# Fiscal Year 2015
# 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
Chief 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 Chief 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

Our Scopes 1 and 2 greenhouse gas (GHG) emissions in fiscal year (FY) 2014 were 38.6 percent lower than the FY 2008 baseline, as determined by our annual GHG inventory. Scope 3 GHG emissions in FY 2014 were 13.5 percent lower than the base year. Figure ES-1 illustrates that just two sources dominated our emissions: employee commuting, which accounted for two-thirds of the total, and purchased electricity, which contributed more than one-quarter.

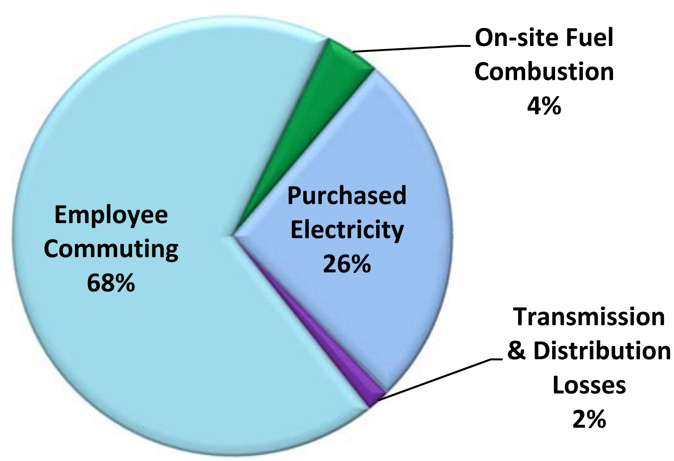



**Figure ES-1. Only Four Sources Contribute More than 1% to SSA's Total GHG Emissions**

We have made significant progress tackling our greatest source of emissions—employee commuting.  We reached agreement with our unions to expand our telework program and in December 2013 we issued a new telework policy.  The number of employees participating in the telework program more than doubled from FY 2013 to FY 2014, to 8,546.  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 telework memoranda of understanding provide for increasing the number of telework days available to employees over time to a maximum of three days per week.

## Goal 2:  Sustainable Buildings

We are responsible for reporting on Federal sustainability requirements for eight "delegated" facilities—one of which is a data center—owned or leased by the General Services Administration (GSA).  (Based on discussions with the Department of Energy (DOE), 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-2 shows our progress towards the Federal government's goal for energy intensity, for the British thermal units (Btu) consumed per square foot of building space to be 30 percent lower in FY 2015 than the FY 2003 base year.  In FY 2013, we awarded an energy savings performance contract (ESPC) for our Headquarters (HQ) campus.  We expect the recently completed projects under the ESPC will enable us to meet the 30 percent target for FY 2015.

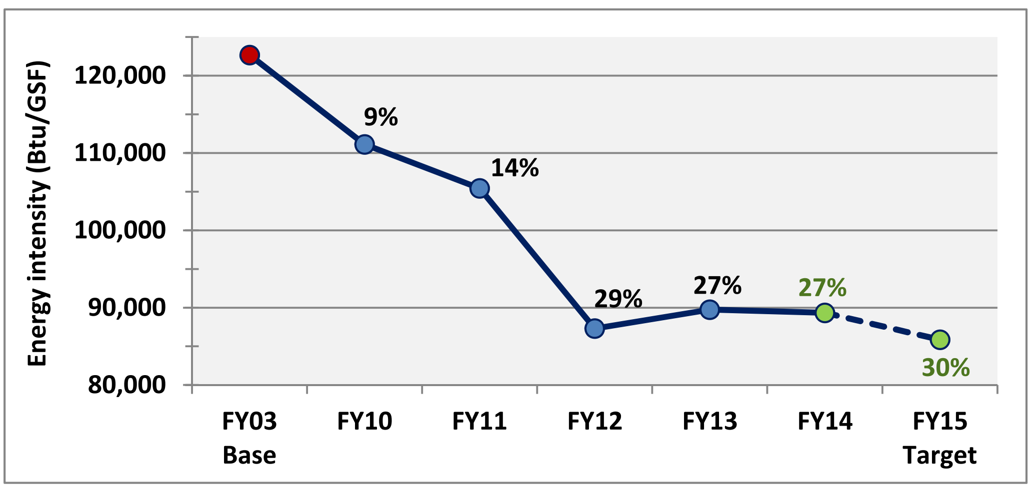



**Figure ES-2.  SSA Progress towards the FY 2015 Energy Intensity Reduction Target**
(percentages are reductions from the baseline)

The Agency only has two data centers, both identified as core.  As the first Federal agency to volunteer for the Better Buildings Challenge of DOE and the White House Council on Environmental Quality (CEQ), we are committed to optimizing our data centers for energy consumption and ensuring power usage effectiveness (PUE) is less than 1.5, virtualization is at least 60 percent, and down time is minimal. We are also committed to ensuring we have no more than 1,000 servers in our new data center, the National Support Center.

### Goal 3: Clean and Renewable Energy


In FY 2014, we used renewable sources to supply 19.4 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 certificates (RECs), although we also have four renewable energy installations on facility properties. Three of these are solar photovoltaic (PV) arrays, which in FY 2014 generated more than 671 megawatt-hours (MWh), and one is a small wind installation that generates less than 1 MWh per year. We will continue to purchase RECs as needed to carry on our tradition of exceeding Federal goals for renewable energy.

### Goal 4: Water Use Efficiency & Management

We continue to excel at driving down the potable water intensity of our facilities, with FY 2014 intensity at less than half of the FY 2007 base level (Figure ES-3). The water efficiency measures included in the ESPC we awarded for our HQ campus in 2013 played a role in this success. 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 HQ campus grounds.

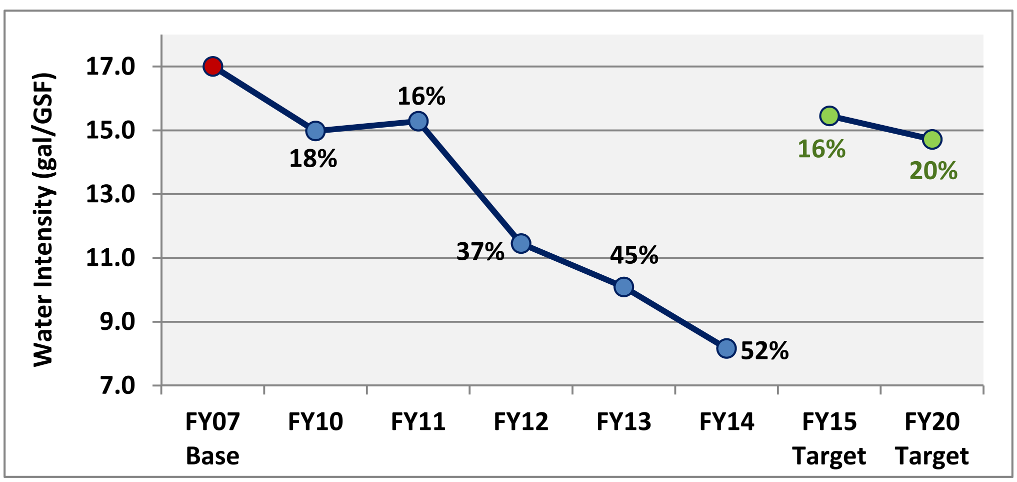



**Figure ES-3. SSA Has Already Far Surpassed the FY 2020 Water Intensity Reduction Goal** (percentages are reductions from the baseline)

### Goal 5: Fleet Management

As demonstrated by the Federal Automotive Statistical Tool, in FY 2014 we excelled in reducing the environmental footprint of our fleet. The consumption of petroleum fuel used by our vehicles was down 43 percent in FY 2014, compared to the FY 2005 baseline, well exceeding the 18 percent target set by EO 13514. At the same time, we significantly increased the quantity of alternative fuel used by our fleet: FY 2014 consumption was 20 times greater than the FY 2005 base year level, 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. To ensure that our fleet is no larger than necessary, we meet with our agency fleet liaisons quarterly and regularly conduct vehicle utilization surveys, enabling us to reduce the number of vehicles in our fleet by 13.5 percent since FY 2005.

### Goal 6: Sustainable Acquisition

We conducted 100 percent of our acquisitions sustainably in FY 2014, as determined from our quarterly reviews of 5 percent of applicable new contract actions (826 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 non-toxic or less toxic alternatives, where these products meet performance requirements. This success was possible due to the rigorous system we have in place to assure sustainable acquisition and ongoing efforts at continuous improvement.

Moving forward, we will update our Green Purchasing Plan to include sustainable products and services of the SmartWay Transport partners and those carrying the Safer Choice label. We will also ensure that the appropriate Federal Acquisition Regulation (FAR) clauses are included during our regular quarterly contract reviews and biannual acquisition management reviews. By the end of calendar year 2015, we will have completed the next update to the Agency's Green Purchasing Plan and Acquisition Handbook, which we will then incorporate into training. 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: Pollution Prevention & Waste Reduction

In FY 2014, we diverted 47 percent of our solid waste away from disposal through recycling. To help identify redundant chemicals, reduce hazardous chemicals, and improve purchasing practices, we are forming a chemical safety committee from members of our HQ shops. We also plan to develop a waste minimization workgroup at our HQ campus to improve chemical purchasing, improve storage and minimization strategies, and ensure full implementation of our waste minimization and chemical storage plan.

### Goal 8: Energy Performance Contracts

In September 2013, we awarded our first performance contract, a $15.6 million contract to improve energy and water efficiency at HQ, 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.

### Goal 9: Electronic Stewardship

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), Unicor, 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, Unicor, or a certified recycler.

### Goal 10: 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 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.

## Progress on Administration Priorities

### Sustainable Locations for Federal Facilities

All of our facilities are GSA leases and we have no near-term plans to add new facilities. If we do acquire new facilities, however, we will work with GSA to ensure that the choice of location complies with the September 2011 *Implementing Instructions on Sustainable Locations for Federal Facilities*.

