



Fiscal Year 2014
Strategic Sustainability Performance Plan

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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, providing financial support for aged, blind, and disabled adults and children with limited resources. While fulfilling our mission to provide economic security to many individuals, 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 Strategic Sustainability Performance Plan, which provides 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.
- Incorporate climate change and adaptation considerations in our Agency operations.
- Communicate and reinforce this policy throughout the Agency.

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



Chris Molander
Acting Senior Sustainability Officer

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Executive Summary

Vision

With our mission to provide economic security services to many individuals, sustainability is an integral part of our success. It enables us to do our job more cost-effectively and be responsible stewards of the health of our employees, the public we serve, and the environment in which we all live. We have already made great strides integrating sustainability into the day-to-day implementation of our mission, but there is much more we can do. We are committed to further improvement through a range of approaches such as increasing the efficiency with which we use energy and water in our buildings, reducing solid waste disposal through recycling, and decreasing the combustion of petroleum-based fuels in our vehicles. In addition, the choices we make in acquiring products and services play a critical role in promoting sustainability, and we are committed to conducting acquisition sustainability. Our stewardship for electronics goes beyond acquisition. We will continue to ensure our computers and monitors use minimal energy and are disposed of in an environmentally sound manner. Finally, sustainability goes hand-in-hand with building resilience to the impacts of climate change. We will work to identify our vulnerabilities to climate change and address them proactively.

Leadership

The Associate Commissioner, Office of Facilities and Supply Management (ACOFSM) is the Senior Sustainability Officer and the Climate Change Adaptation contact for the Agency. This official reports directly to the Acting Commissioner of Social Security. In accordance with the implementing instructions of Executive Order (EO) 13423, performance plans for appropriate senior staff include specific measures related to greening and sustainability.

Performance Review

Goal 1: Greenhouse Gas Reduction

Based on the inventory we conducted of our fiscal year (FY) 2013 greenhouse gas (GHG) emissions, we reduced our Scopes 1 and 2 GHG emissions by 36.2 percent compared to the FY 2008 base year. We reduced our Scope 3 GHG emissions by 16.0 percent in FY 2013 from the baseline. Figure ES-1 illustrates that just two sources dominate our emissions: employee commuting, which accounted for two-thirds of the total, and purchased electricity, which contributed more than one-quarter.

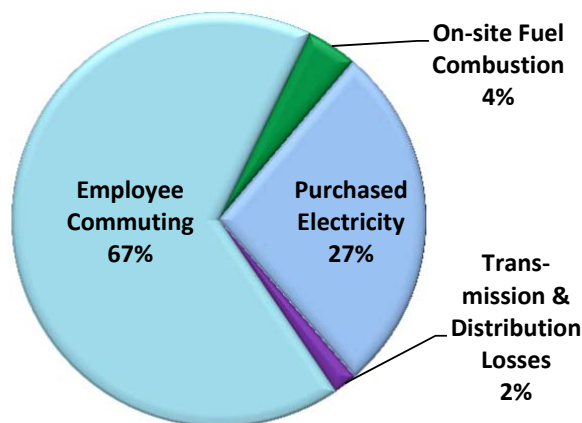


Figure ES-1. Only Four Sources Contribute More than 1% to SSA's Total GHG Emissions

We made significant progress in the difficult area of commuting in FYs 2013 and 2014, by reaching agreement with our unions to expand our telework program. We committed to doubling the number of teleworkers in FY 2014 from 4,100 to 8,200, and have surpassed that goal. We will double the number of teleworkers again by the end of FY 2015 to at least 16,400. By the end of FY 2016, we expect to have well over 30,000 employees on telework, which is more than half of the Agency's workforce. Additionally, most of the telework memoranda of understanding provide for increasing the number of telework days available to employees over time, up to a maximum of three days per week. This has a net effect of reducing the GHG emissions produced by employees driving to work by up to 30 percent over the next three years.

Although emissions from employee business travel accounted for only about 1 percent of total GHG emissions in FY 2013, it is worth noting that since the Agency restricted all employee business travel to mission essential in FY 2010, to align with EO 13589, our emissions in this category have fallen by a factor of three. Figure ES-2 demonstrates the pronounced impact of this ruling.

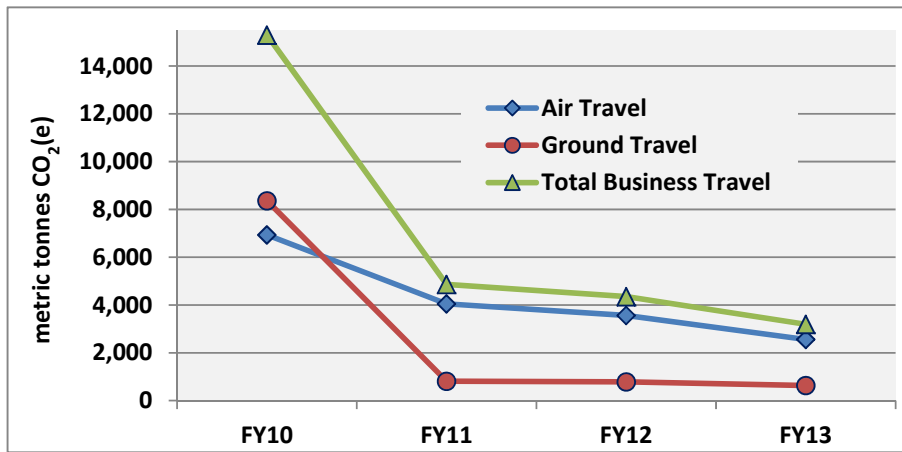


Figure ES-2. GHG Emissions from Employee Business Travel Declined Sharply Due to FY 2010 Policy Restricting Travel

Goal 2: Sustainable Buildings

We are responsible for reporting on Federal sustainability requirements for nine “delegated” buildings—one of which is a data center—owned or leased by GSA. (Based on discussions with the Department of Energy, we excluded the data center from the energy efficiency requirements of the Energy Security and Independence Act of 2007.) Since we lease all of the buildings in which we operate from GSA, we do not report on the Guiding Principles for Federal Leadership in High Performance and Sustainable Buildings. However, we are actively working to improve the sustainability of our buildings by reducing energy and water intensity, increasing the use of renewable sources of energy, and minimizing the amount of solid waste sent for disposal. Figure ES-3 shows that we are on track to meet the Federal government’s goal for energy intensity, for the British thermal units (Btu) per square foot to be 30 percent lower by the end of FY 2015 than the FY 2003 base year. The energy saving performance contract (ESPC) we awarded for our headquarters campus last summer will accelerate the decline in the energy intensity of our delegated facilities.

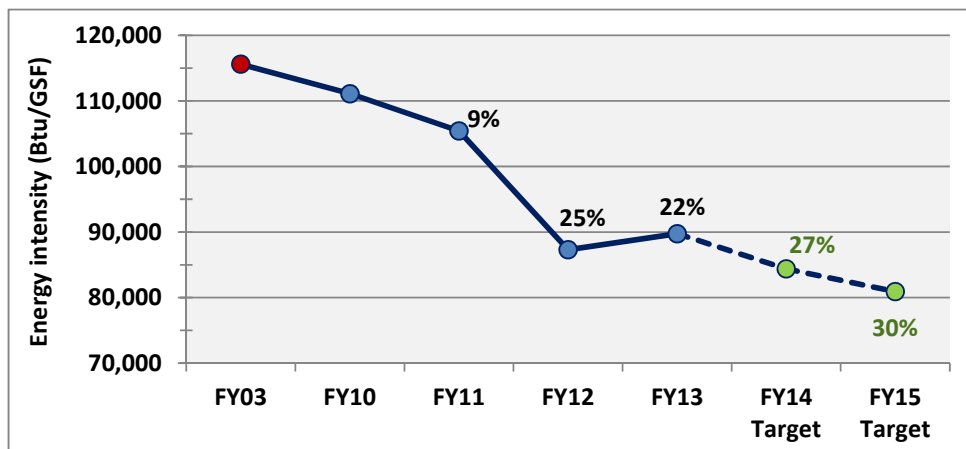


Figure ES-3. SSA Progress towards the FY 2015 Energy Intensity Reduction Target (percentages are reductions from the baseline)

Goal 3: Fleet Management

As demonstrated by the Federal Automotive Statistical Tool, in FY 2013 we excelled in reducing the environmental footprint of our fleet. The consumption of petroleum fuel used by our vehicles was down 39 percent in FY 2013, compared to the FY 2005 baseline, well exceeding the 16 percent target set by EO 13514. At the same time, we significantly increased the quantity of alternative fuel used by our fleet: FY 2013 consumption was 20 times greater than the FY 2005 baseline, an increase of more than 1920 percent, far surpassing the Federal target of 114 percent. Since 99 percent of our fleet consists of vehicles leased from GSA, we use GSA’s “Fleet Drive-Thru” as our primary fleet management system, and conduct quarterly fleet fuel consumption comparison reports.

Goal 4: Water Use Efficiency & Management

Our performance reducing the potable water intensity of our delegated facilities has been excellent, with FY 2013 consumption 45 percent lower than the FY 2007 baseline. As shown in Figure ES-4, we have far surpassed both the FY 2015 and FY 2020 targets set for Federal agencies. Our performance will further improve due to the ESPC we awarded last summer for our headquarters campus since the contract includes the implementation of water efficiency measures. All of our delegated facilities are metered for indoor and irrigation water consumption, and in mid-FY 2014 we completed the installation of advanced water metering for the headquarters campus grounds.

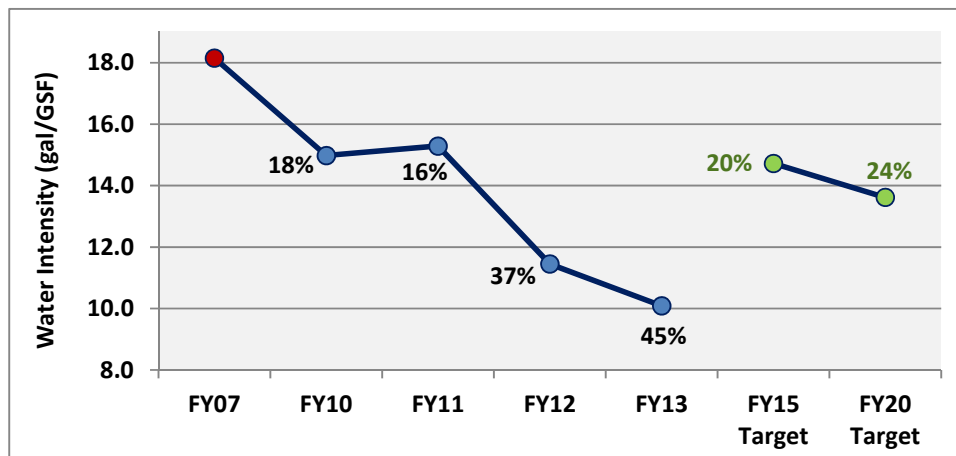


Figure ES-4. SSA Has Already Far Surpassed the FY 2020 Water Intensity Reduction Goal (percentages are reductions from the baseline)

Goal 5: Pollution Prevention & Waste Reduction

In FY 2013, our recycling program diverted 53 percent of our non-hazardous solid waste away from disposal, exceeding the requirement of EO 13514 to divert 50 percent of waste by FY 2015. We based this calculation on the weight of solid waste collected for disposal and the weight of material recycled, where available, but in some cases we needed to estimate the amount of solid waste disposed. Since we have all solid waste from facilities located in Baltimore, MD, incinerated in a waste-to-energy facility, only 12 percent of the total amount of solid waste we generate goes to landfills. Our solid waste diversion has been far exceeding the targets of EO 13514, but we will continue to research additional approaches for increased recycling. To continue our efforts to minimize our use of harmful chemicals, we are in the process of reviewing chemical purchase processes to reduce over-purchasing and emphasize chemical minimization strategies. We are also in the process of drafting a hazardous chemical reduction plan.

