in the agency fleet using alternative fuel in AFVs and FFVs; developing alternative fuel infrastructure; direct spending on training; and procurement of environmentally preferable motor vehicle products. Identify specific challenges in implementing these or other items related to implementation of sustainable transportation within your agency.

Eighty-eight percent of our fleet consists of low-GHG emitting vehicles (73.9 percent are E-85 vehicles and 13.9 percent are Hybrid vehicles). During acquisition, GSA replaces our gasoline vehicles with low-GHG emitting, highly efficient vehicles upon availability. We fuel all flex-fueled vehicles (FFV) at the nearest alternative fuel facility. We host quarterly meetings with fleet liaisons to educate them on the importance of and requirements for using flex fuel in AFVs. We also provide liaisons with the DOE website, which provides a tool for locating alternative fuel infrastructures.

c. Agency Status: SSA remains a leader in the reduction of petroleum use and increase of alternative fuel use in the Federal community. We will continue to surpass required goals in these areas. However, meeting the required energy reduction goals remains a challenge. We expect additional reductions after implementing energy conservation measures identified in an energy audit of our headquarters complex. We increased our purchase of renewable energy to meet the renewable energy goal for 2011. We remain on track to meet our Scope 1 and 2 GHG reduction goal with a 2 percent decrease from the 2008 baseline.

d. Return on Investment: Nothing to report.

e. Highlights: We have been successful utilizing field fleet liaisons to communicate the need to use alternative fuels in the regions.

Attachment 1: SSA GHG Reduction Milestone Chart

Attachment 2: SSA Energy Projects



## SSA PROJECTED PLAN TO GHG EMISSIONS CHANGES

Year	Milestone	GHG Emission, MT CO <sub>2</sub> Increase/Decrease	% Baseline CO <sub>2</sub>
2008	Baseline	131,400	100.0%
2009	Chicago PSC Begins Use of Wind Power	131,369	99.98%
2009	Main Complex Renewable Power Increase from 3-5%	129,612	98.6%
2010	WBDOC Begins Buying 5% Renewable Power	129,400	98.5%
2010	Main Complex Energy Audit Begins	129,612	98.5%
2010	Main Complex Boiler Burner Refurbishment Project Completed	129,147	98.3%
2011	SSA Energy Education Program	129,147	98.3%
2011	Mid-Atlantic PSC to Begin Buying 5% Renewable	128,752	98.0%
2012	Main Complex and Associated Buildings Increase Buying from 5 to10%	124,449	94.7%
2012	Energy Conservation Measures from Energy Audit Implemented at Main Complex Estimated 5% Energy Reduction Projected	122,588	93.3%
2013	Metro West Building removed from Inventory	125,883	95.8%
2015	NEW Efficient National Support Center Opens	129,829	98.8%
2015	Old National Computer Center Expected Energy Reduction Due to Change of Use (50%)	118,285	90.0%
2018	Security West Lease Expires-Expect Replacement with Leased Energy Efficient Building	103,933	79.1%
2020	Fleet Petroleum Use Reduction	103,375	78.7%

**SSA Energy Conservation Measures**

<b>Target</b>	<b>Description</b>	<b>Year</b>
Energy	Retrofit lighting throughout office area with high efficiency lighting.	FY92
Energy	Replace 24 hour chillers with energy efficient chillers.	FY01
Energy	Replace lighting and motors with high efficiency.	FY04
Energy	Building Control System (BCS) upgrade	FY05
Energy	Replace Air Handling Unit (AHU) dampers	FY05
Energy	Replace entire building cooling chillers with efficient model	FY07
Water	Install waterless urinals	FY08
Energy/Water	Energy Audit	FY08
Energy	Basement and penthouse light replacement with efficiency lighting	FY07
Energy	Upgrade Building Automation Controls, install energy efficient VAV controllers	FY08
Energy	Replace domestic water pump system with variable speed motors	FY08
Energy	Replace variable speed drive and replace with high efficiency drive motors at the air handling units	FY08
Energy/Water	Energy Audit	FY08
Water	Replace water closets with water efficient models	FY09
Energy	Miscellaneous energy projects	FY09
Energy	S/ESPC project: Stairwell/parking garage lighting retrofit	FY05
Energy	S/ESPC project: Griswold valve re-commissioning	FY06
Energy	S/ESPC project: Install a 17 KVA photovoltaic panel array	FY06
Energy	S/ESPC project: Reduce primary air	FY06
Energy	S/ESPC project: Replace variable frequency drives and pumps	FY06
Energy	S/ESPC project: boiler replacement/conversion	FY07
Energy	S/ESPC project: Install a cogeneration system (COGEN)	FY07
Energy	Golden Gate training center lighting	FY08
Energy	Exterior induction lighting	FY09
Energy	Air handling unit replacement	FY09
Energy	Replace AC package units	FY09
Energy	Install photovoltaic panels on guard booths	FY10
Energy/Water	Energy Audit	FY10
Energy	Upgrade ceiling lights from T-12 to high efficiency T-8	FY00
Energy	Install sub-meters on cooling tower and install vending misers	FY03
Energy	Cabinet and unit heater replacement	FY04
Energy	Install photovoltaic lighting system in salt shed	FY04
Energy	Cabinet and unit heater replacement	FY05
Energy	Replace venetian blinds with solar shades	FY06
Energy	Replace air handling unit drives with high efficiency drives	FY06
Energy	Install solar film on windows	FY08
Energy	Replace chiller motors, control panels, and starters	FY08
Energy	Replace Obsolete Modular Diffusers with Fan Power	FY08

	Boxes	
Energy	Replace exhaust fans with high efficiency units	FY08
Energy	Replace chilled and hot water pumps	FY08
Energy	Replace heating and cooling valves on air handling units	FY08
Energy	Replace M-cell control units on air handling units	FY09
Energy	Replace exterior, bollards and façade lighting	FY09
Energy	Upgrade lighting control system	FY09
Energy	Replace chilled water pumps with high efficiency pumps	FY09
Energy	Refurbish cooling tower	FY09
Energy/Water	Energy Audit	FY10
Energy	Connect chiller controls to ATC system	FY10
Energy	Replace air handlers and radiant heat pumps	FY10
Water	Install low flow aerators throughout the HQ campus	FY11
Energy	Install white cool roof	FY11
Energy	Install white cool roof with photovoltaic array	FY11
Energy	Install a 1 megawatt solar parking canopy with EV charging stations	FY11

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

### 1. Goal Description:

We will strive to meet the Scope 3 GHG reduction goal of 13 percent. We based this goal on a weighted average for employee travel (minus airline business travel), waste disposal, and Transmission and Distribution (T&D) losses for the agency between 2008 and 2020. For individual reductions, we will strive to meet 12.3 percent, 12.1 percent, and 18.6 percent, respectively.