### Sustainable Practices for Designed Landscapes

In FY 2015, we will send the *Guidance for Federal Agencies on Sustainable Practices for Designed Landscapes* to each of our delegated facilities and make sure they are aware they should follow these landscape practices when planning landscaping improvements.

### Water Efficiency and Management

The potable water intensity of our delegated facilities was 52 percent lower in FY 2014 than the FY 2007 baseline, exceeding the 18 percent target by a wide margin.

### President's Performance Contracting Challenge

We are committed to increasing the total award for our HQ ESPC to $20 million by the end of FY 2015.

### Climate Change Adaptation Plan

We provide an update on our climate change adaptation planning in an Appendix to this Strategic Sustainability Performance Plan.

Table 1 conveys the size and scope of our operations.

**Size & Scope of Agency Operation – Table 1: Agency Size & Scope**

| Agency Size and Scope | FY 2013 | FY 2014 |
|---|---|---|
| Total Number of Employees as Reported in the President's Budget | 63,366 | 65,587 |
| Total Acres of Land Managed | 0 | 0 |
| Total Number of Buildings Owned | 0 | 0 |
| Total Number of Buildings Leased (GSA and Non-GSA Lease) | 1,628 | 1,598 |
| Total Building Gross Square Feet (GSF) | 30,211,967 | 29,644,493 |
| Operates in Number of Locations Throughout U.S. | 1,609 | 1,576 |
| Operates in Number of Locations Outside of U.S. | 0 | 0 |
| Total Number of Fleet Vehicles Owned | 5 | 3 |
| Total Number of Fleet Vehicles Leased | 468 | 462 |
| Total Number of Exempted-Fleet Vehicles (Tactical, Law Enforcement, Emergency, Etc.) | 0 | 5 |
| Total Amount Contracts Awarded as Reported in the Federal Procurement Data System ($Millions) | $1,335 | $1,627 |

# Agency Progress toward (Prior) Sustainability Goals in EO 13514 and EO 13423

This section provides an overview of Agency progress towards the sustainability goals established in EO 13514 and EO 13423. EO 13693 contains the subject of many of the goals from EO 13514 and EO 13423 and a review of past performance is useful to determine program effectiveness and development of strategies for future implementation.

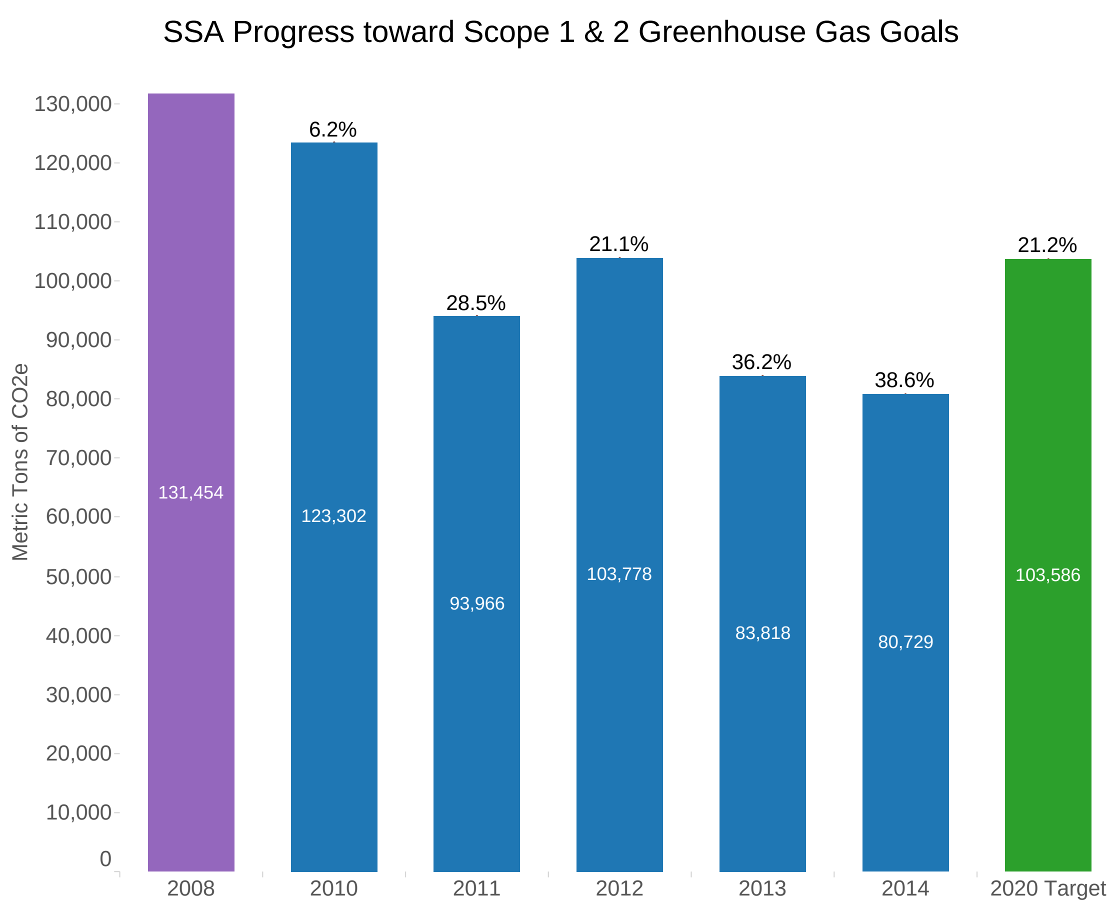
## Goal 1: Greenhouse Gas (GHG) Reduction

### Agency Progress toward Scope 1 & 2 GHG Goal

EO 13514 required each agency establish a Scope 1 & 2 GHG emission reduction target with a FY 2020 date for achievement. The purple bar in Figure 1-1 represents our FY 2008 baseline. The green bar represents the FY 2020 target reduction. The blue bars represent our annual 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 decreased compared to the 2008 baseline.

**Figure 1-1**

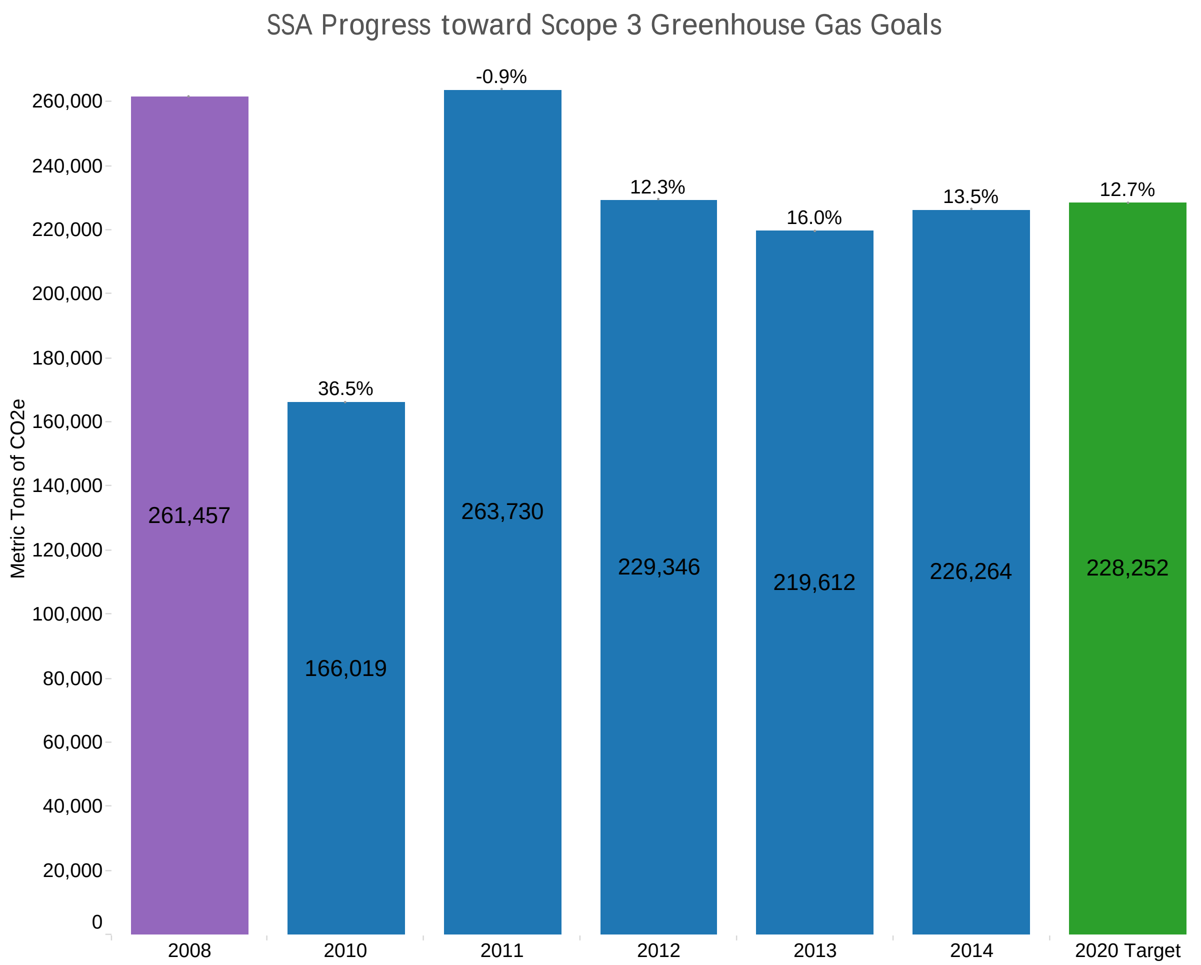
**Instructions**: Agencies should not amend or edit this figure. If changes are necessary, contact CEQ.



**Agency Progress toward Scope 3 GHG Goal**

EO 13514 required each agency establish a Scope 3 GHG emission reduction target with a FY 2020 date for achievement. The purple bar represents our FY 2008 baseline. The green bar represents the FY 2020 reduction target. The blue bars represent our annual 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 decreased compared to the FY 2008 baseline.