Goal 6: Sustainable Acquisition

We conducted 100 percent of our acquisitions sustainably in FY 2013, as determined from our quarterly reviews of 5 percent of applicable new contract actions (788 actions). All applicable new contract actions reviewed met Federal mandates for acquiring products that are energy efficient, water efficient, biobased, environmentally preferable, non-ozone depleting, recycled content, or are non-toxic or less toxic alternatives, where these products meet performance requirements. This success was possible due to the rigorous system we have put in place to assure sustainable acquisition, and ongoing efforts at continuous improvement.

Moving forward, we will begin to encourage specific use of the Federal Strategic Sourcing Initiatives print management Blanket Purchase Agreement for the purchase of specific electronic office equipment. By the end of calendar year 2014, we will have completed the next update to the Agency's Green Purchasing Plan and Acquisition Handbook, which we will then incorporate into training. We will continue to conduct quarterly contract reviews and biannual acquisition management reviews. To foster reporting on sustainability compliance by contractors, we will continue to report sustainability compliance in the Contractor Performance Assessment Reporting System (CPARS), and will update our CPARS guidance for contracts-related staff to include sustainability compliance as an assessment factor, where applicable.

Goal 7: Electronic Stewardship & Data Centers

We scored green in all electronic stewardship areas, with: 1) at least 95 percent of purchased monitors and computers compliant with the Electronic Product Environmental Assessment Tool (EPEAT); 2) power management enabled on all computers and monitors; and 3) all end-of-life electronics disposed through GSA Xcess, Computers for Learning (CFL), Unicorn, or certified recyclers. We will continue to ensure that at least 99 percent of purchased desktop computers, laptops, and monitors are rated Silver or better by EPEAT, and that 100 percent are Energy Star or EPEAT-registered. We will ensure compliance via quarterly green procurement compliance reviews. To ensure our continued use of power management features on all desktop and laptop computers, we will continue to use our comprehensive reporting and auditing compliance system. We ensure the environmentally sound disposal of all excess or surplus electronic products on an ongoing basis through our policies and procedures, which only allow disposition through GSA Xcess, CFL, Unicorn, or a certified recycler. The Agency only has two data centers, both identified as core.¹ We have committed to having no more than 1,000 open systems servers at our main data center, the National Computer Center, and we will strive to maintain an inventory of fewer than 1,000 servers as we migrate the functions of the National Computer Center to the new data center (the National Support Center).

Goal 8: Renewable Energy

In FY 2013, we used renewable sources to supply 18.1 percent of our total electricity consumption, well in excess of the 7.5 percent target. Most of this amount comes from the purchase of renewable energy credits (RECs), although we also generate 6.2 MW from on-site projects, mostly solar photovoltaic (PV) arrays. We will continue to purchase RECs as needed to carry on our tradition of exceeding Federal goals for renewable energy. We recently evaluated the potential for PV and wind energy on our headquarters campus, but chose not to proceed based on an estimated return on investment of 29 years.

Goal 9: Climate Change Resilience

While the scope, severity, and pace of future climate change are difficult to predict, it is clear that potential changes could have important effects on our operations and programs. Through climate adaptation planning, we are identifying how climate change is likely to affect our ability to achieve

¹ A core data center, in terms of the draft working definition under development through the Federal Data Center Consolidation Initiative, is one that satisfies at least six out of nine metrics pertaining to operating system efficiencies.

our mission, operate our facilities, and meet our policy and program objectives. We are working to improve our resiliency by tapping into inter-agency Federal government initiatives to improve the accessibility and coordination of climate change science for decision-making, and we will continue to coordinate with the GSA's climate change adaptation efforts. We will build resiliency into our policies and procedures by reviewing, on an ongoing basis, existing emergency contingency plans and workforce protocols and policies, and incorporating climate change considerations into them as needed. We are submitting our FY 2014 Climate Change Adaptation Plan with this Strategic Sustainability Performance Plan (SSPP).

Progress on Administration Priorities

Climate Change Adaptation Plan

We completed a new Climate Change Adaptation Plan for FY 2014. Among the actions identified in the plan is to survey field offices and the ten Regional Materiel Resource Centers across the country about their current and potential future climate change vulnerabilities. We will use this information in developing the FY 2015 version of our Climate Change Adaptation Plan.

Biobased Purchasing Strategies

We are currently including biobased and other Federal Acquisition Regulation (FAR) sustainability clauses in all applicable construction and other relevant service contracts, and will continue to do so. We include the applicable FAR clause prescriptions in our Green Purchasing Plan and ensure during acquisition management reviews that appropriate FAR clauses are included.

Fleet Management Plans

We have a number of strategies for further driving down petroleum fuel consumption by our vehicles. One is to use criteria we established to identify potentially underutilized fleet vehicles and retire those whose usage patterns do not justify their continued use. Another is to ensure that we replace all conventionally fueled vehicles with low-GHG emissions and/or alternative fuel vehicles when they reach the replacement phase of their life cycle. We also plan to increase our use of E-85 (a blend of 85 percent ethanol and 15 percent gasoline) by 10 percent in FY 2014 over FY 2013.

Energy Savings Performance Contracts

In September 2013, we awarded our first performance contract, a \$15.57 million contract to improve energy and water efficiency at our headquarters, which is a campus of buildings owned by GSA. We have identified the most cost-effective opportunities for improvement, and we are in the process of implementing them. We are committed to increasing the total of the ESPC to \$20 million by the end of FY 2015.

Evaluation of Previous Year's Strategies

Instructions: Below are the specific strategies your agency selected in your 2013 Sustainability Plan. Please use the table to evaluate the progress of these strategies.

Goal	(A) Strategy	(B) Did you implement this strategy? Yes/No	(C) Was the strategy successful for you? Yes/No	(D) Will you use this strategy again next year? (Please explain in 1-2 sentences)
Goal 1: Scope 1&2 GHG Reductions	Implement in EISA 432 covered facilities all lifecycle cost effective ECMs identified	Yes	Yes	Yes, we awarded the ESPC. We are now in the construction phase and are realizing savings from energy conservation measures (ECMs).
	Reduce on-site fossil-fuel consumption by installing more efficient boilers, generators, furnaces, etc. and/or use renewable fuels	Yes	Yes	Yes, in our headquarters boiler plant, we rebuilt three boilers and replaced one boiler. In June 2014, we are replacing two boilers in our Supply Building.
	Reduce grid-supplied electricity consumption by improving/upgrading motors, boilers, HVAC, chillers, compressors, lighting, etc.	Yes	Yes	Yes, the agency continues to install state of the art lighting (interior and exterior). We will replace two chillers in our Supply Building, and implement various other ECMs.
	Employ operations and management best practices for energy consuming and emission generating equipment	Yes	Yes	Yes, we are performing recommissioning in June 2014.
	Install building utility meters and benchmark performance to track energy and continuously optimize performance	Yes	Yes	Yes, we recently completed and are now commissioning an advanced metering system at headquarters to optimize performance.
Goal 1: Scope 3 GHG Reductions	Use employee commuting survey to identify opportunities and strategies for reducing commuter emissions	Yes	Yes	Yes, we analyzed the results of our FY 2012 survey and will deploy and analyze an FY 2014 survey.
	Increase number of employees eligible for telework and/or the total number of days teleworked	Yes	Yes	Yes, we reached agreement with our union to increase teleworking, and expect significant increases over the next few years.
	Develop and implement bicycle commuter program	Yes	Yes	Yes, we are in the process of developing a program to promote bicycle commuting.
	Provide bicycle commuting infrastructure	Yes	Yes	Yes, we will provide the infrastructure to support bicycle commuting.
Goal 2:	Incorporate green building	Yes	Yes	Yes, we include green

Sustainable Buildings	specifications into all new construction and major renovation projects			building specifications as we design each construction or renovation project.
	Redesign or lease interior space to reduce energy use by daylighting, space optimization, sensors/control system installation, etc.	Yes	Yes	Yes, we will implement energy efficiency measures in interior space under our ESPC.
	Include in every construction contract all applicable sustainable acquisition requirements for recycled, biobased, energy efficient, and environmentally preferable products	Yes	Yes	Yes, we have and will continue to include sustainable acquisition requirements for recycled, biobased, energy efficient, and environmentally preferable products in our construction contracts.
	Develop and deploy energy and sustainability training for all facility and energy managers.	Yes	Yes	Yes, we plan to provide in-house sustainability training for facility and energy managers.
Goal 3: Fleet Management	Acquire only highly fuel-efficient, low greenhouse gas-emitting vehicles and alternative fuel vehicles (AFVs)	Yes	Yes	Yes, we will continue to acquire 100 percent highly fuel efficient, low GHG-emitting and/or alternative fuel vehicles during their replacement cycle.
	Increase utilization of alternative fuel in dual-fuel vehicles	Yes	Yes	Yes, this method has increased our E-85 usage tremendously.
	Use a Fleet Management Information System to track fuel consumption throughout the year for agency-owned, GSA-leased, and commercially-leased vehicles	Yes	Yes	Yes, the data collected in our Fleet Management Information System and our in-house Excel spreadsheet helps track fuel consumption quarterly. In addition, it allows us to comply with Federal Management Regulation 102-34-340.
Goal 4: Water Use Efficiency & Management	Purchase and install water efficient technologies (e.g., Waterwise, low-flow water fixtures and aeration devices)	Yes	Yes	Yes, we plan to continue to install low flow flush valves and aerators.
	Develop and deploy operational controls for leak detection including a distribution system audit, leak detection, and repair programs	Yes	Yes	Yes, we conduct our leak detection and repair program on an ongoing basis.
	Design, install, and maintain landscape to reduce water use.	Yes	Yes	Yes, we already designed our current landscaping using local plants with low water needs.
	Design and deploy water closed-loop, capture, recharge, and/or reclamation systems	Yes	Yes	Yes, we continue to reclaim condensate water, ground water seepage, and rainwater for reuse as gray