We provided our baseline GHG Inventory for 2008 and the 2010 GHG Inventory on time.

### 2. Agency Leads for Goal:

Various components within the agency have responsibility for target development, implementation, and oversight of the Scope 3 GHG reduction goal and the GHG Inventory development.

The Associate Commissioner of OFM will track this goal. The following organizations will provide information related to the goal:

#### Federal Employee Travel:

The Office of Human Resources (OHR) will provide information on the employee population, transit subsidies, and telework for the entire agency. DCBFM/OFPO/Office of Travel and Administrative Payment Services will provide business air and ground travel information for the entire agency.

#### Contracted Waste Disposal:

DCBFM/OFM/ORM/OBM and DCO will provide contracted waste information gathered from contract project officers in our Headquarters campus and delegated buildings. We will use employee population data provided by OHR to calculate the wastewater portion of the goal.

#### T&D Losses:

DCBFM/OFM/ORM will supply information on electricity use in our covered buildings to calculate the T&D losses.

### 3. Implementation Methods:

DCBFM/OFM/OEHOS is the lead for tracking this goal. We will use the EMS to develop a tracking system for the Scope 3 goal as well as the GHG Inventory. We plan to develop a transportation survey to refine the information for the Scope 3 goal. We developed the reduction goal using expected industry changes in fuel efficiency for employee and business travel vehicles. We calculated T&D loss reductions using expected energy reductions related to our projected Scope 1 and 2 reductions. We associate waste reductions with projected increases in



waste diversion. We will review the need to development inventory management plans to refine our GHG Inventory process.

We will track the goal through the scorecard/sustainability workgroup and incorporate it into our EMS. We have no additional funding requirements for this goal.

4. Positions:

We will use existing staff to support the Scope 3 GHG reduction goal using existing staff.

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

<b>SCOPE 3 GHG TARGET</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>
Total Scope 3 GHG Emissions (Comprehensive)	MMTCO2e	166000	163344	TBD	TBD	TBD	TBD	...	
Total Scope 3 GHG Emissions (Subject to Agency Scope 3 GHG Reduction Target)	MMTCO2e	166000	163344	TBD	TBD	TBD	TBD	...	
Overall Agency Scope 3 Reduction (reduced from FY08 base year)	%	(10)	1.6	TBD	TBD	TBD	TBD	...	12.7
Other, as defined by agency	%							...	

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

1. Planning Table:

a. Federal Employee Travel (We used all SSA employees in this calculation)

Airline Travel: The GSA Travel Trax system provides airline travel information and CO2 equivalent emissions for each fiscal year. We used expected new airline fuel efficiency standards to project any reductions.

Employee Personal Ground Travel: We used the following assumptions to calculate the goal for employee personal ground travel:

- i. All commuters use cars (Please note that we were unable to use current agency information on transit subsidies to reduce the number of commuters due to a lack of information on the actual distance traveled on public transit. We will provide this information in future versions of the Plan as it becomes available.)
- ii. All employees commute to and from work using one round trip per day.
- iii. The average commute is 13.3 miles one-way based on U.S. Department of Transportation averages.
- iv. We used SSA data on staff using alternative work schedules (4 days/week) and regular work schedules (5 days/week).
- v. Telework staff account for 1.59 percent of the employee population after calculating work days.
- vi. We calculated a fuel efficiency increase of 5 percent per year starting in FY 2011 through 2015 using a change of cars to more efficient models for 10 percent of employee cars each year.
- vii. At this time, information on carpooling related to commuting distances is not available. We will update the Plan as information becomes available.
- viii. We projected a 2 percent employee population increase through 2020.

Employee Work-Related Ground Travel :

- i. We used reimbursement data for personal-use vehicles for business purposes mileage, intercity train travel, and rental car gas. (Data was not available on other forms of transit in the form of mileage.)
- ii. We applied the fuel efficiency gain of 5 percent per year starting in FY 2011 through 2015 using a change of rental cars to more efficient models.
- iii. We used only gasoline vehicles in the car-related calculations. Based on increased fuel efficiency standards for cars, we project a total GHG emissions reduction from 2008 to 2020 of 12.3 percent for the Federal employee travel portion of the goal.

b. Contracted Waste Disposal (We used only covered buildings to calculate the waste sent to landfills, while we used the entire employee population to calculate contracted wastewater.)

Based on information available on waste disposal in covered buildings and adjustments to the employee population related to telework, our GHG emissions related to the 2008 wastewater baseline is 313.8 metric ton carbon dioxide equivalent (mtCO<sub>2e</sub>) and the GHG emissions related to waste disposal are 2,371.7 mtCO<sub>2e</sub>.

Based on projected increases in employee population and waste diversion, as discussed in Goal 7 of this Plan, the projected reduction for contracted waste disposal is 12.1 percent by FY 2020.

c. T&D Losses from Purchased Energy (Only includes information for covered buildings)

We determined that the 2008 baseline for electrical energy use (submitted with our Scope 1 and 2 GHG reduction target) was 195,394 mega-watts hours (MWh) and the projected 2020 reduction in electricity is 159,092 MWh, an 18.6 percent reduction.

Calculating a 6.2 percent T&D loss of 6,665 mtCO<sub>2</sub>e in 2008 and 5,427 mtCO<sub>2</sub>e in 2020, we project an 18.6 percent reduction in Scope 3 GHG emissions based on T&D losses.

d. Discuss the methods used by the agency to calculate its scope 3 GHG emissions (i.e., identify specific surveys or tools used to help estimate emissions, etc.)

See information in sections a-c above.

e. Discuss the development of the agency's FY 2010 Greenhouse Gas Inventory. Include process for verification of data. Identify any challenges or issues related to the FY 2010 inventory process, and discuss how the agency plans to integrate GHG data collection inventory management and reduction strategies into overall planning practices.

We followed the Federal Greenhouse Gas Accounting and Reporting Guidance to develop our GHG Inventory. This process was similar to our end of year energy reporting. To refine the process, we are considering developing inventory management plans. We used a third party verification process for the 2008 and 2010 GHG Inventory submission.