**Figure 1-2**
**Instructions**: Agencies should not amend or edit this figure. If changes are necessary, contact CEQ.



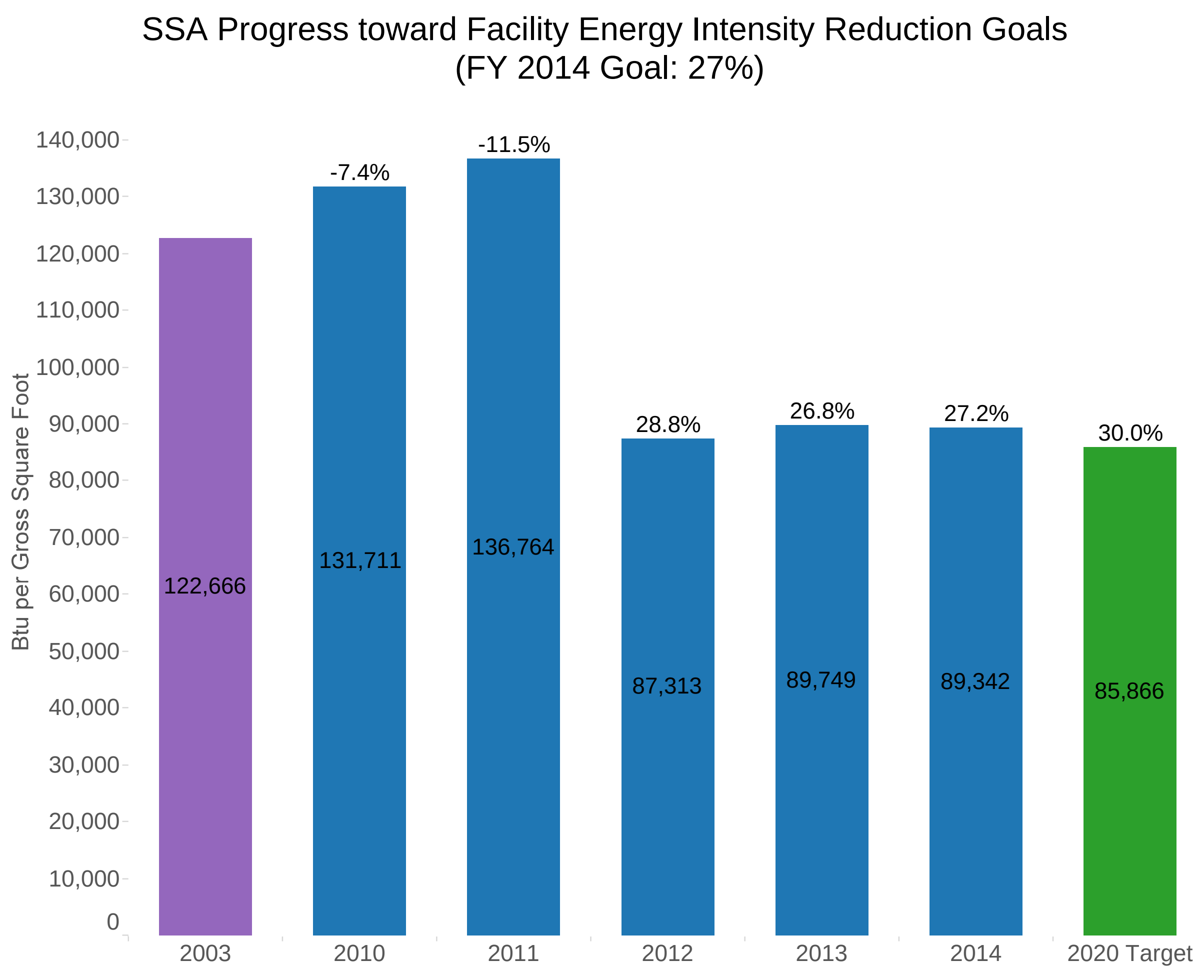
# Goal 2: Sustainable Buildings

## Agency Progress toward Facility Energy Intensity Reduction Goal

EO 13514, Section 2, required agencies to 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 through FY 2015 to meet the goal. The purple bar represents our FY 2003 baseline. The green bar represents the FY 2015 target reduction. The blue bars show our annual 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 decreased compared to the FY 2003 baseline.

**Figure 2-1**

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



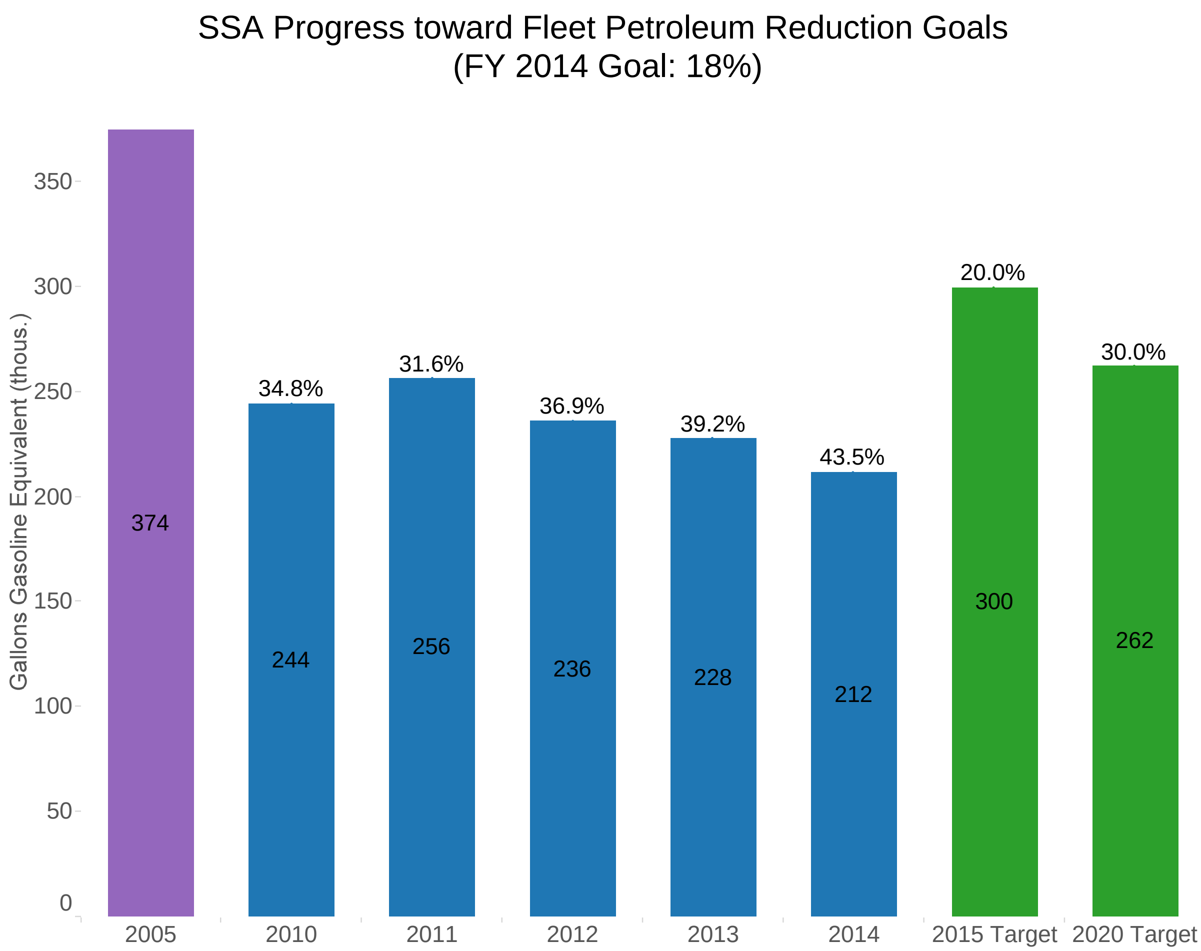

## Agency Progress toward Total Buildings Meeting the Guiding Principles

# Goal 3: Fleet Management

**Agency Progress toward Fleet Petroleum Use Reduction Goal**

EO 13514 required and the Energy Independence and Security Act of 2007 (EISA) requires that by FY 2015 agencies reduce fleet petroleum use by 20 percent compared to a FY 2005 baseline. Agencies were expected to achieve at least a 2 percent annual reduction. The purple bar represents our FY 2005 baseline. The green bars represent the FY 2015 target reduction. The blue bars represent our annual 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 a decrease in fleet petroleum use.