				water and landscaping irrigation at our facilities in Illinois and California.
	Install meters to measure and monitor industrial, landscaping and agricultural water use.	Yes	Yes	Yes, the agency installed advanced meters on the irrigation system for our headquarters campus. We will continue to monitor water usage for irrigation.
Goal 5: Pollution Prevention & Waste Reduction	Eliminate, reduce, or recover refrigerants and other fugitive emissions	Yes	Yes	Yes, we will continue to track fugitive emissions at 100 percent of our delegated facilities for our annual GHG inventory, and make changes and repairs as necessary to reduce leakage.
	Reduce waste generation through elimination, source reduction, and recycling	Yes	Yes	Yes, we plan to continue to meet recycling and waste reduction goals.
	Implement integrated pest management and improved landscape management practices to reduce and eliminate the use of toxic and hazardous chemicals and materials	Yes	Yes	Yes, we will continue to ensure that all pest control contracts require Integrated Pest Management practices.
	Develop/revise Agency Chemicals Inventory Plans and identify and deploy chemical elimination, substitution, and/or management opportunities	Yes	Yes	Yes, we are reviewing chemical purchase processes to reduce over-purchasing, and we are drafting a hazardous chemical reduction plan.
	Update and deploy agency procurement policies and programs to ensure that federally-mandated designated sustainable products are included in all relevant procurements and services	Yes	Yes	Yes, since sustainable policies and products are constantly evolving, we will continually update agency policies and programs to ensure we are meeting or exceeding Federally mandated sustainable standards and goals.
Goal 6: Sustainable Acquisition	Deploy corrective actions to address identified barriers to increasing sustainable procurements with special emphasis on biobased purchasing	Yes	Yes	Yes, our quarterly sustainable acquisition reviews identify barriers in areas where we can seek to deploy corrective actions to increase sustainable procurements. We plan to continue to place emphasis on biobased purchasing; however, we will also pursue corrective actions in acquisitions of all types of sustainable products and services.
	Include biobased and other FAR sustainability clauses in all applicable construction	Yes	Yes	Yes, we will continue to include all relevant sustainable FAR clauses in

	and other relevant service contracts			applicable construction and service contracts. We will identify these contracts during acquisition planning and option renewal periods.
	Use Federal Strategic Sourcing Initiatives, such as Blanket Purchase Agreements (BPAs) for office products and imaging equipment, which include sustainable acquisition requirements	Yes	Yes	Yes, we will continue to discover means of using appropriate Federal Strategic Sourcing Initiatives (FSSI) blanket purchase agreements (BPA) to purchase sustainable products and services.
	Report on sustainability compliance in contractor performance reviews	Yes	Yes	Yes. If implemented, a proposed FAR Case (2014-010) would implement evaluation of sustainability compliance in contractor performance reviews. We will also work toward incorporating these reviews in our agency-specific contractor performance review guidance.
Goal 7: Electronic Stewardship & Data Centers	Identify agency “Core” and “Non-Core” Data	Yes	Yes	Yes, SSA has two core data centers to enhance our disaster recovery posture and balance workload.
	Optimize agency Core Data Centers across total cost of ownership metrics	Yes	Yes	Yes, we continue to reduce our whitespace footprint and our power and cooling requirements by consolidating and virtualizing servers and storage devices.
	Ensure that power management, duplex printing, and other energy efficiency or environmentally preferable options and features are enabled on all eligible electronics and monitor compliance	Yes	Yes	Yes, we will continue our efforts to purchase and manage environmentally friendly electronics, including the use of power management and duplex printing.
	Update and deploy policies to use environmentally sound practices for disposition of all agency excess or surplus electronic products, including use of certified eSteward and/or R2 electronic recyclers, and monitor compliance	Yes	Yes	Yes, we ensure the environmentally sound disposal of 100 percent of Agency excess or surplus electronic products on an ongoing basis through policies and procedures that only allow disposition through GSA Xcess, CFL, Unicor, or a certified recycler.
	Ensure acquisition of 95% EPEAT registered and 100% of ENERGY STAR qualified and FEMP designated electronic office products	Yes	Yes	Yes, we will continue to ensure that at least 99 percent of purchased desktop computers, laptops, and monitors are rated

				Silver or better by EPEAT and that 100 percent are Energy Star or EPEAT-registered.
Goal 8: Renewable Energy	Purchase renewable energy directly or through Renewable Energy Credits (RECs)	Yes	Yes	Yes, we continue to meet the renewable energy requirements by purchasing RECs.
	Install onsite renewable energy on federal sites	No	No	We are evaluating the potential for PV on our headquarters campus.
	Utilize performance contracting methodologies for implementing ECMs and increasing renewable energy	Yes	Yes	Yes, we are currently implementing ECMs as part of the ESPC procurement method.
	Work with other agencies to create volume discount incentives for increased renewable energy purchases	Yes	Yes	Yes, we will continue to work with GSA to be included with other agencies for the purchase of electric and gas.
Goal 9: Climate Change Resilience	Ensure climate change adaptation is integrated into both agency-wide and regional planning efforts, in coordination with other Federal agencies as well as state and local partners, Tribal governments, and private stakeholders	Yes	Yes	Yes, we will continue to incorporate knowledge gained from Federal inter-agency initiatives into our climate change adaptation planning.
	Update agency emergency response procedures and protocols to account for projected climate change, including extreme weather events	Yes	Yes	Yes, we will continue to review existing headquarters emergency contingency plans on an ongoing basis, and revise as needed.
	Ensure workforce protocols and policies reflect projected human health and safety impacts of climate change	Yes	Yes	Yes, we will continue to review workforce protocols and policies on an ongoing basis, and revise as needed.
	Identify vulnerable communities that are served by agency mission and are potentially impacted by climate change and identify measures to address those vulnerabilities where possible	No	Yes	The survey of our delegated facilities has been delayed, but will be conducted to inform our FY 2015 adaptation plan.
	Ensure that agency climate adaptation and resilience policies and programs reflect best available current climate change science, updated as necessary	Yes	Yes	Yes, we will continue to coordinate with GSA to ensure that our adaption planning is informed by the latest science.

Size and Scope of Agency Operations

Table 1: Agency Size & Scope

Agency Size and Scope	FY 2012	FY 2013
Total Number of Employees as Reported in the President's Budget	65,474	63,366
Total Acres of Land Managed	0	0
Total Number of Buildings Owned	0	0
Total Number of Buildings Leased (GSA and Non-GSA Lease)	1,642	1,628
Total Building Gross Square Feet	30,447,674	30,443,759
Operates in Number of Locations Throughout U.S.	1,642	1,628
Operates in Number of Locations Outside of U.S.	0	0
Total Number of Fleet Vehicles Owned	3	5
Total Number of Fleet Vehicles Leased	499	468
Total Number of Exempted-Fleet Vehicles (Tactical, Law Enforcement, Emergency, Etc.)	0	0
Total Amount Contracts Awarded as Reported in FPDS (\$Millions)	\$1,294	\$1,335

Goal 1: Greenhouse Gas Reduction

Agency Progress toward Scope 1 & 2 GHG Goal

E.O. 13514 requires each agency establish a Scope 1 & 2 GHG emission reduction target to be achieved by FY 2020. The red bar represents the agency's FY 2008 baseline. The green bar represents the FY 2020 target reduction. The blue bars represent annual agency progress towards achieving this target. The percentage at the top of each bar represents the reduction or increase from the FY 2008 baseline. A negative percentage value indicates that the emissions have increased compared to the 2008 baseline.

Figure 1-1

INSTRUCTIONS: Agencies should not amend or edit this figure. If changes are necessary, contact CEQ.

SSA Progress toward Scope 1 & 2 Greenhouse Gas Goals

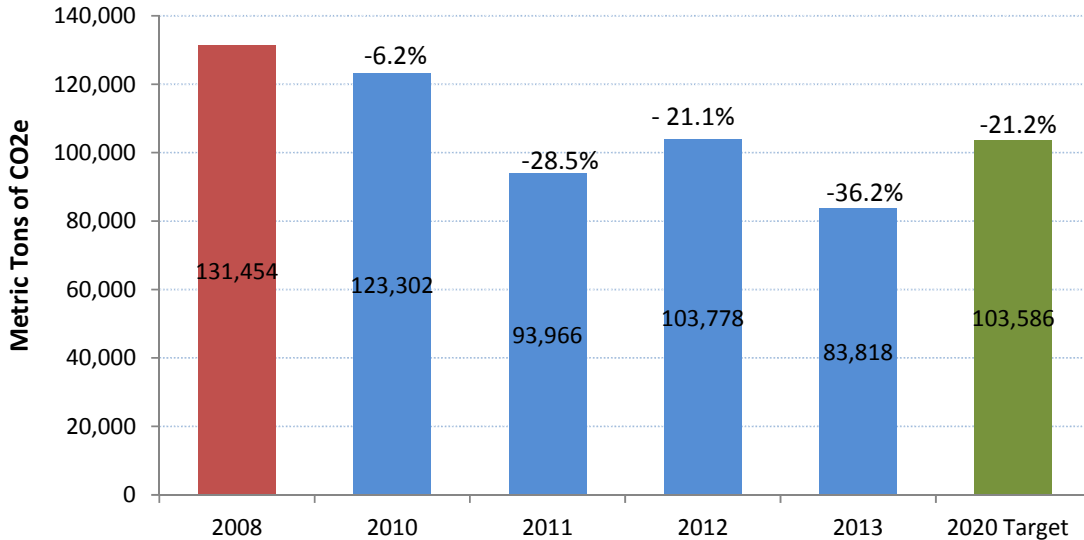


Table 1-1: Goal 1 Strategies – Scope 1 & 2 GHG Reductions

INSTRUCTIONS: In Table 1-1 below, list ONLY the top five priority strategies that the agency will implement in FY 2014 to pursue Goal 1 Scope 1 & 2 GHG reductions. For each agency-level strategy listed below, select the appropriate response from the drop-down menu. If the selection is not applicable (“NA”) or “No”, an explanation must be provided in the Strategy Narrative column (C) as to why the agency will not implement this strategy. If the selection is “Yes”, provide in column (C) a description on how the strategy will be implemented and in column (D) provide specific targets/metrics and milestones to measure agency progress/success. DO NOT DELETE ANY STRATEGIES LISTED IN COLUMN (A). Agencies may make minor changes to a column (A) strategy if needed to enable the agency to select that strategy as a FY 2014 priority. If necessary, agencies may add additional strategies into the blank rows provided in column (A) in order to present five priority strategies.

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top Five? Yes/ No/ NA	(C) Strategy Narrative (100 word limit)	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in next 12 months
Use the FEMP GHG emission report to identify/target high emission categories and implement specific actions to resolve high emission areas identified.	No	We rely more on the energy assessments conducted to inform our decisions on strategies to reduce Scopes 1 and 2 GHG emissions, rather than the FEMP GHG report.	
Ensure that all major renovations and new building designs are 30% more efficient than applicable code.	N/A	We occupy only GSA-leased space.	