We identified the following challenges and data uncertainty during the 2010 Inventory:

- We were unable to determine the type of renewable energy purchased (e.g.; wind, solar, etc.) through our GSA area-wide energy contracts.
- Although we pay energy bills for our GSA-leased Security West building, we do not control the operation of the chiller plant or mechanical systems. Thus, we are not reporting refrigerant information for this facility.
- The SSA Energy Manager conducts all utility data validation.
- Metering captures all natural gas and on-site electrical information for our buildings giving us a low data uncertainty. The reported #2 oil use is the delivered or purchased quantity and is not metered at the point of use. The data uncertainty is high for #2 oil, but it only contributes 0.16 percent of the total CO<sub>2</sub>.
- Our data uncertainty for the replacement of refrigerant leakage data and from the actual refrigerant purchase quantity is low. Two leaks have occurred, one in FY 2008 and the other in FY 2010. Both leaks are included in the inventory:
- The leak of R-134a at SSA headquarters in FY2008 was related to an accident and the data uncertainty is low.

The leak of R-22 is from the cooling system over time, with the refill occurring in FY2010. The data uncertainty is high because we do not know the duration over which the leak occurred. The contribution from the leak is less than 0.1 percent of the total CO2, so the impact of the high data uncertainty on the overall reported CO2 value is low.

f. Other Planned Actions: None to report.

g. Agency Status:

We expect to refine our tracking related to this goal over the next year and will conduct a survey to better define employee commuting information. Meeting the Scope 3 goals is a challenge due to increases in the employee population.

h. Return on Investment: None to report

i. Highlights: None to report

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

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

#### 1. Goal Description:

We do not own or directly lease any facilities. However, we do have delegated responsibility for managing the operations and maintenance of our larger facilities through delegation agreements with GSA. Therefore, we are not reporting on the assigned goals for this measure. We have set an agency goal, indicated on the planning table, to track the number of our leased and delegated buildings that meet the guiding principles nationwide by 2010.

We developed a Sustainable Building Implementation Plan (SBIP) that outlines the agency's policy related to high-performance and sustainable design/green buildings. The SBIP outlines our commitment to requesting that GSA ensure newly constructed SSA buildings and improvement projects obtain a third party certification that meets the requirements of the Guiding Principles as defined under EO 13423 and the EISA of 2007. We will make these requests for newly constructed buildings and improvement projects that have a total project cost equal to or greater than \$10 million and for those affecting 40 percent or more of the overall floor area.

We will participate in regional and local planning initiatives. We integrated regional and local transportation planning requirements into our Solicitation for Offers and Space Allocation Standards documents, which outline the agency's requirements for GSA to use in field facility leases. For new building construction and existing building renovations, our staff works with GSA to ensure we consider planning requirements.

#### 2. Agency Lead for Goal:

The Associate Commissioner of OFM is the lead for target development and implementation of this goal. Within OFM, the Directors of ORM, OPSS, and the Office of Long-Range Facilities Planning are responsible for the overall transportation, energy, and new and existing building construction planning, respectively. Five LEED-certified staff members support them in this effort.

3. Implementation Methods:

ORM will coordinate with the GSA realty specialist to obtain information regarding SSA facilities nationwide that meet the guiding principles. We will track this goal through the agency scorecard/sustainability workgroup and incorporate it into our EMS.

4. Positions:

At this time, we expect to utilize .25 FTE on this measure through 2012.

**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	%	N/A	N/A	N/A	N/A	N/A	N/A	...	N/A
FRPP-Reported Leased Buildings	%	N/A	N/A	N/A	N/A	N/A	N/A	...	N/A
Total Buildings	%	N/A	N/A	N/A	N/A	N/A	N/A	...	N/A
Other (Buildings), as defined by agency		N/A	N/A	N/A	N/A	N/A	N/A	...	N/A
Track buildings meeting the guiding principles/LEED Nationwide	%	100	100	100	100	100	100	...	100

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

1. Planning Table:

a. Beginning in FY 2020, we will design all new Federal buildings to achieve zero-net energy by FY 2030.

We do not own or directly lease buildings.

b. All new construction, major renovation or repair, and alteration of Federal buildings complies with, “Guiding Principles for Federal Leadership in High Performance and Sustainable Buildings (Guiding Principles).”

We do not own or directly lease buildings.

c. At least 15 percent of agency's existing buildings and building leases meet guiding principles by FY 2015 [5,000 GSF threshold for existing buildings and building leases].

We do not own or directly lease buildings.

d. Demonstrate annual progress toward 100 percent conformance with Guiding Principles for entire building inventory.

We do not own or directly lease buildings.

e. Incorporate sustainable practices into agency policy and planning for new Federal facilities and leases, and into lease renewal strategies.

We do not own or directly lease buildings. However, we are discussing green lease language with GSA.

f. Demonstrate use of cost-effective, innovative building and sustainable landscape strategies to minimize energy, water and materials consumption.

We do not own or directly lease buildings. We are actively involved in the implementation of sustainable landscape projects such as a parking lot photovoltaic array at our California buildings and the Headquarters rain garden.

g. Operate and maintain, and conduct all minor repairs and alterations for existing building systems to reduce energy, water, and materials consumption in a manner that achieves a net reduction in agency deferred maintenance costs.

We are discussing strategies with GSA to incorporate sustainable requirements into projects.

h. Optimize performance of the agency's real property portfolio – dispose and consolidate excess and underutilized property, co-locate field offices, consolidate across metropolitan and regional locations.

We do not own or directly lease buildings. We are developing plans for Headquarters space consolidation.

i. Reduce need for new building and field office space by utilizing technologies to increase telework opportunities and expand delivery of services (over the internet or electronically).

We convened a workgroup to implement telework opportunities at the agency.

j. Conserve, rehabilitate, and reuse historic Federal properties, using current best practices and technology.

We do not own or directly lease buildings.

k. Align agency space actions (new leases, new construction, consolidation) with agency Scope 1&2 and Scope 3 GHG reduction targets.

We do not own or directly lease buildings.

### **Regional and Local Planning**

- a. Incorporate participation in regional transportation planning (recognition and use of existing community transportation infrastructure) into existing policy and guidance.

For new facilities, our GSA lease requirements include a request for access to public transportation when it exists within two blocks of a facility. This requirement facilitates public and employee access to our facilities and promotes the use of public transportation. We actively work with local and regional authorities to ensure adequate public transportation.

- b. Align agency policies to increase effectiveness of local planning efforts regarding transportation, energy resources, and the environment.

For covered facilities, we work with local energy suppliers to establish policies and agreements on energy curtailment and load shedding plans under the facilities management plan and building operating procedures. We completed two Super Energy Savings Performance Contracts with local power companies for our covered buildings to reduce energy intensity for the facility and reduce the grid load for the local energy companies.

- c. Increase effectiveness of regional measures that enhance integrity of local ecosystems and watersheds.

We do not build new facilities or directly hold leases. We work with GSA to plan the location of new Federal facilities and leases.

- d. Update agency policy and guidance to ensure that all environmental impact statements and environmental assessments required under the National Environmental Policy Act (NEPA) for proposed new or expanded Federal facilities identify and analyze effects associated with energy usage and alternative energy sources.