**Figure 3-1**
**Instructions**: Agencies should not amend or edit this figure. If changes are necessary, contact CEQ.



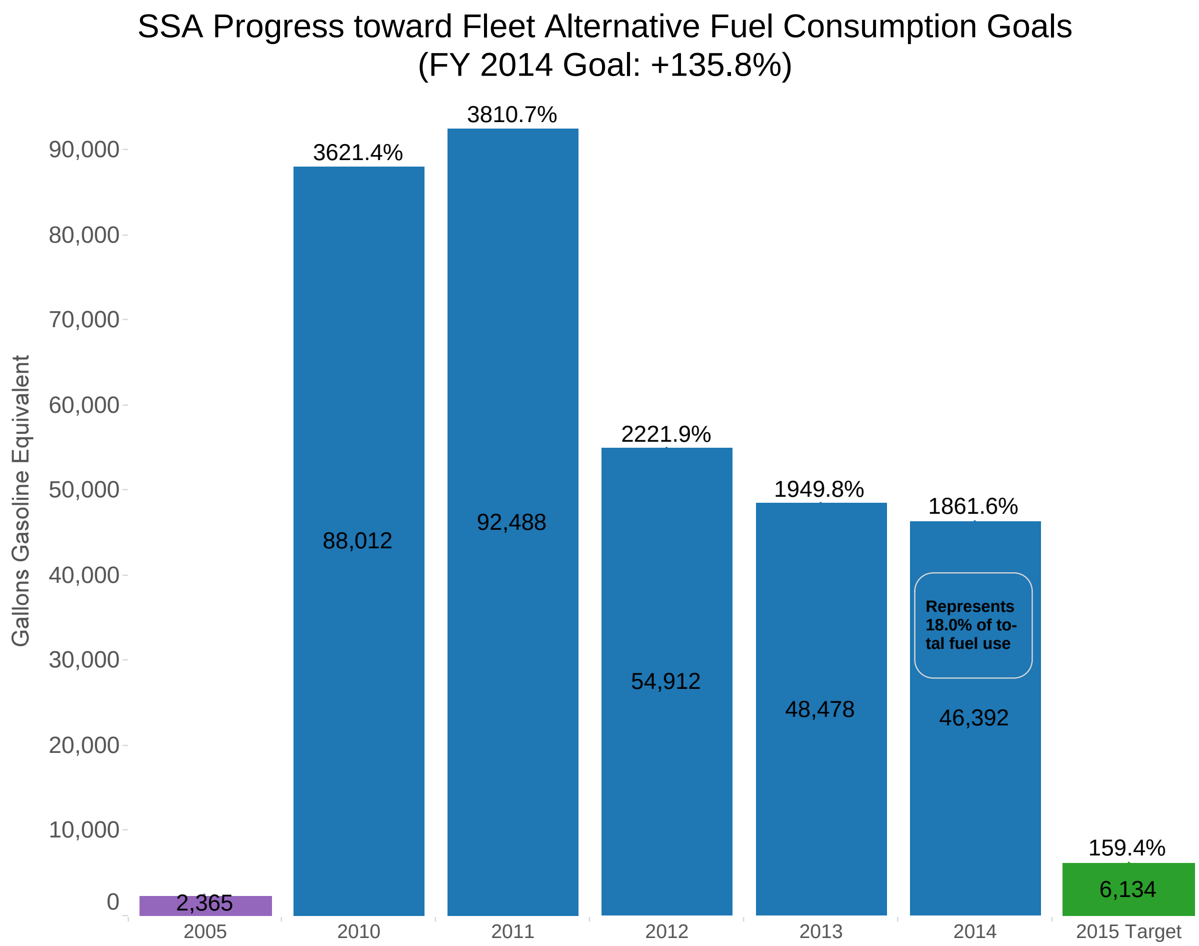

**Agency Progress toward Fleet Alternative Fuel Consumption Goal**

EO 13423 required that agencies increase total alternative fuel consumption by 10 percent annually from the prior year starting in FY 2005. By FY 2015, agencies must have increased alternative fuel use by 159.4 percent, relative to FY 2005. The purple bar represents our

FY 2005 baseline. The green bar represents the FY 2015 target. The blue bars represent our annual 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.



# Goal 4: Water Use Efficiency & Management

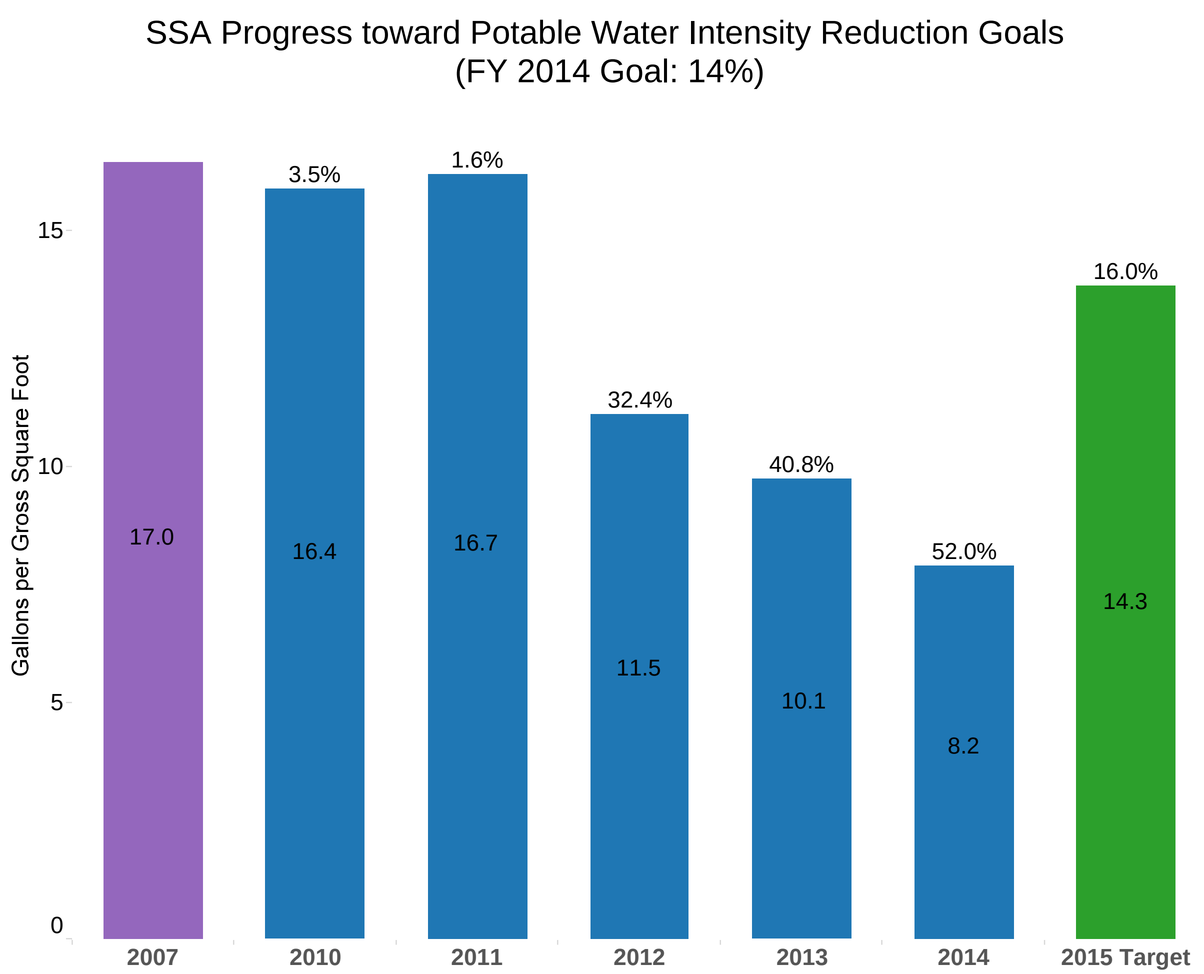
**Agency Progress toward Potable Water Intensity Reduction Goal**

EO 13514 required agencies to reduce potable water intensity by 2 percent annually through FY 2020 compared to an FY 2007 baseline. It also required a 16 percent reduction by FY 2015 and a 26 percent reduction by FY 2020. The purple bar represents our FY 2007 baseline. The green bar represents the FY 2015 target reduction. The blue bars represent our annual 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 decreased compared to the FY 2007 baseline.

**Agency data for progress towards the industrial, landscaping, and agricultural water use reduction target is not available.**

**Figure 4-1**

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



## Goal 5: Pollution Prevention & Waste Reduction

### Agency Progress toward Pollution Prevention & Waste Reduction

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

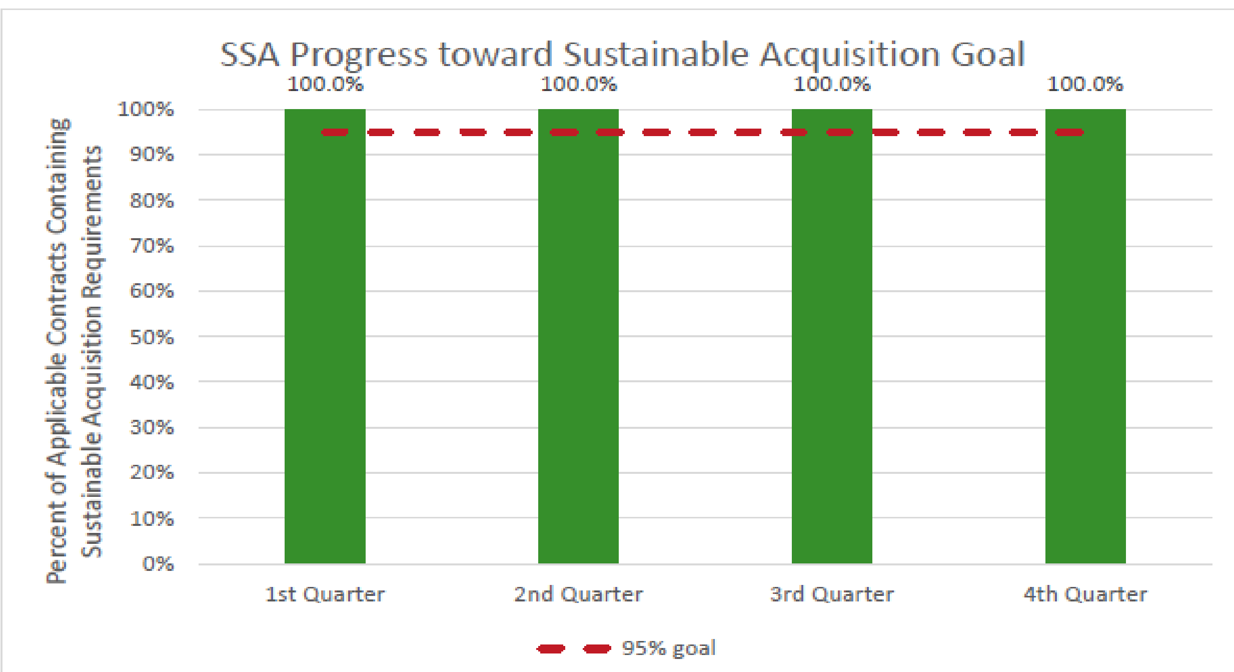
## Goal 6: Sustainable Acquisition

### Agency Progress toward Sustainable Acquisition Goal

EO 13514 required agencies to advance sustainable acquisition and ensure that 95 percent of applicable new contract actions 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. 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.