Implement in EISA 432 covered facilities all lifecycle cost effective ECMs identified.	Yes	We awarded an ESPC at our headquarters facility in September 2013.	(1) Finish construction phase of ESPC in December 2015. (2) Energy intensity reduced from FY 2003 baseline: 27 percent by FY 2014 and 30 percent by FY 2015.
Reduce on-site fossil-fuel consumption by installing more efficient boilers, generators, furnaces, etc. and/or use renewable fuels.	Yes	We will replace two boilers in our Supply Building as part of the ESPC at headquarters.	(1) Finish installing the Supply Building boilers by November 2014. (2) Energy intensity reduced from FY 2003 baseline: 27 percent by FY 2014 and 30 percent by FY 2015.
Reduce grid-supplied electricity consumption by improving/upgrading motors, boilers, HVAC, chillers, compressors, lighting, etc.	Yes	This is part of the ESPC at our headquarters.	(1) Finish construction phase of ESPC in December 2015. (2) Energy intensity reduced from FY 2003 baseline: 27 percent by FY 2014 and 30 percent by FY 2015.
Employ operations and management best practices for energy consuming and emission generating equipment.	Yes	Recommissioning heating, ventilation, and cooling (HVAC) equipment to operate more efficiently is part of the ESPC at headquarters.	(1) Finish construction phase of ESPC in December 2015. (2) Energy intensity reduced from FY 2003 baseline: 27 percent by FY 2014 and 30 percent by FY 2015.
Install building utility meters and benchmark performance to track energy and continuously optimize performance.	Yes	We recently completed and are now commissioning an Advanced Metering System at our headquarters facility. The agency will use advanced metering to track high intensity usage, and then develop a corrective action plan.	Energy intensity reduced from FY 2003 baseline: 27 percent by FY 2014 and 30 percent by FY 2015.

Agency Progress toward Scope 3 GHG Goal

E.O. 13514 requires each agency establish a Scope 3 GHG emission reduction target to be achieved by FY 2020. The red bar represents the agency's FY 2008 baseline. The green bar represents the FY 2020 reduction target. The blue bars represent annual agency progress on achieving this target. The percentage at the top of each bar represents the reduction or increase from the FY 2008 baseline. A negative percentage value indicates that the emissions have been increased compared to the FY 2008 baseline.

Figure 1-2

INSTRUCTIONS: Agencies should not amend or edit this figure. If changes are necessary, contact CEQ.

SSA Progress toward Scope 3 Greenhouse Gas Goals

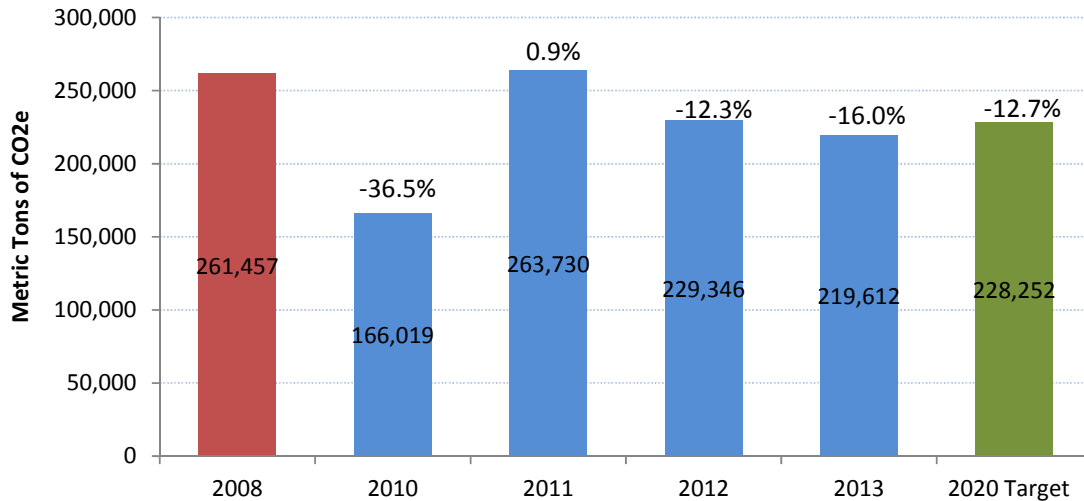


Table 1-2: Goal 1 Strategies – Scope 3 GHG Reductions

INSTRUCTIONS: In Table 1-2 below, list ONLY the top five priority strategies that the agency will pursue in FY 2014 to achieve Goal 1 Scope 3 GHG reductions. For each agency-level strategy listed below, select the appropriate response from the drop-down menu. If the selection is not applicable (“NA”) or “No”, an explanation must be provided in the Strategy Narrative column (C) as to why the agency will not implement this strategy. If the selection is “Yes”, provide in column (C) a description on how the strategy will be implemented and in column (D) provide specific targets/metrics and milestones to measure agency progress/success. DO NOT DELETE ANY STRATEGIES LISTED IN COLUMN (A). Agencies may make minor changes to a column (A) strategy if needed to enable the agency to select that strategy as a FY 2014 priority. If necessary, agencies may add additional strategies into the blank rows provided in column (A) in order to present five priority strategies.

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top Five? Yes/ No/ NA	(C) Strategy Narrative (100 word limit)	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in next 12 months
Reduce employee business ground travel.	No	This strategy is not a priority because employee ground travel accounts for only 0.2 percent of total GHGs (0.3 percent of Scope 3 emissions).	
Reduce employee business air travel.	Yes	In FY 2010, the SSA Commissioner restricted all employee business travel to business essential. GHG emissions associated with business travel (air and ground) have fallen steadily since that time. SSA Headquarters uses video conferencing to communicate with the regions.	GHG emissions from employee air travel reduced in FY 2014 from the FY 2013 level.

Develop and deploy employee commuter reduction plan.	Yes	The focus of our employee commuter reduction plan is to increase teleworking. This is described below.	Number of teleworkers doubled by the end of FY 2015 to at least 16,400.
Use employee commuting survey to identify opportunities and strategies for reducing commuter emissions.	Yes	In March 2014, we analyzed the results of our FY 2012 GSA Carbon Footprint Tool Scope 3 Commuter Survey to identify the most appropriate strategies for reducing commuter emissions. The analysis concluded that teleworking was the best strategy to reduce commuting emissions. We will continue to analyze the results of our commuter surveys, although, as recommended, the surveys are deployed only every other year.	Deploy the FY 2014 GSA Carbon Footprint Tool Scope 3 Commuter Survey in the fall of 2014, and analyze the results by the end of FY 2015.
Increase number of employees eligible for telework and/or the total number of days teleworked.	Yes	In FY 2013 and FY 2014, we reached agreement with our unions on expanding our telework program, committing to doubling the number of teleworkers in FY 2014 from 4,100 to 8,200, and have surpassed that goal. By the end of FY 2016, we expect to have well over 30,000 employees teleworking, more than half our workforce. Most telework memoranda of understanding provide for increasing the number of telework days to a maximum of three days per week. This has a net effect of reducing the GHG emissions produced by employees driving to work by up to 30 percent over the next three years.	Number of teleworkers doubled by the end of FY 2015 to at least 16,400.
Develop and implement bicycle commuter program.	Yes	We are in the process of developing a program to promote bicycle commuting.	We will have the program developed by the end of FY 2015.
Provide bicycle commuting infrastructure.	Yes	We will provide the infrastructure to support bicycle commuting.	We will have a bicycle commuting infrastructure in place at headquarters by the end of FY 2015.

Goal 2: Sustainable Buildings

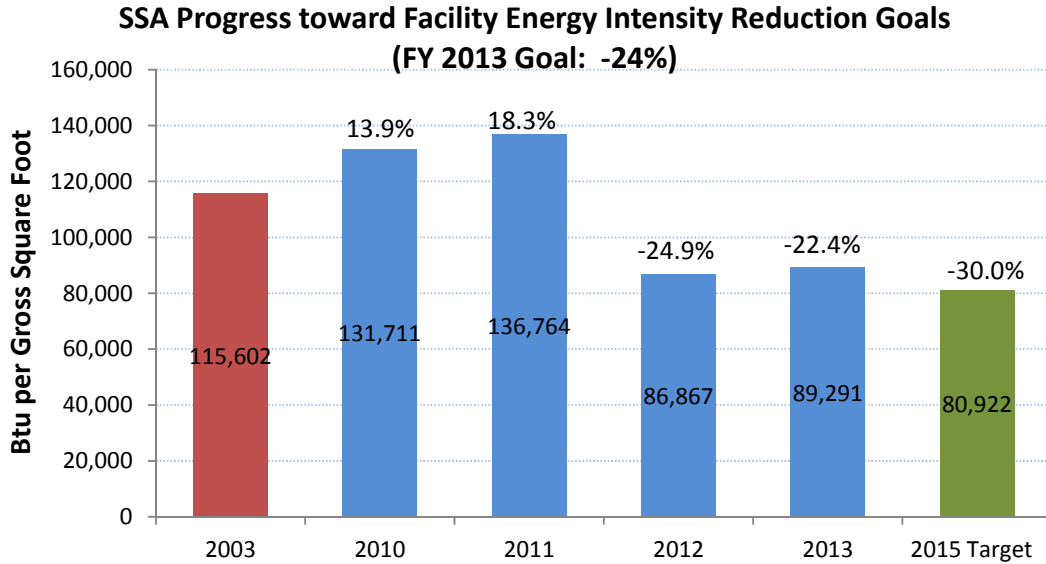
Agency Progress toward Facility Energy Intensity Reduction Goal

E.O. 13514 Section 2 requires that agencies consider building energy intensity reductions. Further, the Energy Independence and Security Act of 2007 (EISA) requires each agency to reduce energy intensity 30 percent by FY 2015 as compared to the FY 2003 baseline. Agencies are expected to reduce energy intensity by 3 percent annually to meet the goal. The red bar represents the agency's FY 2003 baseline. The green bar represents the FY 2015 target reduction. The blue bars show annual agency progress on achieving this target. The percentage at the top of each bar represents the

reduction or increase from the FY 2003 baseline. A negative percentage value indicates that the energy intensity has been increased compared to the FY 2003 baseline.

Figure 2-1

INSTRUCTIONS: Agencies should not amend or edit this figure. If changes are necessary, contact CEQ.



Agency Progress toward Total Buildings Meeting the Guiding Principles

E.O. 13514 requires that by FY 2015, 15 percent of agencies’ new, existing, and leased buildings greater than 5,000 square feet meet the Guiding Principles. In order to meet the FY 2015 goal, agencies should have increased the percentage of conforming buildings by approximately 2 percent annually from their FY 2007 baseline. The green bar represents the FY 2015 target. The blue bars represent annual agency progress on achieving this target.