We do not build new facilities or directly hold leases. We work with GSA to plan all new or expanded Federal facilities and to identify and evaluate environmental and energy effects.

- e. Integrate methods and practices necessary to achieve the goals of this plan into agency master planning documents (i.e., high-performance, sustainable building goals, pollution prevention and waste reduction goals, water use reduction goals, sustainable acquisition goals, electronic stewardship and data center consolidation, etc.).

We do not build new facilities or directly hold leases. We work with GSA to plan all new or expanded Federal facilities and to identify and evaluate environmental and energy effects.

- f. Update agency policy and guidance to ensure coordination and (where appropriate) consultation with Federal, State, Tribal and local management authorities regarding impacts to local ecosystems, watersheds and environmental management associated with proposed new or expanded Federal facilities.

We do not build, own, or directly lease buildings.

g. Discuss agency participation in critical local and regional efforts and initiatives (i.e., Executive Order on Chesapeake Bay Protection and Restoration, Executive Order on Stewardship of the Ocean, Our Coasts, and the Great Lakes, etc.).

We do not build, own, or directly lease buildings; however, we will comply where applicable.

Agency Status: We utilize the FRPP energy module database to begin tracking buildings meeting the guiding principles. SSA has opened discussions with GSA about green leasing language tracking for field offices leased by GSA.

Return on Investment: Nothing to report.

Highlights: Nothing to report.

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

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

#### **1. Goal Description:**

We strive to reduce the amount of water used at our covered facilities. Please note that while we do not own any facilities, GSA has delegated to us the responsibility to manage the operations and maintenance of some larger facilities.

#### **2. Agency Lead for Goal:**

The Associate Commissioner of OFM is the lead for target development and implementation of this goal. The Director of ORM and the DCO regional energy managers at our delegated buildings are responsible for the overall goal and water-related information. The Director of OEHS will support the storm water management portion of the goal.

#### **3. Implementation Methods:**

DCBFM/OFM/ORM is the lead organization for the building energy management of our facilities nationwide and will track the water use portion of the goal. ORM established energy managers in all our covered facilities and has a computer-based system to gather water related data from to ensure we meet EISA tracking requirements. To evaluate our water use, we established an energy sub-workgroup, which includes Headquarters and regional representatives. This group will also evaluate future projects for water/energy needs. ORM also completed an energy seminar in May 2010 to provide agency energy managers training on the SSA system and the latest technologies. In September 2010, we sponsored an energy management certification class, which reviewed current



energy statutes for our designated energy managers. We completed an energy audit of our main campus in 2010. We expect the final audit report by June 2011.

We will track this water reduction goal through the agency scorecard/sustainability workgroup and incorporate it into the EMS. We do not have any other internal goals related to this measure at this time. We discuss the implementation of each goal below.

We expect to meet the goals outlined in EOs 13423 and 13514 and achieve the targets outlined in the planning chart with the exception of the planned potable water reduction goal.

We requested funding to meet the goals through leveraging, incremental, and alternative investments in FY 2011-2012. We also requested funding to implement recommendations in the energy audit and to install new energy projects.

4. Positions:

We will utilize .5 FTE for this goal. In addition, the FTE described under goal one, Scope 1 and 2 GHG Emissions, will support this goal.

**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)	%	6	8	10	12	14	16	...	26
Planned Potable Water Reduction (gal/SF reduced from FY07 base year)	%	(7.4)	7.5	10	14	17	20	...	24
Industrial, Landscaping, and Agricultural Water Reduction Targets (gal reduced from FY10 base year)	%	-	2	4	6	8	10	...	20
Planned Industrial, Landscaping, and Agricultural Water Reduction (gal reduced from FY10 base year)	%	-	2	4	6	8	10	...	20
Other, as defined by agency								...	

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

1. Planning Table:

- a. Reduce potable water use intensity by at least 26 percent by FY 2020.

Based on benchmarking against the Federal community, we use the lowest amount of water per gross square foot of any other agency. We already instituted numerous water conservation measures at our facilities (see attached Energy Project List). We are evaluating the potential for additional reductions by conducting an audit of bills and developing a water intensity reduction plan. We budgeted leverage investment funding to implement any water reduction strategies identified. We increased water use 7.4 percent in 2010 due to a metering problem and an increase in employee population. We expect to maintain current use levels nationwide through 2020, but will continue to look for improvements.

- b. Reduce industrial, landscaping, and agricultural water use by at least 20 percent by FY 2020.

We expect to meet the goal established in EO 13514 for reduction of landscaping water use by 2020. Currently, we have no water use for agricultural purposes and limited water use for landscaping. The majority of delegated buildings use native grasses and plants, which do not require watering. For those facilities that do water landscaping, we will install sub-metering to determine the amount of water use. We will also investigate reusing water for landscaping. At the Headquarters campus, we are evaluating the installation of water sensors to determine the need for watering.

- c. Identify and implement water reuse strategies.

We instituted water reuse strategies in our facilities. These included measures such as the reuse of grey water to flush toilets at some facilities. We are reviewing a project to capture grey water from cooling towers at the main complex to use for watering landscaping.

- d. Achieve objectives established by the Environmental Protection Agency in storm water guidance for Federal facilities.

We will comply with all Federal, State, and local storm water management requirements.

- e. Incorporate appropriate reduction strategies for non-potable water use into agency policy and planning.

See section b above. We will review non-potable water use and will incorporate as appropriate.

- f. Agency Status: We are reviewing water use data and completed an energy audit for the main complex. We requested funding to implement audit recommendations in the current budget request. These actions should help us improve water reductions over the next several years.

- g. Return on Investments: Nothing to report.

- h. Highlights: We have successfully reused grey water to flush toilets in our Richmond, CA and Chicago, IL facilities.

## Goal 4 (optional image)

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

#### 1. Goal Description:

We are committed to diverting 50 percent of non-hazardous solid waste by 2015. Through our delegations agreements with GSA, we are responsible for waste management in the Headquarters and delegated buildings. We do not directly renovate or construct buildings. Therefore, we cannot report on the construction and demolition (C&D) debris portion of the goal. Our SBIP indicates our requirements for LEED Silver certification of large renovations and new construction projects. We will also request that GSA recycle C&D waste.

#### 2. Agency Lead for Goal:

The Associate Commissioners, OFM, OAG, and OPLM are co-leads for target development and implementation of this goal.

Under OFM, the Director of ORM is responsible for the non-hazardous waste and recycling programs at Headquarters and in our delegated buildings. Recycling coordinators and waste contract project officers in the Headquarters and delegated buildings support ORM. Purchasing staff and contracting officers support OAG and OPLM.