# Goal 7: Electronic Stewardship & Data Centers

**Agency Progress toward EPEAT, Power Management, and End of Life Goals**

EO 13514 required 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 Federal Energy Management Program (FEMP)-designated electronics; and, implementing best management practices for data center operations.

**Figure 7-1**

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

| EPEAT | POWER MANAGEMENT | END-OF-LIFE | COMMENTS |
|---|---|---|---|
| | | | |

EPEAT:

| | |
|---|---|
| | 95% or more Monitors and PCs/Laptops purchased in FY2013 was EPEAT Compliant Agency-wide |
| | 85-94% or more Monitors and PCs/Laptops purchased in FY2013 was EPEAT Compliant Agency-wide |
| | 84% or less Monitors and PCs/Laptops purchased in FY2013 was EPEAT Compliant Agency-wide |

Power Management:

| | |
|---|---|
| | 100% Power Management Enabled Computers, Laptops and Monitors Agency-wide |
| | 90-99% Power Management Enabled Computers, Laptops and Monitors Agency-wide |
| | 89% or less Power Management Enabled Computers, Laptops and Monitors Agency-wide |

End-Of-Life:

| | |
|---|---|
| | 100% of electronics tracked at end-of life, demonstrating 100% disposal through GSA Xcess, CFL, Unicor, USPS Recycling Program or Certified Recycler (R2, E-Stewards). *Submitted annual report to GSA for Federal Electronics Assets furnished to non-Federal recipients.* |
| | 100% of electronics tracked at end-of life, demonstrating 100% disposal through GSA Xcess, CFL, Unicor, USPS Recycling Program and/or non-Certified Recycler. Submitted annual report to GSA for Federal Electronics Assets furnished to non-Federal recipients. |
| | 100% of electronics not tracked at end-of-life or less than 100% disposal through GSA Xcess, CFL, Unicor, USPS Recycling Program or non-Certified Recycler. *No annual report submitted to GSA for Federal Electronics Assets furnished to non-Federal recipients.* |

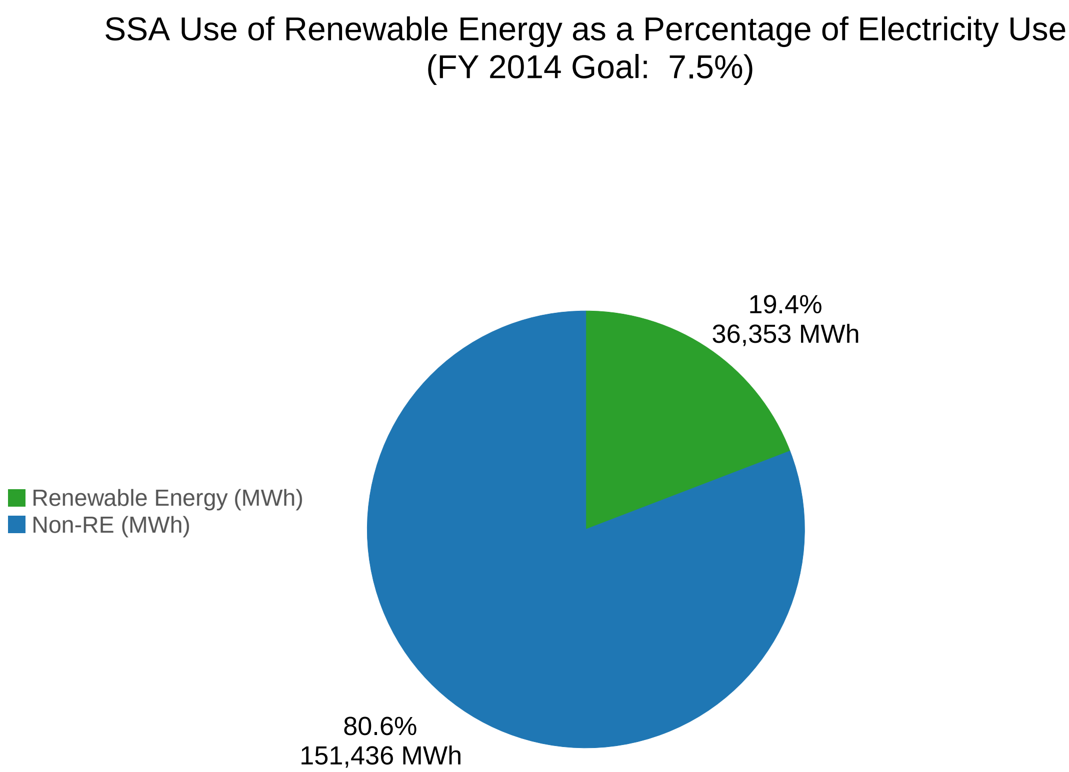
## Goal 8: Renewable Energy

**Agency Renewable Energy Percentage of Total Electricity Usage**

EO 13514 requires agencies to increase use of renewable energy. Further, the Energy Policy Act of 2005 requires agencies to increase renewable energy use to generate 7.5 percent total electricity consumption 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. In 2013, Presidential Memorandum, *Federal Leadership on Energy Management*, revised the Federal agency target for agency renewable energy percentage to 20 percent by 2020.

**Figure 8-1**

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



## Goal 9: Climate Change Resilience

**Agency Climate Change Resilience**

EO 13514 required each agency to evaluate agency climate change risks and vulnerabilities to identify and manage the effects of climate change on its operations and mission in both the short and long term. Agencies were to address this goal through qualitative commitments. The Executive Summary of this Plan provides a summary of our progress.

## Goal 10: Energy Performance Contracts

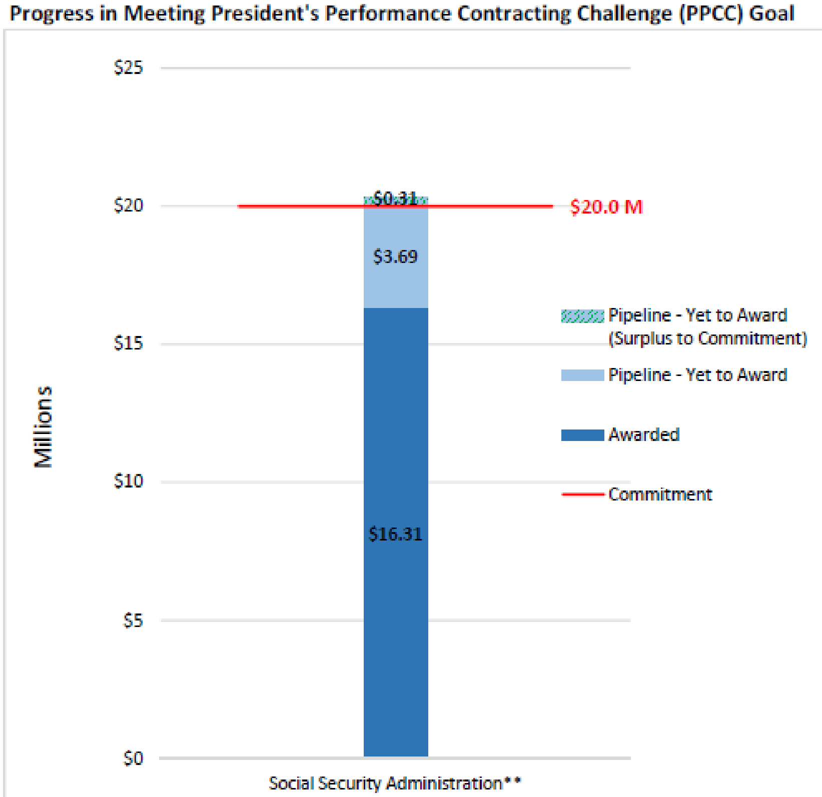
**Agency Progress in Meeting President's Performance Contracting Challenge (PPCC) Goal**

Energy Performance Contracts, including both 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.

## Figure 10-1

**Instructions**: Agencies should not amend or edit this figure. If changes are necessary, contact CEQ. The chart below (left) represents the agency's performance contracting commitment and progress toward that commitment as reported through April 15, 2014 (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 were expected to meet or exceed their initial target no later than June 30, 2014.

**Figure 10-1: Social Security Administration****
**Progress in Meeting President's Performance Contracting Challenge (PPCC) Goal**




Note: This chart indicates agency progress toward the 2016 Performance Contracting goal as of May 15, 2015.

# Agency Strategies to Meet Goals of EO 13693

To facilitate agency planning and reporting, the majority of the goals for EO 13693 take effect in the beginning of fiscal year 2016 (October 1, 2015) and are therefore appropriate for inclusion in this document. As noted previously many of the goals that agencies pursued under the previous executive orders have been carried over into EO 13693.

This section provides certain goal areas where "Required Strategies" are identified. Where an agency does not adopt those required strategies as an FY 2016 priority, the agency should explain the rationale for that decision in the strategy narrative. Also included are recommended strategies that represent strategies that have been successfully implemented by the Federal community and may be adopted as priority strategies.