Table 2: Goal 2 Strategies – Sustainable Buildings

INSTRUCTIONS: In Table 2 below, list ONLY the top five priority strategies that the agency will pursue in FY 2014 to achieve Goal 2. For each agency-level strategy listed below, select the appropriate response from the drop-down menu. If the selection is not applicable (“NA”) or “No”, an explanation must be provided in the Strategy Narrative column (C) as to why the agency will not implement this strategy. If the selection is “Yes”, provide in column (C) a description on how the strategy will be implemented and in column (D) provide specific targets/metrics and milestones to measure agency progress/success. DO NOT DELETE ANY STRATEGIES LISTED IN COLUMN (A). Agencies may make minor changes to a column (A) strategy if needed to enable the agency to select that strategy as a FY 2014 priority. If necessary, agencies may add additional strategies into the blank rows provided in column (A) in order to present five priority strategies.

(A)	(B)	(C)	(D)
Will the agency implement the following strategies to achieve this goal?	Top Five? Yes/ No/ NA	Strategy Narrative (100 word limit)	Specific targets/metrics to measure strategy success including milestones to be achieved in next 12

Incorporate green building specifications into all new construction and major renovation projects.	Yes	We are, and have been, incorporating green building specifications into all new construction and major renovation projects.	We include Green building specifications in the design of each construction or renovation project.
Implement ECMs in interior space to reduce energy use by daylighting, space optimization, sensors /control system installation, etc.	Yes	We will implement energy efficiency measures in interior space under our ESPC.	Energy intensity reduced from FY 2003 baseline: 27 percent by FY 2014 and 30 percent by FY 2015.
Deploy CEQ's Implementing Instructions –Sustainable Locations for Federal Facilities.	N/A	We are not developing new sites.	
Include in ever construction contract all applicable sustainable acquisition requirements for recycled, biobased, energy efficient, an environmentally preferable products.	Yes	We already include sustainable acquisition requirements for recycled, biobased, energy efficient, and environmentally preferable products in our construction contracts.	Include sustainable acquisition requirements for recycled, biobased, energy efficient and environmentally preferable products requested, as available, in the design for each construction project.
Develop and deploy energy and sustainability training for all facility and energy managers.	Yes	We plan to provide in-house sustainability training for facility and energy managers, using the following steps: 1) Research the type of training available (e.g., DOE, EPA Energy Star, etc.) and what we need for SSA; 2) Set up conference rooms and video conferencing or webinars to reduce travel; and 3) Hold in-house training at SSA headquarters via video and/or webinar.	Energy intensity reduced from FY 2003 baseline: 27 percent by FY 2014 and 30 percent by FY 2015.

Goal 3: Fleet Management

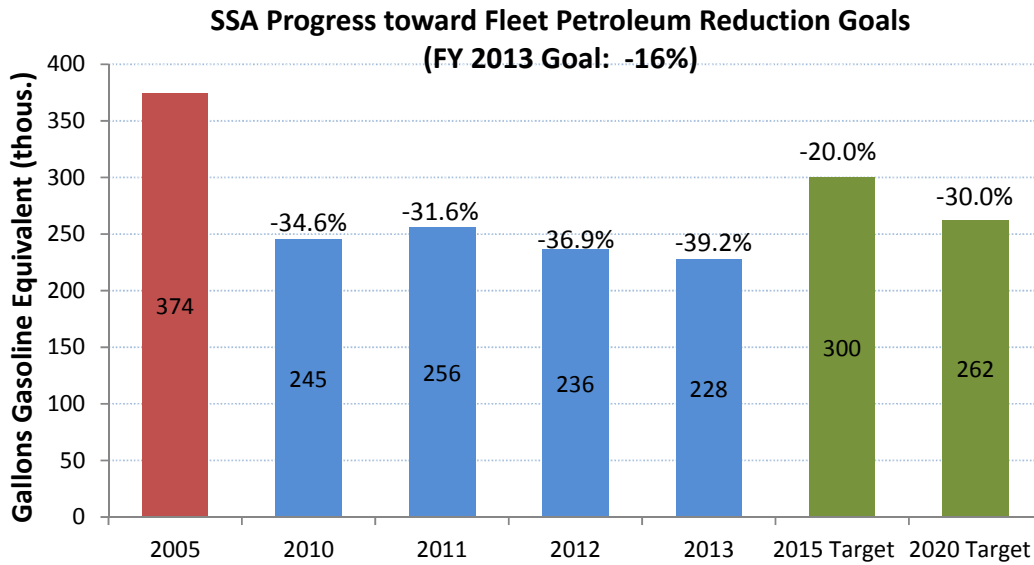
Agency Progress toward Fleet Petroleum Use Reduction Goal

E.O. 13514 and the Energy Independence and Security Act of 2007 (EISA) require that by FY 2015 agencies reduce fleet petroleum use by 20 percent compared to a FY 2005 baseline. Agencies are expected to achieve at least a 2 percent annual reduction and a 30 percent reduction is required by FY 2020. The red bar represents the agency's FY 2005 baseline. The green bars represent the FY 2015 and FY 2020 target reductions. The blue bars represent annual agency progress on achieving

these targets. The percentage at the top of each bar represents the reduction or increase from the FY 2005 baseline. A negative percentage indicates an increase in fleet petroleum use.

Figure 3-1

INSTRUCTIONS: Agencies should not amend or edit this figure. If changes are necessary, contact CEQ.



Agency Progress toward Fleet Alternative Fuel Consumption Goal

E.O. 13423 requires that agencies increase total alternative fuel consumption by 10 percent annually from the prior year starting in FY 2005. By FY 2015, agencies must increase alternative fuel use by 159.4 percent, relative to FY 2005. The red bar represents the agency’s FY 2005 baseline. The green bar represents the FY 2015 target. The blue bars represent annual agency progress on achieving this target. The percentage at the top of each bar represents the reduction or increase from the FY 2005 baseline. A negative percentage indicates a decrease in fleet alternative fuel use.

Figure 3-2

INSTRUCTIONS: Agencies should not amend or edit this figure. If changes are necessary, contact CEQ.

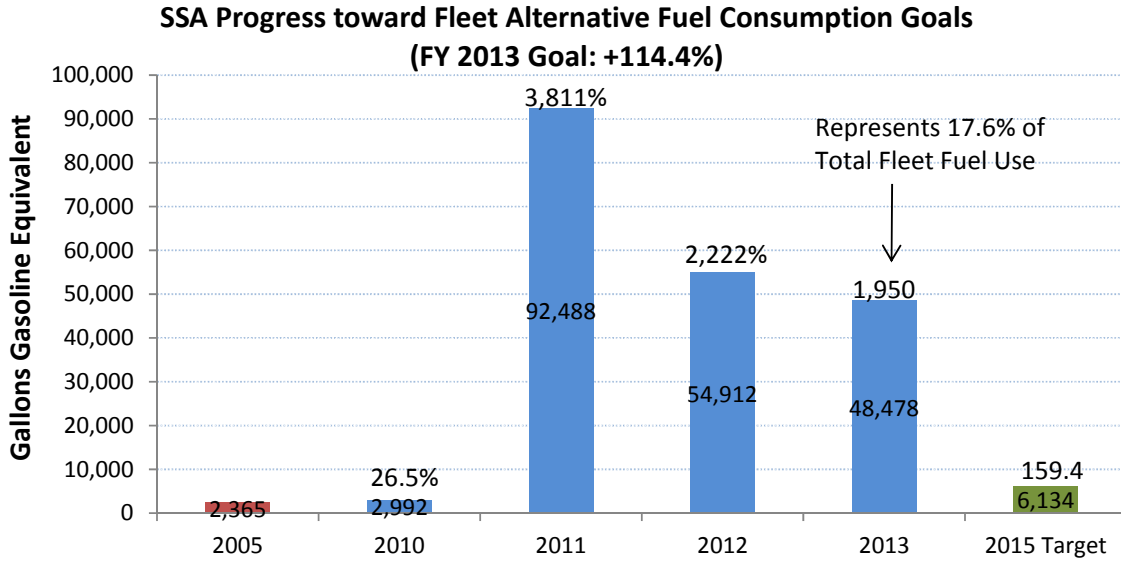


Table 3: Goal 3 Strategies – Fleet Management

INSTRUCTIONS: In Table 3 below, list ONLY the top five priority strategies that the agency will pursue in FY 2014 to achieve Goal 3. For each agency-level strategy listed below, select the appropriate response from the drop-down menu. If the selection is not applicable (“NA”) or “No”, an explanation must be provided in the Strategy Narrative column (C) as to why the agency will not implement this strategy. If the selection is “Yes”, provide in column (C) a description on how the strategy will be implemented and in column (D) provide specific targets/metrics and milestones to measure agency progress/success. DO NOT DELETE ANY STRATEGIES LISTED IN COLUMN (A). Agencies may make minor changes to a column (A) strategy if needed to enable the agency to select that strategy as a FY 2014 priority. If necessary, agencies may add additional strategies into the blank rows provided in column (A) in order to present five priority strategies.

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top Five? Yes/ No/ NA	(C) Strategy Narrative (100 word limit)	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in next 12 months
Optimize/Right-size the composition of the fleet (e.g., reduce vehicle size, eliminate underutilized vehicles, acquire and locate vehicles to match local fuel infrastructure).	Yes	We will continue to monitor the fleet to identify underutilized vehicles and immediately return to GSA any vehicles that are not justifiable.	Reduce the amount of petroleum-based fuel used by the agency’s fleet by at least 18 percent by FY 2014.

Reduce miles traveled (e.g., share vehicles, improve routing with telematics, eliminate trips, improve scheduling, use shuttles, etc.).	No	Our primary goal is to provide transportation services to meet Agency needs. However, a Memorandum of Understanding with the Centers of Medicare and Medicaid Services is in place for ridesharing between Baltimore, MD and Washington, DC	
Acquire only highly fuel-efficient, low greenhouse gas-emitting vehicles and alternative fuel vehicles (AFVs).	Yes	We are increasing our alternative fuel vehicle acquisitions while decreasing our conventionally fueled vehicles during their replacement cycle. In 2014, we acquired two electric vehicles.	By August 2014, we will replace all vehicles eligible for replacement with highly fuel efficient, low GHG-emitting vehicles and/or alternative fuel vehicles.
Increase utilization of alternative fuel in dual-fuel vehicles.	Yes	Increase utilization of E-85 in flex fuel vehicles.	A 10 percent increase in the use of E-85 in FY 2014, compared to FY 2013.
Use a Fleet Management Information System to track fuel consumption throughout the year for agency-owned, GSA-leased, and commercially-leased vehicles.	Yes	We use GSA's Fleet Management System, "Fleet Drive-Thru" as our primary fleet Management Information System for 99 percent of our entire fleet. We track and monitor the remaining 1 percent through Excel spreadsheets and a vendor purchased fuel management system.	Fuel consumption comparison reports conducted quarterly for our entire fleet.
Increase GSA leased vehicles and decrease agency-owned fleet vehicles, when cost effective.	No	We maintain 99 percent of our total inventory as GSA leased vehicles. The five vehicles owned by the agency and the one commercially leased vehicle are special use vehicles that GSA cannot support.	