Under OFM, the Director of OEHOS is responsible for the hazardous waste and pest management portion of the goal. Members of the building management staff, including a hazardous waste coordinator and employees who are Certified Pesticide Applicators and Certified Hazardous Materials Managers, support OEHOS.

Under OPLM, the Director of the Office of Publications Management is responsible for purchasing paper for the Headquarters facilities. OAG provides guidance in our Green Purchasing Plan related to purchasing paper with 30 percent post consumer fiber and ensuring newly acquired network printers contain a double-sided print function to reduce the use of paper.

#### 3. Implementation Methods:

DCBFM/OFM/ORM will track the waste diversion measure through the recycling coordinators and waste contract project officers at each facility.

DCBFM/OFM/OEHOS will track the hazardous waste through the hazardous waste coordinators and applicable staff members.

DCBFM/OPLM and OAG will track this measure through applicable staff members. We will track the entire goal through the agency scorecard/sustainability workgroup and incorporate it into the EMS.

4. Positions:

Existing staff will support this goal.

**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)	%	60	62	63	63	64	64	...	80
C & D Material & Debris Diversion Targets	%	N/A	N/A	N/A	N/A	N/A	N/A	...	N/A
If agency uses on-site or off-site waste-to-energy, estimated total weight of materials managed through waste-to-energy	Tons	600	600	595	595	590	590	...	550
Number of sites or facilities with on-site composting programs	#	1	1	1	1	1	1	...	1
Number of sites or facilities recycling through off-site composting programs	#	0	0	0	0	0	0	...	0
If agency has on-site or off-site composting programs, estimated total weight of materials diverted to composting	pounds	20,000	20,000	20,000	20,000	20,000	20,000	...	20,000
% of agency-operated offices/sites with a recycling program	% of covered buildings	100	100	100	100	100	100	...	100
If agency offices located in multi-tenant buildings, % of those buildings with a recycling program	%	N/A	N/A	N/A	N/A	N/A	N/A	...	N/A
% of agency-operated residential housing with recycling programs	%	N/A	N/A	N/A	N/A	N/A	N/A	...	N/A
Other, as defined by agency								...	

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

- a. Increase source reduction of pollutants and waste.

We strive to increase source reduction as outlined under Goals 1 and 2 in the Plan. We will accomplish this by reducing emissions from newly refurbished boilers, purchasing renewable energy, and reducing building inventories. We will reduce waste through increasing waste diversion as discussed below.

- b. Divert at least 50 percent non-hazardous solid waste by FY 2015, excluding C&D debris.

On average, we currently divert 60 percent of non-hazardous solid waste at our Headquarters and delegated buildings. GSA currently holds the leases for our smaller, leased buildings. Thus, we do not have control over waste disposal at those buildings. Within the next two years, we plan to ensure that all delegated facilities divert 50 percent of waste across the board rather than on average.

- c. Discuss agency strategies to reduce municipal solid waste sent to landfills and how implementation will assist the agency in achieving FY 2020 GHG reduction targets (See Goals 1 and 2 above)

We plan to revise the Headquarters recycling program to increase the diversion of solid waste from landfills. We send all headquarters solid waste to an energy plant. This will further reduce our Scope 3 GHG emissions.

- d. Divert at least 50 percent C&D materials and debris by FY 2015.

We do not renovate or construct new buildings. GSA manages all such projects and our SBIP requires GSA to meet LEED requirements. We strive to recycle C&D materials and debris as part of the LEED certification process for any SSA renovation and construction projects.

- e. Reduce printing paper use.

To help reduce printing paper use, the Green Purchasing Plan requires that all acquired printing products, including copier machines, faxes, and printers, contain a double-sided print function. We are evaluating changing all network printers to a double-sided print default.

- f. Increase use of uncoated printing and writing paper containing at least 30 percent postconsumer fiber.

Our Green Purchasing Plan requires the acquisition of products containing a minimum of 30 percent postconsumer fiber.

- g. Reduce and minimize the acquisition, use, and disposal of hazardous chemicals and materials.

We enhanced our hazard communication program, which has been in place since 1992. The enhancements reduced our acquisition, use, and disposal of hazardous chemicals. The program includes an automated means for reviewing and approving chemical Material Safety Data Sheets. The program requires training for regional and local hazard communication coordinators in delegated and field offices. The program also requires chemical inventory reviews

at our Headquarters facilities (the largest user of chemicals), which involves determining the need for stored chemicals and appropriate disposal. We also added requirements to our custodial and maintenance contracts for appropriate waste handling and disposal for each covered building.

Our Headquarters buildings have mechanical shops that purchase and use chemicals. Our delegated buildings no longer have maintenance shops that require purchasing or stocking chemicals. The majority of the delegated buildings have contractors who manage the facilities and are responsible for disposing of chemicals. The majority of chemicals disposed of are oils and grease. The reduction in chemical use has also resulted from the change from print shops to computerized printing and in mechanical space, the removal of older machinery that required hazardous chemicals for operation (e.g., chillers).

DCBFM/OFM/OEHOS is working with DCBFM/OAG to reduce over-purchasing of chemicals and ensure contractors remove chemicals brought on-site upon completion of work. Instituting our Green Purchasing Plan further enhanced efforts to purchase environmentally friendly products and reduce purchasing hazardous chemicals.

h. Increase diversion of compostable and organic materials from the waste stream.

We currently compost yard waste at our Headquarters facilities. We use the composted waste for planting beds and topsoil fill. We are researching the feasibility of a composting program for our Headquarters cafeteria.

i. Implement integrated pest management and landscape management practices to reduce and eliminate the use of toxic and hazardous chemicals and materials.

We have an Integrated Pest Management program for our Headquarters and delegated buildings. Contractors conduct all pesticide applications and all contracts require the use of Integrated Pest Management. To ensure appropriate application, the program requires a review and approval of all pesticide applications through our hazard communication program.

j. Increase agency use of acceptable alternative chemicals and processes.

Our Green Purchasing Plan requires agency purchasers to purchase alternative chemical products such as bio-based products.

k. Report in accordance with Sections (301-313) of the Emergency Planning and Community Right-to-Know Act (EPCRA) of 1986.

### **Sections 301 to 303 -- Emergency Planning**

We have a Spill Prevention Control and Countermeasure Plan posted on our internal website with information on how to prevent and respond to hazardous materials spills. In addition, we have internal emergency procedures that address environmental health and safety emergencies such as chemical spills, floods, hazardous fibers releases, fumes, and odors, confined space entries, and gas detection system alarms.