## Goal 1: Greenhouse Gas (GHG) Reduction

### 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 2016 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 2016 priority. If necessary, agencies may add additional strategies into the blank rows provided in column (A) in order to present five priority strategies.

| (A) Strategy | (B) Top Five? Yes/No /NA | (C) Strategy Narrative (100 word limit) | (D) Specific targets/metrics to measure success including milestones in next 12 months |
|---|---|---|---|
| **(A) Required Strategy under EO 13693** | | | |
| Use the FEMP GHG emission report to identify/target high emission categories and implement specific actions to resolve high emission areas identified. | Yes | Our GHG inventory tells us that purchased electricity and on-site combustion make up 95% of our Scopes 1 and 2 GHG emissions, and so energy efficiency is our top priority for reducing these emissions. We rely on energy assessments to inform our decisions on strategies to reduce energy consumption. | Energy intensity reduced 30% in FY 2015 from the FY 2003 baseline. |
| Identify alternative sources of data or alternative methods of analysis not set forth in EO 13693, but with the potential to support its goals. | No | We have not identified any alternative sources of data or alternative methods of analysis not set forth in E.O. 13693. | |

| (A) Strategy | (B) Top Five? Yes/No /NA | (C) Strategy Narrative (100 word limit) | (D) Specific targets/metrics to measure success including milestones in next 12 months |
|---|---|---|---|
| Identify and support management practices or training programs that encourage employee sustainability and greenhouse gas consideration. | Yes | We received preliminary approval to send employees to the Energy Efficiency Exchange 2015 training in August. We also plan to provide in-house sustainability training for facility and energy managers. We will identify the type of training needed, research the type of training available (e.g., from DOE, EPA Energy Star, and the American Society of Heating, Refrigerating, and Air-Conditioning Engineers), and hold in-house training via video and/or webinar. We will set up conference rooms and video conferencing or webinars to reduce travel. | Energy intensity reduced 30% in FY 2015 from the FY 2003 baseline. |
| Conceptualize the goals of EO 13693 within a projected cost-benefit framework to identify low-hanging fruit. | Yes | It is standard practice for us to consider projected cost benefits when looking for ways to identify low-cost energy conservation measures (ECMs). We will continue to use this strategy to identify and award ECMs. ECMs to be implemented under the HQ ESPC are to: install a new hot water boiler in the data center; retrofit lighting in wall sconce and recessed lighting; retro-commission the heating, ventilation, and air conditioning (HVAC) in the Annex, East High Building, and East Low Building; and install variable frequency drives in the Altmeyer cooling tower. | Energy intensity reduced 30% in FY 2015 from the FY 2003 baseline. |
| Isolate successful measures applied toward the goals of EO 13514 that could be expanded to meet the goals of EO 13693. | Yes | The ESPC was helpful in meeting past goals, and we plan to use this successful approach to help meet EO 13693 goals. | Energy intensity reduced 30% in FY 2015 from the FY 2003 baseline. |
| Determine unsuccessful programs or measures to be discontinued to better allocate agency resources, human and otherwise. | No | We have not experienced any unsuccessful programs or measures to date. | |

| (A) Strategy | (B) Top Five? Yes/No /NA | (C) Strategy Narrative (100 word limit) | (D) Specific targets/metrics to measure success including milestones in next 12 months |
|---|---|---|---|
| Determine which goals set forth in EO 13693 represent unambitious targets given past agency performance, identify by how much they could be exceeded, and establish new within-agency target. | No | This is not among our top five strategies, but we will continue striving to meet or exceed current EO13693 reduction goals. | |
| Employ operations and management best practices for energy consuming and emission generating equipment. | Yes | We are in the process of procuring the retro-commissioning services described above, and then will execute the retro-commissioning recommendations. | Energy intensity reduced 30% in FY 2015 from the FY 2003 baseline. |

## 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 2016 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 2016 priority. If necessary, agencies may add additional strategies into the blank rows provided in column (A) in order to present five priority strategies.

| (A) Strategy | (B) Top Five? Yes/No /NA | (C) Strategy Narrative (100 word limit) | (D) Specific targets/metrics to measure success including milestones in next 12 months |
|---|---|---|---|
| **(A) Required Strategy under EO 13693** | | | |
| 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. Our GHG emissions associated with business travel (air and ground) have fallen steadily since that time. Our HQ uses video teleconferencing to communicate with the regions. | GHG emissions from employee air travel reduced in FY 2015 from the FY 2014 level. |

| (A) Strategy | (B) Top Five? Yes/No /NA | (C) Strategy Narrative (100 word limit) | (D) Specific targets/metrics to measure success including milestones in next 12 months |
|---|---|---|---|
| Develop and deploy employee commuter reduction plan. | Yes | The focus of our employee commuter reduction plan is to increase teleworking as 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 is the best strategy to reduce commuting emissions. We will continue to use the analysis of our commuter survey results to inform our strategies for reducing commuter emissions. | Deploy the GSA Carbon Footprint Tool Scope 3 Commuter Survey in the fall of 2015, and analyze the results by the end of FY 2016. |
| 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. In December 2013 we revised our telework policy. The number of employees participating in the telework program more than doubled from FY 2013 to 8,546 in FY 2014. We expect the number of teleworkers to reach 16,400 by the end of FY 2015, and over 30,000 by the end of FY 2016, more than half our workforce. Most component-level telework memoranda of understanding provide for a maximum of three telework days per week. | Double the number of teleworkers by the end of FY 2015 to at least 16,400. |
| Develop and implement bicycle commuter program. | Yes | We will add questions to the Commuter Survey to gauge the level of interest among employees in commuting to work via bicycle. One question will ask respondents whether they would consider bicycling to work if the agency provided appropriate infrastructure, such as secure bike parking and showers. Another question will ask how much financial incentives would affect their decisions, such as cash or free cab rides in case of a family emergency. This will enable us to assess whether there is sufficient demand for bicycle commuting to justify the expense of installing infrastructure and possibly providing financial incentives. | Questions on bicycle commuting added to the GSA Scope 3 commuter survey conducted in fall 2015. |
| Provide bicycle commuting infrastructure. | No | This is not a strategy in the immediate term. We must wait until the results are available from the commuter survey, as described in the preceding row. | |

| (A) Strategy | (B) Top Five? Yes/No /NA | (C) Strategy Narrative (100 word limit) | (D) Specific targets/metrics to measure success including milestones in next 12 months |
|---|---|---|---|
| Plan to begin FY 2016: Report Scope 3 GHG emissions for leases over 10,000 rentable square feet [EO 3(h)(v)] | N/A | We have no such buildings among our delegated facilities. | |

## Goal 2: Sustainable Buildings

**Building Energy Conservation, Efficiency, and Management**

Section 3(a) of EO 13693 states that agencies will promote building energy conservation, efficiency, and management. Section 3(a)(i) requires agencies to reduce building energy intensity by 2.5% annually through the end of FY 2025 (measured in British thermal units per square foot), relative to a FY 2015 baseline and taking into account agency progress to date, except where revised pursuant to section 9(f) of EO 13693.

**Building Efficiency, Performance, and Management**

Section 3(h) of EO 13693 states that agencies will improve building efficiency, performance, and management.

Section 3(h)(iii) requires that agencies identify, as a part of the planning requirements of section 14 of this order, a percentage of the agency's existing buildings above 5,000 gross square feet intended to be energy, waste, or water net-zero buildings by FY 2025 and implementing actions that will allow those buildings to meet that target.

CEQ recognizes that any FY 2016 agency projections for this goal are rudimentary estimates. Agencies will be only expected to share lessons learned in implementing this goal and will not be scored or graded on outcomes towards the target established for FY 2016.

Please input the percentage here 0.0%.

### Table 2-1: Goal 2 Strategies – Sustainable Buildings

**Instructions**: In Table 2-1 below, list ONLY the top five priority strategies that the agency will pursue in FY 2016 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 2016 priority. If necessary, agencies may add additional strategies into the blank rows provided in column (A) in order to present five priority strategies.

| (A) Strategy | (B) Top Five? Yes/No /NA | (C) Strategy Narrative (100 word limit) | (D) Specific targets/metrics to measure success including milestones in next 12 months |
|---|---|---|---|
| **(A) Required Strategy under EO 13693** | | | |
| Use remote building energy performance assessment auditing technology [3(a)(A)] | No | We have no current plans to use remote building energy performance assessment technology. | |
| Participate in demand management programs [3(a)(B)] | Yes | The Northeastern Program Service Center participates in a demand management program during winter months. | Continued participation by the Northeastern Program Service Center in a demand management program. |
| Ensure that monthly performance data is entered into the Environmental Protection Agency (EPA) ENERGY STAR Portfolio Manager [3(a)(C)] | Yes | We will enter monthly performance data into the EPA ENERGY STAR Portfolio Manager. To do so, we will assign additional personnel from HQ and the delegated sites, and train personnel as needed. | Performance data entered into Portfolio Manager. |
| Where feasible: Incorporate Green Button data access system into reporting, data analytics, and automation processes [3(a)(D)] | Yes | We will check the feasibility of incorporating “Green Button” data into reporting, and research whether any of our energy utilities participate in the program. If we do choose to use the system, we will train personnel as needed. | Evaluate the feasibility of using the system. |
| Implement space utilization and optimization practices and policies [3(a)(E)] | No | This is not among our top five strategies. | |
| Identify opportunities to transition test-bed technologies to achieve the goals of this section [3(a)(F)] | Yes | We have identified several test beds for new LED lighting technologies that were successful. We will continue to use this strategy to identify and award ECMs to meet the energy intensity reduction goal, including lighting retrofits of the wall sconce and recessed lighting. | Energy intensity reduced 30% in FY 2015 from the FY 2003 baseline. |
| Where feasible: Conform to city energy performance benchmarking and reporting requirements [3(a)(G)] | No | This is not among our top five strategies. | |

| (A) Strategy | (B) Top Five? Yes/No /NA | (C) Strategy Narrative (100 word limit) | (D) Specific targets/metrics to measure success including milestones in next 12 months |
|---|---|---|---|
| Begin planning for FY 2020 requirement: Ensure all new construction of Federal buildings greater than 5,000 gross square feet that enters the planning process be designed to achieve energy net-zero and, where feasible, water or waste net-zero by FY 2030 [3(h)(i)] | No | Since all of our facilities are GSA leases and we do not construct new buildings, this is not among our top five strategies. | |
| In all new agency lease solicitations over 10,000 rentable square feet, include criteria for energy efficiency as a performance specification or source selection evaluation factor [3(h)(iv)] | No | This is not among our top five strategies. | |
| In all new agency lease solicitations over 10,000 rentable square feet, include requirements for building lessor disclosure of carbon emission or energy consumption data for leased portion of building [3(h)(iv)] | No | This is not among our top five strategies. | |
| In planning new facilities or leases, include cost-effective strategies to optimize sustainable space utilization and consideration of existing community transportation planning and infrastructure, including access to public transit [3(h)(vi)] | No | Since all of our facilities are GSA leases and we do not construct new building, this is not among our top five strategies | |
| Ensure that all new construction, major renovation, repair, and alteration of agency buildings includes appropriate design and deployment of fleet charging infrastructure [3(h)(vii)] | No | This is not among our top five strategies. | |
| Include climate resilient design and management into the operation, repair, and renovation of existing agency buildings and the design of new buildings [3(h)(viii)] | No | This is not among our top five strategies. | |