Goal 4: Water Use Efficiency and Management

Agency Progress toward Potable Water Intensity Reduction Goal

E.O. 13514 requires agencies to reduce potable water intensity by 2 percent annually through FY 2020 compared to an FY 2007 baseline. A 16 percent reduction is required by FY 2015 and a 26 percent reduction is required by FY 2020. The red bar represents the agency's FY 2007 baseline. The green bars represent the FY 2015 and FY 2020 target reductions. The blue bars represent annual agency progress on achieving these targets. The percentage at the top of each bar represents the reduction or increase from the FY 2007 baseline. A negative percentage value indicates that potable water use intensity has increased compared to the FY 2007 baseline.

Figure 4-1

INSTRUCTIONS: Agencies should not amend or edit this figure. If changes are necessary, contact CEQ.

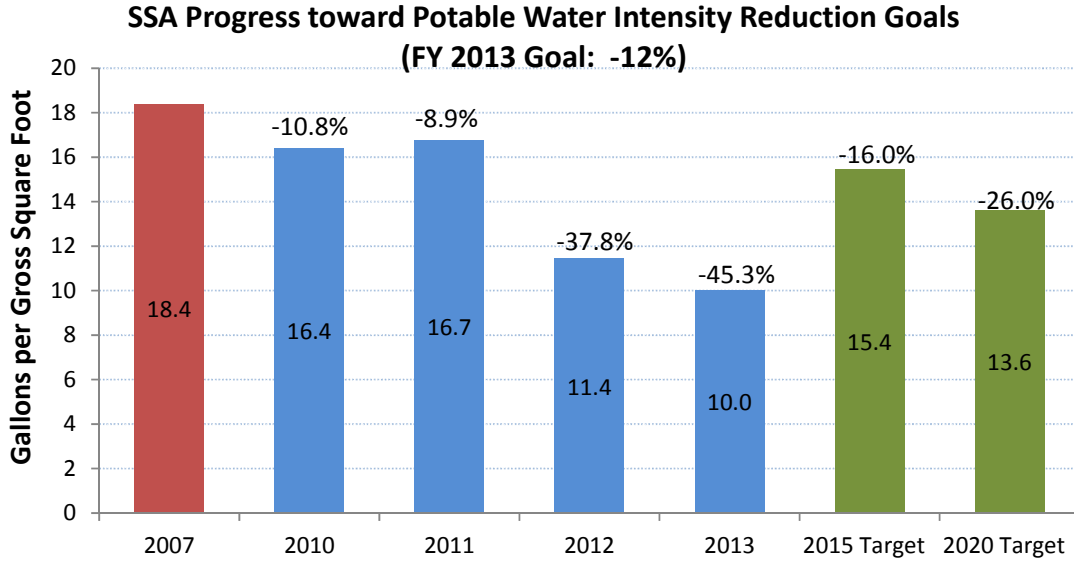


Table 4: Goal 4 Strategies – Water Use Efficiency & Management

INSTRUCTIONS: In Table 4 below, list ONLY the top five priority strategies that the agency will pursue in FY 2014 to achieve Goal 4. For each agency-level strategy listed below, select the appropriate response from the drop-down menu. If the selection is not applicable (“NA”) or “No”, an explanation must be provided in the Strategy Narrative column (C) as to why the agency will not implement this strategy. If the selection is “Yes”, provide in column (C) a description on how the strategy will be implemented and in column (D) provide specific targets/metrics and milestones to measure agency progress/success. DO NOT DELETE ANY STRATEGIES LISTED IN COLUMN (A). Agencies may make minor changes to a column (A) strategy if needed to enable the agency to select that strategy as a FY 2014 priority. If necessary, agencies may add additional strategies into the blank rows provided in column (A) in order to present five priority strategies.

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top Five? Yes/ No/ NA	(C) Strategy Narrative (100 word limit)	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in next 12 months
Purchase and install high efficiency technologies (e.g., WaterSense).	Yes	This is part of the ESPC at headquarters.	(1) ESPC awarded in September 2013. (2) Implementation of water efficiency measures started in March 2014.

Prepare and implement a water asset management plan to maintain desired level of service at lowest life cycle cost (for best practices from the EPA, go to http://go.usa.gov/KvbF)	Yes	As part of our building operation and maintenance program, we use a chemical treatment program and filter cooling tower water to reduce water consumption, and we will continue to assess new equipment as it is added.	We have already far exceeded Federal water reduction targets for FY 2020, but we will continue to implement best practices to minimize the use of potable water in our operations.
Minimize outdoor water use and use alternative water sources as much as possible.	Yes	We reclaim condensate water, ground water seepage, and rainwater for reuse as gray water and landscaping irrigation at our facilities in Illinois and California. At headquarters, we have water sensors as part of our irrigation system and only irrigate the lawns in the front of the facility.	We have already far exceeded Federal water reduction targets for FY 2020, but we will continue to implement best practices to minimize the use of potable water in our operations.
Design and deploy water closed-loop, capture, recharge, and/or reclamation systems.	Yes	We reclaim condensate water, ground water seepage, and rainwater for reuse as gray water and landscaping irrigation at our facilities in Illinois and California.	We have already far exceeded Federal water reduction targets for FY 2020, but we will continue to implement best practices to minimize the use of potable water in our operations.
Install advanced meters to measure and monitor (1) potable and (2) industrial, landscaping and agricultural water use.	Yes	We have installed water metering for irrigation and potable water use. We don't have any agricultural or industrial water use.	We have already far exceeded Federal water reduction targets for FY 2020, but we will continue to implement best practices to minimize the use of potable water in our operations.
Develop and implement programs to educate employees about methods to minimize water use	No	We have minimized the risk of water waste by installing high efficiency equipment throughout our facilities. We have trained our HVAC employees on how to minimize water usage.	
Assess agency water strategy to determine the impact of water use on the agency's energy use and efficiency	No	We have assessed water use and its impact on our energy use and efficiency.	

Goal 5: Pollution Prevention and Waste Reduction

Agency Progress toward Pollution Prevention & Waste Reduction

E.O. 13514 requires that Federal agencies promote pollution prevention and eliminate waste. The E.O. requires agencies to minimize the use of toxic and hazardous chemicals and pursue acceptable alternatives. It also requires agencies minimize waste generation through source reduction, increase diversion of compostable materials, and by the end of FY 2015 divert at least 50% of non-hazardous and 50% of construction and demolition debris.

Table 5: Goal 5 Strategies – Pollution Prevention & Waste Reduction

INSTRUCTIONS: In Table 5 below, list ONLY the top five priority strategies that the agency will pursue in FY 2014 to achieve Goal 5. For each agency-level strategy listed below, select the appropriate response from the drop-down menu. If the selection is not applicable (“NA”) or “No”, an explanation must be provided in the Strategy Narrative column (C) as to why the agency will not implement this strategy. If the selection is “Yes”, provide in column (C) a description on how the strategy will be implemented and in column (D) provide specific targets/metrics and milestones to measure agency progress/success. DO NOT DELETE ANY STRATEGIES LISTED IN COLUMN (A). Agencies may make minor changes to a column (A) strategy if needed to enable the agency to select that strategy as a FY 2014 priority. If necessary, agencies may add additional strategies into the blank rows provided in column (A) in order to present five priority strategies.

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top Five? Yes/ No/ NA	(C) Strategy Narrative (100 word limit)	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in next 12 months
Eliminate, reduce, or recover refrigerants and other fugitive emissions.	Yes	We use refrigerant recovery systems at all of our delegated facilities. We will continue to track fugitive emissions and make changes and repairs as necessary.	HFC emissions reported in the FY 2014 SSA GHG inventory.
Reduce waste generation through elimination, source reduction, and recycling.	Yes	We plan to continue to research additional ways to increase our recycling. At our headquarters in Baltimore, we use 100 percent of solid waste not recycled to create electricity and steam.	We have already far exceeded the Federal goal for diverting non-hazardous waste from the waste stream, and we will continue to reach higher goals.
Implement integrated pest management and improved landscape management practices to reduce and eliminate the use of toxic and hazardous chemicals/materials.	Yes	We require pest control contractors to implement Integrated Pest Management practices, and will continue to review all relevant agency contracts to ensure they include language requiring the proper implementation of pest management.	100 percent of pest control contracts require Integrated Pest Management practices.

Establish a tracking and reporting system for construction and demolition debris elimination.	N/A	We do not directly renovate or construct buildings. GSA makes recycling containers available for all SSA-related construction and demolition debris as needed, or includes the requirement for recycling in contracts.	
Develop/revise Agency Chemicals Inventory Plans and identify and deploy chemical elimination, substitution, and/or management opportunities.	Yes	We are in the process of reviewing agency chemical purchase processes to reduce over-purchasing and emphasize chemical minimization strategies, and we are drafting a hazardous chemical reduction plan.	Review of chemical purchase processes completed by the end of calendar year 2014; drafting of hazardous chemical reduction plan completed by the end of FY 2015.
Take inventory of current HFC use and purchases	Yes	We will continue to track fugitive emissions at 100 percent of our delegated facilities for our annual GHG inventory.	HFC emissions reported in the FY 2014 SSA GHG inventory.
Require high-level waiver or contract approval for any agency use of HFCs	No	This is not among our top five strategies.	
Ensure HFC management training and recycling equipment are available	No	This is not among our top five strategies.	

Goal 6: Sustainable Acquisition

Agency Progress toward Sustainable Acquisition Goal

E.O. 13514 requires agencies to advance sustainable acquisition and ensure that 95 percent of applicable new contract actions meet federal mandates for acquiring products that are energy efficient, water efficient, biobased, environmentally preferable, non-ozone depleting, recycled content, or are non-toxic or less toxic alternatives, where these products meet performance requirements. To monitor performance, agencies perform quarterly reviews of at least 5 percent of applicable new contract actions to determine if sustainable acquisition requirements are included.

Figure 6-1

INSTRUCTIONS: Agencies should not amend or edit this figure. If changes are necessary, contact CEQ.