We inventoried our hazardous materials and determined that there is one chemical in our facility considered extremely hazardous and above the threshold quantity on site. The chemical is sulfuric acid in the Uninterruptible Power Supply systems. We forwarded this information to the State Emergency Response Commission (SERC) and the Local Emergency Planning Committee (LEPC). SSA emergency planning, security, and environmental staff participate in the LEPC in Baltimore County and Baltimore City. We will ensure that the covered buildings also participate on their LEPCs.

### **Section 304 -- Emergency Notification**

SSA has not had a release of an extremely hazardous substance.

### **Sections 311 and 312 -- Community Right-to-Know Requirements**

We fulfilled the reporting requirements of Sections 311 and 312 by electronic filing through the SERC and LEPC for all five materials identified as being above the threshold planning quantity of hazardous substance on site. We will notify and update the SERC and LEPC by March 1 of each year using an electronic Tier II submission system.

### **Section 313 -- Toxics Release Inventory (TRI)**

We inventoried our hazardous materials and determined that there are no TRI chemicals used above the applicable threshold quantities. Therefore, there is no requirement that we submit toxic chemical release inventory forms.

Agency Status: We are currently diverting over 60 percent of our solid waste and plan to increase our efforts through revision of our Headquarters recycling program, enhanced education, and increased monitoring.

Return on Investment: Nothing to report.

Highlights: Ensuring the proper disposal of Personally Identifiable Information (PII) creates a significant challenge for recycling paper at our facilities. Rather than combining all recycled material, we must segregate and shred paper to safeguard PII. This increases our cost for recycling the paper and decreases the value of the paper.

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

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

#### **1. Goal Description:**

DCBFM/OAG commits to ensure 95 percent of new contracts address sustainable acquisition practices as outlined in the planning table below. We will update our Green Purchasing Plan, policies, and programs to ensure we include all federally mandated products and services in relevant acquisitions.

2. Agency Lead for Goal:

OAG’s Director, Office of Acquisition Support, is the lead for target development and implementation of this goal. Procurement analysts in OAG will ensure implementation, oversight, and reporting on the goal.

3. Implementation Methods:

OAG is our centralized acquisition office and is responsible for acquisitions made throughout the agency. OAG will ensure integration of the sustainable acquisition goal. We will track this goal through the scorecard/sustainability workgroup and incorporate it into the organizational EMS. We discuss the implementation methods following each goal below.

We expect to meet the goals outlined in EOs 13423 and 13514 and achieve the 95 percent target of new contract actions meeting sustainable acquisition requirements during the period of 2012 through 2020. We do not expect to incur any costs associated with implementing this goal. We will integrate training and additional requirements into existing programs, policies, and procedures. Therefore, the planning table does not include budgetary numbers.

At this time, we do not have any other internal goals related to this measure.

4. Positions:

We expect to use .25 FTE on this measure annually through 2020.

**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	%	85	95	95	hold	hold	hold	...	
Energy Efficient Products (Energy Star, FEMP-designated, and low standby power devices)	%	95	99-100	99-100	hold	hold	hold	...	
Water Efficient Products	%	95	95	95	hold	hold	hold	...	
Biobased Products	%	80	95	95	hold	hold	hold	...	
Recycled Content Products	%	95	95	95	hold	hold	hold	...	
Environmentally Preferable Products/Services (excluding EPEAT - EPEAT is included in Goal 7)	%	95	95	95	hold	hold	hold	...	
SNAP/non-ozone depleting substances	%	80	95	95	hold	hold	hold	...	



Sustainable Acquisition	Units	FY10	FY11	FY12	FY13	FY14	FY15	...	FY20
Other, as defined by agency								...	

**GOAL 6: Sustainable Acquisition Contract Review**

SUSTAINABLE ACQUISITION CONTRACT REVIEW	1st QTR FY 11	2nd QTR FY 11	3rd QTR FY 11 (planned)	4th QTR FY 11 (planned)
Total # Agency Contracts	1116	1018	1193	1595
Total # Contracts Eligible for Review	124	113	131	175
Total Contracts Eligible Contract Reviewed (i.e., 5% or more eligible based on previous OMB guidance)	31	5%=6	5%=7	5%=9
# of Compliant Contracts	22	6	7	9
Total % of Compliant Contracts	71%	100%	100%	100%

**GOAL 6: Sustainable Acquisitions Contract Review**

OAG identifies contracts for review by generating a quarterly report of all new contract actions awarded during that quarter. We then narrow the report by identifying both product and service awards where environmental attributes should have been applied (e.g., CPG items, ENERGY STAR™, BioPreferred, water efficient, environmentally preferable, SNAP, etc.). Finally, OAG selects the appropriate number of actions that represent 5 percent of the eligible environmental-related contract actions to determine if we are reaching our 95 percent target.

OAG generated a report of all new contract actions awarded during January through March 2011, yielding a result of 1,018 contract actions. We narrowed that report down to 113 contract actions (identifying product and service awards where we should have applied environmental attributes). Finally, we reviewed a smaller sample of these eligible contract actions, selecting six awards for review. These six contract actions represent 5 percent of the eligible environmental-related contract actions (113). Our review showed that all six awards were environmentally compliant. Based on this review, conducted in accordance with the Office of Management and Budget’s guidance, 100 percent of our eligible contract actions were environmentally compliant.

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

**a. Ensure 95 % 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 [i] (excluding EPEAT-registered products), non-ozone depleting, contain recycled content, or are non-toxic or less toxic alternatives.**

DCBFM/OAG commits to ensure that 95 percent of new contract actions require the supply or use of products and services that are energy efficient (ENERGY STAR™ or FEMP-designated), water efficient, biobased, environmentally preferable [iii] (excluding EPEAT-registered products), non-ozone depleting, contain recycled content, or are non-toxic or less toxic alternatives. OAG outlines our goals and current fiscal year accomplishments in the Sustainable Acquisition and Sustainable Acquisition Contract Review tables on the previous page.

OAG detailed the manner in which we capture and analyze the data to track the agency's performance in meeting the 95 percent target for new contract actions in the question located beneath the planning table. Analysis shows that the agency is meeting the 95 percent target in information technology, office supply, and petroleum-related acquisitions. We need to strive to demonstrate 95 percent compliance in our service-related contract actions. To help accomplish this, we will begin issuing quarterly reminders to contracting staff and contracting officer's technical representatives reminding them of their obligation to procure green-related products and services, when applicable. Each quarter we will also remind contracting staff that acquisitions must contain green attributes, technical evaluation factors, and appropriate contract clauses, whenever applicable. OAG is also in the process of developing a green purchasing checklist that will help contracting officer's technical representatives to identify procurements that could potentially involve or incorporate green purchasing attributes during the acquisition-planning phase.