| (A) Strategy | (B) Top Five? Yes/No /NA | (C) Strategy Narrative (100 word limit) | (D) Specific targets/metrics to measure success including milestones in next 12 months |
|---|---|---|---|
| **(A) Recommended Strategy** | | | |
| Install and monitor energy meters and sub-meters as soon as practicable. | No | This is not among our top five strategies because we have already installed advanced metering at HQ and our Mid-Atlantic Social Security Center. However, we will continue to track energy and continuously optimize performance. | |
| Collect and utilize building and facility energy use data to improve building energy management and performance. | No | This is not among our top five strategies. | |
| Incorporate green building specifications into all new construction and major renovation projects. | No | This is not among our top five strategies. However, we incorporate green building specifications into all new construction and major renovation projects and will continue to do so. | |
| Redesign or lease interior space to reduce energy use by implementing daylighting, space optimization, sensors/control system installation, etc. | No | This is not among our top five strategies. | |
| Develop and deploy energy and sustainability training for all facility and energy managers. | Yes | We received preliminary approval to send employees to the Energy Efficiency Exchange 2015 training in August. We also plan to provide in-house sustainability training for facility and energy managers. We will identify the type of training we need, research the type of training available (e.g., from DOE, EPA Energy Star, and the American Society of Heating, Refrigerating, and Air-Conditioning Engineers), and hold in-house training via video and/or webinar. We will set up conference rooms and video conferencing or webinars to reduce travel. | Energy intensity reduced 30% in FY 2015 from the FY 2003 baseline. |

| (A) Strategy | (B) Top Five? Yes/No /NA | (C) Strategy Narrative (100 word limit) | (D) Specific targets/metrics to measure success including milestones in next 12 months |
|---|---|---|---|
| Include in every construction contract all applicable sustainable acquisition requirements for recycled, biobased, energy efficient, and environmentally preferable products. | No | This is not among our top five strategies. | |

### Table 2-2: Goal 2 Strategies – Data Center Efficiency

Section 3(a)(ii) of EO 13693 states that agencies must improve data center efficiency at agency facilities. Section 3(a)(ii)(C) requires that agencies establish a power usage effectiveness target in the range of 1.2-1.4 for new data centers and less than 1.5 for existing data centers.

**Instructions**: In Table 2-2 below, list ONLY the top five priority strategies that the agency will pursue in FY 2016 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 2016 priority. If necessary, agencies may add additional strategies into the blank rows provided in column (A) in order to present five priority strategies.

| (A) Strategy | (B) Top Five? Yes/No /NA | (C) Strategy Narrative (100 word limit) | (D) Specific targets/metrics to measure success including milestones in next 12 months |
|---|---|---|---|
| **(A) Required Strategy under EO 13693** | | | |
| Ensure the agency chief information officer promotes data center energy optimization, efficiency, and performance [3(a)(ii)(A)] | Yes | Our Office of Systems currently utilizes a strategy called Data Center Optimization Management to manage all aspects of data center operations for data processing, energy efficiency, and security measures—both digital and physical. As part of the DOE Better Buildings Challenge, we are committed to improving the energy efficiency of our main data center by 25 percent over five years. We will also strive for a power usage effectiveness (PUE) of 1.5 or better. | (1) The energy efficiency of our main data center improved by 25% over five years from FY 2016 – FY 2020.<br>(2) PUE maintained at less than 1.5. |

| (A) Strategy | (B) Top Five? Yes/No /NA | (C) Strategy Narrative (100 word limit) | (D) Specific targets/metrics to measure success including milestones in next 12 months |
|---|---|---|---|
| Install and monitor advanced energy meters in all data centers by fiscal year 2018 [3(a)(ii)(B)] | N/A | We have already metered both data centers down to the branch circuit. | |
| **(A) Recommended Strategy** | | | |
| Optimize agency Data Centers across total cost of ownership metrics. | Yes | As the first federal department or agency to volunteer for the DOE/CEQ Better Buildings Challenge, we are committed to optimizing our data centers for energy consumption, a reduced PUE with minimal down time, as well as securing the agency's data. We are committed to maintain less than 1000 servers, virtualization of 60 %, and a PUE of less than 1.5. | (1) Quarterly reporting for the FDCCI and PortfolioStat.<br>(2) Less than 1,000 servers.<br>(3) Virtualization maintained at 60% or better.<br>(4) PUE maintained at less than 1.5. |
| Improve data center temperature and air-flow management. | Yes | This is part of our data center operations management strategy. | PUE maintained at less than 1.5. |
| Identify and consolidate obsolete and underutilized agency computer servers into energy efficient data centers. | Yes | As the first federal department or agency to volunteer for the DOE/CEQ Better Buildings Challenge, we are committed to optimizing our data centers for energy consumption, a reduced PUE with minimal down time, as well as securing the agency's data. | (1) Quarterly reporting for the FDCCI and PortfolioStat.<br>(2) Less than 1,000 servers.<br>(3) Virtualization maintained at 60% or better.<br>(4) PUE maintained at less than 1.5. |

# Goal 3: Clean & Renewable Energy

### Agency Clean Energy Share of Total Electric and Thermal Energy Goal

EO 13693 3(b) requires that, at a minimum, the percentage of an agency's total electric and thermal energy accounted for by renewable and alternative energy shall be not less than: 10% in FY 2016-17; 13% in FY 2018-19; 16% in FY 2020-21; 20% in FY 2022-23; and 25% by FY 2025.

### Agency Renewable Energy Share of Total Electricity Consumption Goal

EO 13693 3(c) sets a second schedule that addresses specifically renewable energy. It requires that renewable energy account for not less than 10% of total electric energy consumed by an agency in FY 2016-17; 15% in FY 2018-19; 20% in FY 2020-21; 25% in FY 2022-23; and 30% by 2025.

## Table 3: Goal 3 Strategies – Clean and Renewable Energy

**Instructions**: In Table 3 below, list ONLY the top five priority strategies that the agency will pursue in FY 2016 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 2016 priority. If necessary, agencies may add additional strategies into the blank rows provided in column (A) in order to present five priority strategies.

| (A) Strategy | (B) Top Five? Yes/No /NA | (C) Strategy Narrative (100 word limit) | (D) Specific targets/metrics to measure success including milestones in next 12 months |
|---|---|---|---|
| **(A) Recommended Strategy** | | | |
| Install agency-funded renewable on-site and retain corresponding renewable energy certificates (RECs) or obtaining replacement RECs [3(d)(i)] | Yes | We have started generating PV at our National Support Center and are evaluating the potential for PV on two buildings on our HQ campus. We will lobby to install agency-funded renewable energy on-site, and if successful, we will develop contracts to install the PV. | Electricity generated from on-site HQ PV. |
| Contract for the purchase of energy that includes installation of renewable energy on or off-site and retain RECs or replacement RECs for the term of the contract [3(d)(ii)] | No | We have no plans to include installation of renewable energy, on or off-site, as part of our energy purchases. | |
| Purchase electricity and corresponding RECs or obtaining equal value replacement RECs [3(d)(iii)] | Yes | We include renewable energy as part of our electricity purchases where feasible. As electrical contracts expire, we will continue to purchase electricity and their associated RECs. | Continued purchase of electricity and associated RECs. |
| Purchase RECs [3(d)(iv)] | Yes | We will determine the amount of renewable energy purchased from power companies, and then purchase the quantity of RECs needed to exceed the renewable energy goal using a GSA contract. | RECs purchased in FY 2015. |
| Install thermal renewable energy on-site at Federal facilities and retain corresponding renewable attributes or obtain equal value replacement RECs [3(e)(i)] | No | We have no plans to install thermal renewable energy in the next 12 months. | |

| (A) Strategy | (B) Top Five? Yes/No /NA | (C) Strategy Narrative (100 word limit) | (D) Specific targets/metrics to measure success including milestones in next 12 months |
|---|---|---|---|
| Install combined heat and power processes on-site at Federal facilities [3(e)(ii)] | No | Although we have discussed combined heat and power at our energy meetings, we have no plans to install it in the next 12 months. | |
| Identify opportunities to install fuel cell energy systems on-site at Federal facilities [3(e)(iii)] | No | We had explored opportunities to install fuel cell energy systems at our Western Program Service Center (WPSC) in Richmond, CA, and found it is not a viable option. We currently do not have plans to identify other opportunities to install fuel cell energy systems. | |
| Identify opportunities to utilize energy from small modular nuclear reactor technologies [3(e)(iv)] | No | We have no plans to identify opportunities to utilize energy nuclear reactor technologies. | |
| Identify opportunities to utilize energy from a new project that includes the active capture and storage of carbon dioxide emissions associated with energy generation [3(e)(v)] | No | We have no plans to identify opportunities to utilize energy from a project that includes the active capture and storage of carbon dioxide emissions. | |
| Implement other alternative energy approaches that advance the policy set forth in section 1 and achieve the goals of section 2 of EO 13693 [3(e)(vii)] | No | We have no plans to implement other alternative energy approaches in the next 12 months. | |
| **(A) Recommended Strategy** | | | |
| Consider opportunities to install or contract for energy installed on current or formerly contaminated lands, landfills, and mine sites. | No | We have no plans to consider opportunities to install or contract for energy installed on current or formerly contaminated lands, landfills, or mine sites in the next 12 months. | |

## Goal 4: Water Use Efficiency & Management

**Potable Water Consumption Intensity Reduction Goal**

EO 13693 section 3(f) states that agencies must improve water use efficiency and management, including stormwater management. EO 13693 section 3(f)(i) requires agencies to reduce potable water consumption intensity by 2% annually through FY 2025 relative to an FY 2007 baseline (measured in gallons). A 36% reduction is required by FY 2025.

## ILA Water Consumption Reduction Goal

EO 13693 section 3(f)(iii) also requires that agencies reduce their industrial, landscaping and agricultural (ILA) water consumption measured in gallons by 2% annually through FY 2025 relative to a FY 2010 baseline.