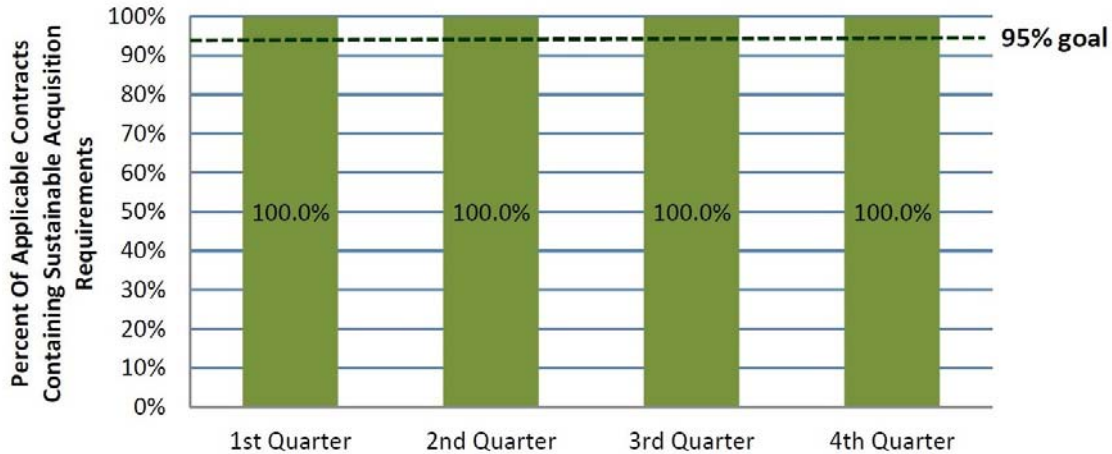


Table 6: Goal 6 Strategies – Sustainable Acquisition

INSTRUCTIONS: In Table 6 below, list **ONLY** the top five priority strategies that the agency will pursue in FY 2014 to achieve Goal 6. For each agency-level strategy listed below, select the appropriate response from the drop-down menu. If the selection is not applicable (“NA”) or “No”, an explanation must be provided in the Strategy Narrative column (C) as to why the agency will not implement this strategy. If the selection is “Yes”, provide in column (C) a description on how the strategy will be implemented and in column (D) provide specific targets/metrics and milestones to measure agency progress/success. **DO NOT DELETE ANY STRATEGIES LISTED IN COLUMN (A).** Agencies may make minor changes to a column (A) strategy if needed to enable the agency to select that strategy as a FY 2014 priority. If necessary, agencies may add additional strategies into the blank rows provided in column (A) in order to present five priority strategies.

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top Five? Yes/ No/ NA	(C) Strategy Narrative (100 word limit)	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in next 12 months
Update and deploy agency procurement policies and programs to ensure that federally-mandated designated sustainable products are included in all relevant procurements and services.	Yes	We will continue to update the Agency’s Green Purchasing Plan and Acquisition Handbook procurement policies to ensure Federally mandated designated sustainable products are included in all relevant procurements.	By December 31, 2014: 1) Complete updates and implementation of the Agency’s Green Purchasing Plan and Acquisition Handbook. 2) Announce the updates and re-introduce the plan through targeted training.

<p>Deploy corrective actions to address identified barriers to increasing sustainable procurements with special emphasis on biobased purchasing.</p>	<p>Yes</p>	<p>We will continue to address barriers to increasing sustainable procurements through agency contracting-staff training and discussing corrective actions found during contract reviews.</p>	<p>Quarterly: Address barriers and corrective actions found during contract reviews. Monthly and Quarterly: Address barriers and corrective actions during contracts-related staff briefings.</p>
<p>Include biobased and other FAR sustainability clauses in all applicable construction and other relevant service contracts.</p>	<p>Yes</p>	<p>We are currently including biobased and other FAR sustainability clauses in all applicable construction and other relevant service contracts, and will continue to do so. We include the applicable FAR clause prescriptions in our Green Purchasing Plan and ensure appropriate FAR clause inclusion during acquisition management reviews.</p>	<p>By December 31, 2014, complete updates and implementation of the Agency's Green Purchasing Plan and Acquisition Handbook. Twice a year (January and June 2015): Perform acquisition management reviews.</p>
<p>Review and update agency specifications to include and encourage biobased and other designated green products to enable meeting sustainable acquisition goals.</p>	<p>N/A</p>	<p>We do not develop or maintain any agency-specific specifications.</p>	
<p>Use Federal Strategic Sourcing Initiatives (FSSI), such as Blanket Purchase Agreements (BPAs) for office products and imaging equipment, which include sustainable acquisition requirements.</p>	<p>Yes</p>	<p>We will use FSSI BPAs, when applicable, to procure sustainable products and services. We encourage the procurement of sustainable office supplies from the FSSI office supply BPA. We will begin to encourage specific use of the FSSI print management BPA for the purchase of specific electronic office equipment.</p>	<p>By December 31, 2014: 1) Work with the agency's FSSI point-of-contact to establish FSSI sustainable acquisition procedures; and 2) Transmit policies via acquisition Flash Notices, Acquisition Handbook Amendments, Green Purchasing Plan revisions, and Acquisition Alerts.</p>
<p>Report on sustainability compliance in contractor performance reviews.</p>	<p>Yes</p>	<p>We will report sustainability compliance in the CPARS, when applicable. We issue regular CPARS reminders to Agency contracts-related staff. If implemented, a proposed FAR Case (2014-010) would implement evaluation of sustainability compliance in contractor performance reviews.</p>	<p>By December 31, 2014: 1) Work with the agency's CPARS focal point to ensure contractor performance assessments include sustainability compliance when applicable; and 2) Update CPARS agency-specific guidance to include sustainability compliance as an assessment factor, when applicable.</p>

Goal 7: Electronic Stewardship and Data Centers

Agency Progress toward EPEAT, Power Management & End of Life Goals

E.O. 13514 requires agencies to promote electronics stewardship by: ensuring procurement preference for EPEAT-registered products; implementing policies to enable power management, duplex printing, and other energy-efficient features; employing environmentally sound practices with respect to the disposition of electronic products; procuring Energy Star and FEMP designated electronics; and, implementing best management practices for data center operations.

Figure 7-1

EPEAT	POWER MANAGEMENT	END-OF-LIFE	COMMENTS
			

Table 7: Goal 7 Strategies – Electronic Stewardship & Data Centers

INSTRUCTIONS: In Table 7 below, list ONLY the top five priority strategies that the agency will pursue in FY 2014 to achieve Goal 7. For each agency-level strategy listed below, select the appropriate response from the drop-down menu. If the selection is not applicable (“NA”) or “No”, an explanation must be provided in the Strategy Narrative column (C) as to why the agency will not implement this strategy. If the selection is “Yes”, provide in column (C) a description on how the strategy will be implemented and in column (D) provide specific targets/metrics and milestones to measure agency progress/success. DO NOT DELETE ANY STRATEGIES LISTED IN COLUMN (A). Agencies may make minor changes to a column (A) strategy if needed to enable the agency to select that strategy as a FY 2014 priority. If necessary, agencies may add additional strategies into the blank rows provided in column (A) in order to present five priority strategies.

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top Five? Yes/ No/ NA	(C) Strategy Narrative (100 word limit)	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in next 12 months
Identify agency “Core” and “Non-Core” Data.	N/A	Completed. We have two core co-processing data centers to enhance our disaster recovery posture and workload balancing.	
Consolidate 40% of agency non-core data centers.	N/A	We only have two data centers, and both are core data centers.	

<p>Optimize agency Core Data Centers across total cost of ownership metrics.</p>	<p>Yes</p>	<p>We continue to reduce whitespace footprint, power, and cooling requirements through consolidation and virtualization of servers and storage devices.</p>	<p>No more than 1,000 open systems servers at our main data center, the National Computer Center (NCC), and an inventory of fewer than 1,000 servers as we migrate the functions of NCC to the new data center (the National Support Center). We apply the same “Virtual Server First” strategy in our Second Support Center.</p>
<p>Ensure that power management, duplex printing, and other energy efficiency or environmentally preferable options and features are enabled on all eligible electronics and monitor compliance.</p>	<p>Yes</p>	<p>In FY 2014 and FY 2015, we will continue our efforts to purchase and manage environmentally friendly electronics. We have implemented power management on all of our personal computers and laptops. We refreshed all printers with printers containing integrated duplexers enabling duplex printing at the user’s discretion depending on hardcopy requirements.</p>	<p>Power management continually implemented on all personal computers and laptops.</p>
<p>Update and deploy policies to use environmentally sound practices for disposition of all agency excess or surplus electronic products, including use of certified eSteward and/or R2 electronic recyclers, and monitor compliance.</p>	<p>Yes</p>	<p>We continue to follow the Federal Management Property Regulations for the donation, sale, and recycling of surplus electronics. We will continue to utilize a GSA contract for the recycling of all excess metal furniture and fixtures. SSA continually assures the environmentally sound disposition of all excess or surplus electronic products via agency policies and procedures that do not allow disposition except through GSA Xcess, CFL, Unicor, or a certified recycler.</p>	<p>The environmentally sound disposition of 100 percent of agency excess or surplus electronic products.</p>
<p>Ensure acquisition of 95% EPEAT registered and 100% of ENERGY STAR qualified and FEMP designated electronic office products.</p>	<p>Yes</p>	<p>The FAR and our Electronic Stewardship and Green Purchasing Plans require the acquisition of EPEAT-registered, ENERGY STAR-qualified, and FEMP-designated electronic office products. We will continue to ensure that at least 99 percent of purchased desktop computers, laptops, and monitors are rated Silver or better by EPEAT and that 100 percent are Energy Star or EPEAT-registered.</p>	<p>100 percent compliance demonstrated in quarterly green procurement compliance reviews.</p>

Goal 8: Renewable Energy

Agency Renewable Energy Percentage of Total Electricity Usage

E.O. 13514 requires that agencies increase use of renewable energy. Further, the Energy Policy Act of 2005 requires agencies to increase renewable energy use such that 7.5 percent of the agency's total electricity consumption is generated by renewable energy sources for FY 2014 and beyond. For FY 2012, the required target was 5 percent of an agency's total electricity consumption.

Figure 8-1

INSTRUCTIONS: Agencies should not amend or edit this figure. If changes are necessary, contact CEQ.

**SSA Use of Renewable Energy as a Percentage of Electricity Use
(FY 2013 Goal: 7.5%)**

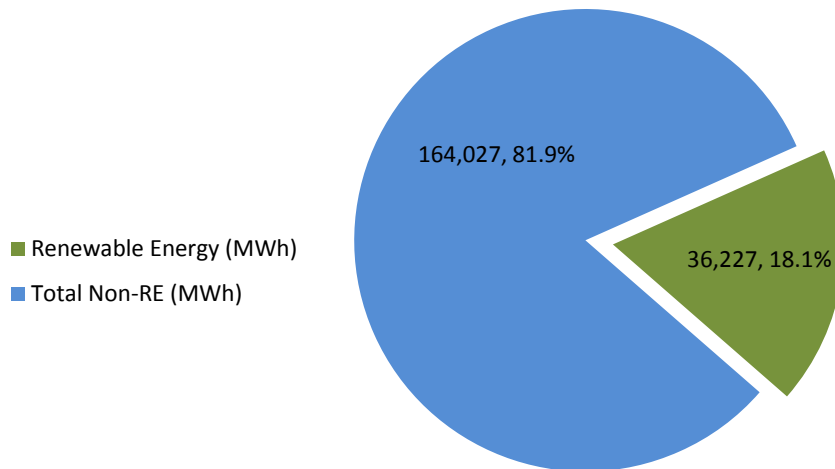


Table 8: Goal 8 Strategies – Renewable Energy

INSTRUCTIONS: In Table 8 below, list ONLY the top five priority strategies that the agency will pursue in FY 2014 to achieve Goal 8. For each agency-level strategy listed below, select the appropriate response from the drop-down menu. If the selection is not applicable (“NA”) or “No”, an explanation must be provided in the Strategy Narrative column (C) as to why the agency will not implement this strategy. If the selection is “Yes”, provide in column (C) a description on how the strategy will be implemented and in column (D) provide specific targets/metrics and milestones to measure agency progress/success. DO NOT DELETE ANY STRATEGIES LISTED IN COLUMN (A). Agencies may make minor changes to a column (A) strategy if needed to enable the agency to select that strategy as a FY 2014 priority. If necessary, agencies may add additional strategies into the blank rows provided in column (A) in order to present five priority strategies.