Historically we have found it difficult to gather data related to the environmental attributes of our purchases. We are working to improve this process by implementing contract writing system enhancements and by participating in and working with inter-agency sustainability workgroups.

OAG will continue to monitor our compliance and identify areas where we can enact further corrective actions.

**b. Update agency affirmative procurement plans (also known as green purchasing plans or environmentally preferable purchasing plans), policies and programs to ensure that all mandated federally designated products and services are included in all relevant acquisitions.**

OAG issued the agency's Green Purchasing Plan in March 2010. The Green Purchasing Plan resides on an intranet website that is easily accessible to all personnel. This plan incorporates Executive Order 13514 guidance, policy, and procedures.

In accordance with the Green Purchasing Plan, OAG will provide green purchasing training opportunities to contracting staff. We will conduct this training by July 1, 2011. We believe this training will reiterate our green purchasing goals and remind contracting staff to ensure green attributes are included in potential contract actions when applicable.

OAG will continue to update our Green Purchasing Plan, policies, and programs to ensure we include all federally mandated products and services in relevant acquisitions. OAG will regularly monitor environmental policy changes and update the Green Purchasing Plan accordingly.

[i] EPEAT products are addressed in Goal 7: Electronic Stewardship and Data Centers.

[ii] Purchases are mandated where such products and services meet agency performance requirements. These mandates do not apply to the acquisition of weapons systems. Agencies should discuss how they currently capture and analyze data to track their performance regarding the 95% target for new contracted actions. Where agencies are unable to track specific actions, they should discuss plans to improve data collection and identify areas where specific challenges exist.

[iii] EPEAT products are addressed in Goal 7: Electronic Stewardship and Data Centers.

[iv] Some agencies may use the term ‘green purchasing plan’, ‘affirmative procurement plan’, and/or ‘EPP’.

Agency Status: We developed a Green Purchasing Plan that outlines requirements for green purchasing agency-wide. We are scheduling training on green purchasing and are periodically reminding purchasers about green purchasing requirements.

Return on Investment: Nothing to report.

Highlights: The current acquisition management systems create a challenge for tracking green purchasing clauses.

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

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

### 1. Goal Description:

We will strive to meet the electronic stewardship and data center goals set forth by EOs 13423 and 13514 as outlined below.

### 2. Agency Leads for Goal:

Various components within SSA have responsibility for target development, implementation, and oversight of electronic stewardship and data center goals.

The Office of the Deputy Commissioner for Systems’ (DCS) Associate Commissioner for the Office of Telecommunications and Systems Operations (OTSO) manages the agency’s Electronics Stewardship Plan (ESP) and provides leadership for our electronics stewardship team. OTSO is also responsible for the operations and maintenance lifecycle elements (e.g., power management and duplex printing) described in the ESP.

The Associate Commissioner for OAG is responsible for the acquisition lifecycle elements (e.g., ENERGY STAR™ and EPEAT) described in the ESP.

The Associate Commissioner for OPLM is responsible for the end-of-life lifecycle elements (e.g., sound disposition practices) described in the ESP.

The Chief Information Officer is responsible for the data center elements introduced in EO 13514.

### 3. Implementation Methods:

We are in the process of implementing our comprehensive ESP, which addresses the goals of the three electronics lifecycle phases set forth by EO 13423:

#### a. Acquisition:

Purchase 95 percent of electronic products as EPEAT-registered equipment, for products where EPEAT standards exist.

#### b. Operations and Maintenance:

Enable ENERGY STAR™ features on 100 percent of computers and monitors or to the maximum degree possible based on mission needs. Extend the useful lifetime of electronic equipment to 4 or more years. Implement procedures to ensure the timely reuse and transfer of equipment within the Federal government.

#### c. End-of-Life Management:

Donate usable electronics to qualified organizations such as public schools. Sell usable or re-furbishable equipment through GSA and the Federal asset sales. Recycle unusable, unsold equipment using sustainable environmental practices that help keep components out of the landfill and recover materials for use in the manufacture of new products.

Our ESP includes goals a-c above, clearly defines roles and responsibilities, defines current and proposed policies, and specifies actions and milestones. We completed all milestones, including implementation of ENERGY STAR™ power management features on 100 percent of desktop and laptop computers and monitors, which we completed in April 2011.

With respect to duplex printing, the majority of our current network printer base includes duplex printing capabilities while our desktop printer base does not. In 2011, SSA began the refreshment of all agency-wide printers with new printers containing integrated duplexers enabling duplex printing at the users' discretion depending on hardcopy requirements. In some cases, singled side documents are required by protocol.

We expect to meet the goals outlined in EOs 13423 and 13514 and surpass the 95 percent target of acquisition of ENERGY STAR™ and EPEAT products through 2012. We are also planning to dispose of 100 percent of our electronics using sound disposition processes. We integrated our electronic stewardship activities existing workloads so we do not have any budgetary numbers on the chart at this time. We do not have any other internal goals related to this measure.

d. Data Centers:

We are moving forward with GSA’s help to procure a new highly energy efficient National Support Center (NSC) . The Information Technology (IT) migrations will last 18 months with the National Computer Center (NCC) ceasing production operations in August 2016.

4. Positions:

Existing staff support the electronic stewardship portion of the Plan and complete it as collateral duty.

**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	%	95	99	99	hold	hold	hold
% of covered electronic product acquisitions that are EPEAT- registered	%	95	99	99	hold	hold	hold
% of covered electronic product acquisitions that are FEMP- designated	%	95	99-100	99-100	hold	hold	hold
% of agency, eligible PC, Laptops, and Monitors with power management actively implemented and in use	%	50	95	95	hold	hold	hold
% of agency, eligible electronic printing products with duplexing features in use	%	Unk (See Note 1 below)	TBD	TBD	TBD	TBD	TBD
% of electronic assets covered by sound disposition practices	%	95	99	99	hold	hold	hold
% of agency data centers independently metered, advanced metered, or sub-metered to determine monthly (or more frequently) Power Utilization Effectiveness (PUE)	%	100 (See Note 2 below)	100	100	hold	hold	hold
Reduction in the number of agency data centers	%	0 (See note 3 below)	0	0	0	0	0

<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 agency data centers operating with an average CPU utilization greater than 65%	%	0	50	75	hold	hold	hold
Maximum annual weighted average Power Utilization Effectiveness (PUE) for agency.		(See note 4 below)	(See note 4 below)	(See note 4 below)	(See note 4 below)	(See note 4 below)	(See note 4 below)

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

Planning Chart Explanation:

Note 1 – All the printers purchased through our BPAs have duplex capability. Some offices are unable to use duplex printing on some letters due to regulatory requirements. We will review this information and report in the next Plan as it is available.

Note 2 – Our data centers are sub-metered or monitored but not necessarily monitored on a weekly basis.

Note 3 – We will construct a new energy-efficient National Support Center.

Note 4 – The National Computer Center does not meet PUE requirements and the Second Support Center is a leased facility and was not designed to meet a specific PUE range.

1. Planning Table:

a. Ensure acquisition of EPEAT-registered, ENERGY STAR™-qualified, and FEMP-designated electronic office products when procuring electronics in eligible product categories.

We expect to meet the goals outlined in EOs 13423 and 13514 and surpass the 95 percent target of acquisition of ENERGY STAR™ and EPEAT products through 2012.

b. Establish and implement policy and guidance to ensure use of power management, duplex printing, and other energy efficient or environmentally preferred options and features on all eligible agency electronic products.

As mentioned above, our Electronic Stewardship Plan (ESP) currently outlines our milestones toward meeting power management goals.

c. Update agency policy to reflect environmentally sound practices for disposition of all agency excess or surplus electronic products.

Our Electronic Stewardship Plan currently reflects the agency's commitment to environmentally sound disposition practices. Since 1996, we have followed government rules and regulations for the donation, sale, and recycling of electronic equipment no longer needed by the Federal government. We will continue to maximize use of our program to donate used electronics. We will perform due diligence to ensure electronic products that have reached the end of their useful life are recycled by companies or organizations that use environmentally sound management practices.

d. Discuss how the agency will increase the quantity of electronic assets disposed through sound disposition practices. Include in the discussion how your agency is using or plans to use programs such as disposal through GSA Xcess, recycling through Unicor, donation through GSA's Computer for Learning (CFL) or other non-profit organizations, and/or recycling through a private recycler certified under the Responsible Recyclers (R2) guidance or equivalent certification.

We dispose of 95 percent of electronic assets through sound disposition practices and plan to dispose of 99 percent for each of FY 2011 and FY 2012. We have been successful using GSA's CFL program and donate the majority of our computers. If we are not able to donate the equipment, we utilize UNICOR, Federal Prison Industries, which is a certified Responsible Recycler, to reclaim and recycle the computers. We have a contract to shred hard disks that cannot be sanitized. Under this contract, the company recycles everything after the shredding process.

e. Discuss how the agency will require IT planning/Life Cycle Manager to replace and or waive equipment that does not meet "Green" compliance requirements.

As discussed above, we will extend the useful lifetime of electronic equipment to four or more years. We will also implement procedures to ensure the timely reuse and transfer of equipment within the Federal government.

f. Update agency policy to ensure implementation of best management practices for energy efficient management of servers and Federal data centers including how the agency will meet data center reduction goals included in the Federal Data Center Consolidation Initiative.

We have submitted a Data Center Consolidation Plan that explains in detail our policy on this initiative. We are working with GSA to construct a new energy efficient data center by 2015.

g. Agency Status: SSA has implemented power management in 2011 which completes the milestones in the agencies Electronic Stewardship Plan. We will continue to meet required milestones under this goal.

h. Return on Investment: Nothing to report.

i. Highlights: Nothing to report.

## **Goal 7 (optional image)**

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

1. Goal Description:

Amnesty Day Office Supply Drive:

This campaign began two years ago to coincide with Earth Day. During the drive, we collect unwanted usable office products throughout the main complex. We package these products for redistribution to other SSA offices including field offices. This prevents unwanted products from entering the waste stream and reduces agency costs for the purchase of new products.

2. Agency Leads for Goal:

DCBFM/OPLM is the lead for the Amnesty Day Office Supply Drive initiative.

3. Implementation Methods:

Annually, we will collect, redistribute, or recycle excess serviceable office supplies including task lights. This green initiative will continue to divert waste from our landfills and reduce waste. It promotes good citizenship as we collect usable supplies and offer them to SSA offices and other agencies.

4. Positions:

We integrated this program into existing budgets so no funding is required.

**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	N/A	N/A	N/A	N/A	N/A	N/A	N/A		N/A
Other, as defined by agency	Complete Office Supply Amnesty Day	X	X	X	X	X	X		X

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

1. Planning Table:

a. Agencies responsible for interagency working groups that support efforts covered in this plan.



We are not responsible for interagency working groups.

b. Agencies that are responsible for coordination, review, analysis and maintenance of Federal/Congressional reporting requirements.

We are not responsible for this activity.

c. Agencies that have developed tools or provide assistance to other agencies in meeting Federal/Congressional reporting requirements.

We have not developed any tools to provide assistance.

d. Agencies that have collaborated to transfer to or share space with other agencies (e.g. sharing a laboratory, warehouse, or office space) or co-located field offices across a metropolitan area or region.

We are developing plans for space consolidation at our Headquarters facilities and will consider these options.

Agency Status: We completed the Amnesty Day program over the last two years and plan to continue through 2012.

We will evaluate the feasibility of incorporating an online claims filing initiative in the next version of our Plan. Nearly 80 million baby boomers will file for retirement benefits over the next 20 years--an average of 10,000 per day--making it necessary to transform the way we deliver service by developing a wide range of online and automated services. Providing this type of service will also reduce the use of personal vehicles and other forms of transportation to visit SSA offices leading to a reduction in GHG emissions by our claimants. We are committed to increasing the percentage of retirement claims filed online.

Return on Investment: Nothing to report.

Highlights: We have been very successful with our office supply amnesty program, which re-distributes office supplies to offices in need throughout the agency. This program saves us money and resources.

## 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

Agency Self Evaluation	Answer
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

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? **Yes, we implemented power management on all employee PCs in April, 2011; we meet the EPEAT electronics goal and use Computer for Learning to donate agency computers. Please see information on these initiatives provided under Goals 6 and 7.**

- Acquire at least 95% EPEAT-registered electronics
- Enable energy star or power management features on 100% of eligible PCs
- Extends the life and/or uses sound disposition practices for its excess or surplus electronics

(If these goals have not been met and demonstrated, then agency should describe its plan and milestones to demonstrate full compliance.)

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?

(If it is finding non-compliance issues, then it should identify corrective actions the agency is taking this year to demonstrate compliance with the 95% sustainable acquisition goal by the end of FY2012.) **Yes, see Goal 6 for more information.**

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

(If agency has not met this goal, then it should describe plans for catching up on this requirement in the next 6 months.) **Yes**

4. Will your agency meet the deadline of October 1, 2012 (EPACT'05 Sec 103) for metering of energy use? (Agency should provide current status of buildings metered and plans for meeting the deadline). **Yes**

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?

(If no, agency needs to provide schedule and plan for actions to be taken in the next six months.) **SSA does not report in the FRPP database.**

#### **Resource/Investment Allocation by Goal**