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top Five? Yes/ No/ NA	(C) Strategy Narrative (100 word limit)	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in next 12 months
Purchase renewable energy directly or through Renewable Energy Credits (RECs).	Yes	We plan to purchase Renewable Energy Credits as necessary to exceed the renewable energy goals.	(1) In August, determine the amount of renewable energy purchased from power companies. (2) In October, report the quantity of Renewable Energy Credits purchased to exceed the renewable energy goals.
Install onsite renewable energy on federal sites.	No	Not yet certain, as we are evaluating the potential for PV on our headquarters campus.	
Lease land for renewable energy infrastructure.	N/A	We have no plans to lease land at this time.	
Develop biomass capacity for energy generation.	N/A	This is not feasible at SSA.	
Utilize performance contracting methodologies for implementing ECMs and increasing renewable energy.	Yes	We have implemented an ESPC at headquarters. The agency will continue to use ESPC methods where feasible to complete ECMs.	(1) ESPC awarded in September 2013. (2) Complete construction phase of energy efficiency measures in December 2015.
Work with other agencies to create volume discount incentives for increased renewable energy purchases.	Yes	We will continue to work with GSA to be included with other agencies for the purchase of electric and gas.	Renewable energy volume discounts created. (GSA and the Department of Energy have the lead on any such initiatives.)

Goal 9: Climate Change Resilience

Agency Climate Change Resilience

E.O. 13514 requires each agency to evaluate agency climate change risks and vulnerabilities to identify and manage the effects of climate change on the agency's operations and mission in both the short and long term.

Table 9: Goal 9 Strategies – Climate Change Resilience

INSTRUCTIONS: In Table 9 below, list ONLY the top five priority strategies that the agency will pursue in FY 2014 to achieve Goal 9. For each agency-level strategy listed below, select the

appropriate response from the drop-down menu. If the selection is not applicable (“NA”) or “No”, an explanation must be provided in the Strategy Narrative column (C) as to why the agency will not implement this strategy. If the selection is “Yes”, provide in column (C) a description on how the strategy will be implemented and in column (D) provide specific targets/metrics and milestones to measure agency progress/success. **DO NOT DELETE ANY STRATEGIES LISTED IN COLUMN (A).** Agencies may make minor changes to a column (A) strategy if needed to enable the agency to select that strategy as a FY 2014 priority. If necessary, agencies may add additional strategies into the blank rows provided in column (A) in order to present five priority strategies.

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top Five? Yes/ No/ NA	(C) Strategy Narrative (100 word limit)	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in next 12 months
Ensure climate change adaptation is integrated into both agency-wide and regional planning efforts, in coordination with other Federal agencies as well as state and local partners, Tribal governments, and private stakeholders.	Yes	We will improve our understanding of how to integrate climate change risks into our planning by tapping into inter-agency Federal government initiatives to improve the accessibility and coordination of climate change science for decision-making. These initiatives include the Interagency Climate Change Adaptation Task Force and the National Climate Assessment.	We will measure success in terms of the acquisition of information from Federal inter-agency initiatives that is useful for preparing our annual Climate Change Adaptation Plan. In the next 12 months, we will reflect this in our FY 2015 adaptation plan.
Update agency emergency response procedures and protocols to account for projected climate change, including extreme weather events.	Yes	Our Office of Security and Emergency Preparedness (OSEP) will review existing headquarters emergency contingency plans on an ongoing basis, and incorporate adaptation into them as needed, as new information on the impacts of climate change becomes available.	Headquarters emergency contingency plans reviewed by OSEP on an ongoing basis and revised as needed.
Ensure workforce protocols and policies reflect projected human health and safety impacts of climate change.	Yes	OSEP will review workforce protocols and policies to ensure they address projected human health and safety impacts of climate change, such as unsafe air quality, unsafe heat index conditions, dangerous conditions from severe storms, and new disease threats due to an expanded range of vector borne disease into the U.S.	OSEP will review workforce protocols and policies on an ongoing basis and revise them as needed, as further information on climate change impacts becomes available.

Update agency external programs and policies (including grants, loans, technical assistance, etc.) to incentivize planning for, and addressing the impacts of, climate change.	N/A	We do not have any such external programs or policies that we can leverage to incentivize preparedness.	
Ensure agency principals demonstrate commitment to adaptation efforts through internal communications and policies.	No	This is an important strategy but is not among our top five due to other actions that we should take first.	
Identify vulnerable communities that are served by agency mission and are potentially impacted by climate change and identify measures to address those vulnerabilities where possible.	Yes	We will conduct a survey to collect information on vulnerability from our eight delegated facilities outside of headquarters. The survey will collect historical information on weather-related problems and vulnerabilities these facilities might already be experiencing. It will also query facilities in coastal locations for information needed to assess which facilities are vulnerable to sea level rise and in what timeframe. We will then analyze the results of the survey and develop a list of recommendations for use by the adaptation planning team.	We will incorporate results from the survey into the FY 2015 Climate Change Adaptation Plan.
Ensure that agency climate adaptation and resilience policies and programs reflect best available current climate change science, updated as necessary.	Yes	We will continue to improve our understanding of climate change risks by coordinating with GSA's climate change adaptation efforts. This will help us acquire knowledge relevant for our planning, such as assessing vulnerabilities and risks, and identifying space and infrastructure requirements for the facilities in which we operate.	We will measure success in terms of the acquisition of information from Federal inter-agency initiatives that is useful for preparing our annual Climate Change Adaptation Plan. In the next 12 months, we will reflect this in our FY 2015 Climate Change Adaptation Plan.
Design and construct new or modify/manage existing agency facilities and/or infrastructure to account for the potential impacts of projected climate change.	N/A	We do not design or construct facilities.	

Incorporate climate preparedness and resilience into planning and implementation guidelines for agency-implemented projects.	N/A	We do not implement projects in the usual sense.	
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Goal 10: Energy Performance Contracts

Agency Progress Toward Goal

Energy Performance Contracts, including both Energy Savings Performance Contracts (ESPCs) and Utility Energy Service Contracts (UESCs), enable agencies to obtain energy efficiency investments in buildings and deploy on-site renewable energy through long-term contracts with the private sector, which are in turn paid through savings derived from those investments.²

Agency Awarded Energy Performance Contracts

The chart below represents the agency’s performance contracting commitment and progress toward that commitment reported through December 31, 2013 (for agencies subject to the 2011 President’s Performance Contracting Challenge). The bar graph shows the total dollar value (in millions) of (1) already awarded projects, (2) projects in the pipeline but not yet awarded, and (3) the pipeline shortfall or surplus depending on whether the agency has reached their commitment goal.

NOTE: All agencies are to meet or exceed their initial target no later than June 30, 2014.

Table 10: Goal 10 Strategies – Energy Performance Contracts

INSTRUCTIONS: In Table 10 below, list ONLY the top five priority strategies that the agency will pursue in FY 2014 to achieve Goal 10. For each agency-level strategy listed below, select the appropriate response from the drop-down menu. If the selection is not applicable (“NA”) or “No”, an explanation must be provided in the Strategy Narrative column (C) as to why the agency will not implement this strategy. If the selection is “Yes”, provide in column (C) a description on how the strategy will be implemented and in column (D) provide specific targets/metrics and milestones to measure agency progress/success. DO NOT DELETE ANY STRATEGIES LISTED IN COLUMN (A). Agencies may make minor changes to a column (A) strategy if needed to enable the agency to select that strategy as a FY 2014 priority. If necessary, agencies may add additional strategies into the blank rows provided in column (A) in order to present five priority strategies.

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top Five? Yes/ No/ NA	(C) Strategy Narrative (100 word limit)	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in next 12 months
Evaluate 25% of agency’s most energy intensive buildings for use with energy performance contracts	No	We complete Energy Audits as required by ESIA 432. The agency uses multiple procurement methods to award ECM projects; e.g., ESPC, direct funding, etc.	

² Goal 10 Section is relevant only to agencies subject to the PPCC.

Prioritize top ten projects which will provide greatest energy savings potential	N/A	We already reviewed the opportunities identified under our ESPC, determined which have the greatest energy savings potential, and are currently in the process of implementing them.	
Cut cycle time of performance contracting process by at least 25%	N/A	Additional ESPCs are not a priority at this time since we are still in the process of overseeing the implementation of our first ESPC for our headquarters facility.	
Assign agency lead to participate in strategic sourcing initiatives	N/A	We already have a FSSI point of contact.	
Devote 2% of new commitments to small buildings (<20k sq. ft.)	N/A	We identify ECMs based on potential energy savings, not building size. In addition, all of our delegated buildings are far larger than 20,000 square feet.	
Identify and commit to include 3-5 onsite renewable energy projects in energy performance contracts	No	Not yet certain, as we are evaluating the potential for PV on our headquarters campus.	
Ensure relevant legal and procurement staff are trained by FEMP ESPC/ UESC course curriculum	Yes	We have attended ESPC training. We will continue to identify personnel requiring training and ensure that they receive training.	On an ongoing basis, we provide ESPC training to appropriate personnel.
Provide measurement and verification data for all awarded projects	No	M&V is not required for ECM projects directly funded by the agency.	
Enter all reported energy savings data for operational projects into MAX COLLECT (max.gov)	No	We use the EISA Compliance Tracking System for energy data, and report energy intensity via the SSPP and Scorecard processes.	

Appendix A. Acronyms

BPA	Blanket Purchase Agreement
CEQ	Council on Environmental Quality
CFL	Computers for Learning
ECM	energy conservation measure
EISA	Energy Independence and Security Act of 2007
EO	Executive Order
EPEAT	Electronic Product Environmental Assessment Tool
ESPC	energy saving performance contract
FAR	Federal Acquisition Regulation
FEMP	Federal Energy Management Program
FPDS	Federal Procurement Data System
FSSI	Federal Strategic Sourcing Initiatives
FY	fiscal year
GHG	greenhouse gas
GSA	General Services Administration
HVAC	heating, ventilation and cooling
N/A	not applicable
REC	renewable energy credit
SSA	Social Security Administration
SSPP	Strategic Sustainable Performance Plan

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