### 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 2016 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 2016 priority. If necessary, agencies may add additional strategies into the blank rows provided in column (A) in order to present five priority strategies.

| (A) Strategy | (B) Top Five? Yes/No /NA | (C) Strategy Narrative (100 word limit) | (D) Specific targets/metrics to measure success including milestones in next 12 months |
|---|---|---|---|
| **(A) Required Strategy under EO 13693** | | | |
| Install appropriate green infrastructure features to help with storm- and wastewater management (such as rain gardens, rain barrels, green roofs, or impervious pavement) [3(f)(iv)] | No | We have no plans in the next 12 months to install green infrastructure features for stormwater or wastewater management. | |
| Install and monitor water meters; collect and utilize building and facility water data for conservation and management [3(f)(ii)] | Yes | We have installed water metering for irrigation and potable water use. | Potable water intensity reduced by more than 16% in FY 2015, from the FY 2007 baseline. |
| **(A) Recommended Strategy** | | | |
| Install high efficiency technologies (e.g., WaterSense). | Yes | For HQ, this work is complete (under the ESPC). We are currently renovating restrooms at our Western Program Service Center (WPSC), including water saving toilets, urinals, and faucets. | Potable water intensity reduced by more than 16% in FY 2015, from the FY 2007 baseline. |
| 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 | Our operations and maintenance program uses a chemical treatment program and cooling tower filtration system to reduce water consumption. We will continue to use best management practices in choosing replacement equipment in the future. | Potable water intensity reduced by more than 16% in FY 2015, from the FY 2007 baseline. |

| (A)<br>Strategy | (B)<br>Top Five?<br>Yes/No/NA | (C)<br>Strategy Narrative<br>(100 word limit) | (D) Specific targets/metrics to measure success including milestones in next 12 months |
|---|---|---|---|
| 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 Harold Washington Social Security Center and WPSC. At HQ, we have water sensors as part of our irrigation system and only irrigate the lawns in the front of the facility. | Potable water intensity reduced by more than 16% in FY 2015, from the FY 2007 baseline. |
| 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 Harold Washington Social Security Center and WPSC. | Potable water intensity reduced by more than 16% in FY 2015, from the FY 2007 baseline. |
| Install advanced meters to measure and monitor (1) potable and (2) industrial, landscaping and agricultural water use. | N/A | We have already installed water metering for irrigation and potable water use. We do not have any agricultural or industrial water use. | |
| 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 the interconnections and dependencies of energy and water on agency operations, particularly climate change's effects on water which may impact energy use. | No | We have no plans to assess the interconnections and dependencies of energy and water on agency operations that may impact energy use, including the potential effects of climate change. | |
| Consistent with State law, maximize use of grey-water and water reuse systems that reduce potable and ILA water consumption. | No | This is not among our top five strategies. | |
| Consistent with State law, identify opportunities for aquifer storage and recovery to ensure consistent water supply availability. | No | This is not among our top five strategies. | |
| Ensure that planned energy efficiency improvements consider associated opportunities for water conservation. | No | This is not among our top five strategies. | |

| (A)<br>Strategy | (B)<br>Top Five?<br>Yes/No/NA | (C)<br>Strategy Narrative<br>(100 word limit) | (D) Specific targets/metrics to measure success including milestones in next 12 months |
|---|---|---|---|
| Where appropriate, identify and implement regional and local drought management and preparedness strategies that reduce agency water consumption including recommendations developed by Regional Federal Executive Boards. | No | This is not among our top five strategies. | |

## Goal 5: Fleet Management

**Agency Progress toward Fleet Per-Mile Greenhouse Gas Emissions Goal**

EO 13693 section 3(g) states that agencies with a fleet of at least 20 motor vehicles will improve fleet and vehicle efficiency and management. EO 13693 section 3(g)(ii) requires agencies to take actions that reduce fleet-wide per-mile greenhouse gas emissions from agency fleet vehicles relative to a new, FY 2014 baseline and sets new goals for percentage reductions: not less than 4% by the end of FY 2017; not less than 15 % by the end of FY 2020; and not less than 30% by then end of FY 2025.

EO 13693 section 3(g)(i) requires that, as a part of the Sustainability Planning process, agencies should determine the optimum fleet inventory, emphasizing eliminating unnecessary or non-essential vehicles. This information is generally available from the agency Vehicle Allocation Methodology (VAM) process that is completed each year. To satisfy this requirement for 2015, please include the VAM results and the appropriate agency fleet management plan to the appendix of this document. Future versions of this plan will require similar submissions by agencies.

### Table 5: Goal 5 Strategies – Fleet Management

**Instructions**: In Table 5 below, list ONLY the top five priority strategies that the agency will pursue in FY 2016 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 2016 priority. If necessary, agencies may add additional strategies into the blank rows provided in column (A) in order to present five priority strategies.

| (A) Strategy | (B) Top Five? Yes/No /NA | (C) Strategy Narrative (100 word limit) | (D) Specific targets/metrics to measure success including milestones in next 12 months |
|---|---|---|---|
| **(A) Required Strategy under EO 13693** | | | |
| Collect and utilize agency fleet operational data through deployment of vehicle telematics – as soon as is practicable, but not later than two years after date of order [3(g)(iii)] | No | Our mission does not dictate the need to send, receive, or store information regarding the movement of our vehicles. | |
| Ensure that agency annual asset-level fleet data is properly and accurately accounted for in a formal Fleet Management System as well as submitted to the Federal Automotive Statistical Tool reporting database, the Federal Motor Vehicle Registration System, and the Fleet Sustainability Dashboard (FLEETDASH) system [3(g)(iv)] | Yes | 1) We input data into the Federal Automotive Statistical Tool during annual cycle reporting periods.<br>2) FLEETDASH information allows us to capture missed opportunities, such as where E85 is available for AFV vehicles. | Data entered into the Federal Automotive Statistical Tool and FLEETDASH. |
| Plan for agency fleet composition such that 20% of passenger vehicle acquisitions are zero emission or plug-in hybrid vehicles by 2020, and 50% by 2025. Vehicles acquired in other vehicle classes count double toward this target [3(g)(v)] | No | To meet mission objectives, our fleet of 465 vehicles is highly disbursed across the nation, precluding us from meeting this goal. | |
| Plan for appropriate charging or refueling infrastructure for zero emission or plug-in hybrid vehicles and opportunities for ancillary services to support vehicle-to-grid technology [3(g)(vi)] | No | HQ already has an E-85 flex fuel tank, a B-20 biodiesel tank, and two electric vehicle charging stations. However, due to the dispersed nature of our remaining fleet, this is not among our top five strategies. | |
| **(A) Recommended Strategy** | | | |
| 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 regularly review our mission needs and vehicle utilization to right-size our fleet and will continue to do so. Through vehicle utilization surveys and quarterly meetings with our agency fleet liaisons, we have reduced our fleet from 534 to 462 vehicles since FY 2005 (a 13.5% reduction). | Petroleum-based fuel used by the agency's fleet reduced by at least 20 percent by FY 2015. |

| (A) Strategy | (B) Top Five? Yes/No /NA | (C) Strategy Narrative (100 word limit) | (D) Specific targets/metrics to measure success including milestones in next 12 months |
|---|---|---|---|
| Increase utilization of alternative fuel in dual-fuel vehicles. | Yes | We place AFVs in areas where AFV fueling stations are within the established 5 mile, 15 minute guidelines. We place electric vehicles or qualified low GHG vehicles in areas where the infrastructure does not support AFV fueling capability. The fleet manager must approve all vehicle requisitions. | The use of alternative fuel at least 1500% greater than the FY 2005 baseline. |
| 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. | N/A | 99% of our fleet is already GSA leased. | |
| Implement vehicle idle mitigation technologies. | N/A | 68% of our fleet is engaged in surveillance activities. | |
| Minimize the use of "law enforcement" vehicle exemption and implementing the GSA Bulletin FMR B-33, *Motor Vehicle Management, Alternative Fuel Vehicle Guidance for Law Enforcement and Emergency Vehicle Fleets* of November 15, 2011. | No | While 68% of our vehicles are used in a surveillance capacity, constituting a cross section of different vehicle types, we have elected not to take the law enforcement exemption on the majority of these vehicles. | |
| Where State vehicle or fleet technology or fueling infrastructure policies are in place, conform with the minimum requirements of those policies. | No | While important, this is not among our top five strategies. | |
| Reduce miles traveled (e.g., share vehicles, improve routing with telematics, eliminate trips, improve scheduling, use shuttles, etc.). | Yes | We collaborate with the Centers for Medicare and Medicaid Services to provide a ride sharing shuttle service between our offices in the Baltimore and Washington, D.C. metropolitan areas. | Petroleum-based fuel used by the agency's fleet reduced by at least 20% by FY 2015. |

# Goal 6: Sustainable Acquisition

**Sustainable Acquisition Goal - Biobased**

EO 13693 section 3(i) requires agencies to promote sustainable acquisition by ensuring that environmental performance and sustainability factors are considered to the maximum extent practicable for all applicable procurements in the planning, award and execution phases of acquisition.

Sections 3(iv) and 3(iv)(A) also require that agencies act, as a part of the implementation and planning requirements of section 14 of EO 13693, until agencies have achieved at least 95 percent compliance with the BioPreferred and biobased purchasing requirement, to establish an annual target for the number of contracts to be awarded with BioPreferred and biobased criteria and dollar value of BioPreferred and biobased products to be delivered and reported under those contracts in the following fiscal year.

To establish this target, agencies shall consider the dollar value of designated BioPreferred and biobased products reported in previous years, the specifications reviewed and revised for inclusion of BioPreferred and biobased products, and the number of applicable product and service contracts to be awarded, including construction, operations and maintenance, food services, vehicle maintenance, and janitorial services.

Please input the number of contracts targeted for FY 2016 here **23** and dollar value here $**4,200,000**.

**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 2016 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 2016 priority. If necessary, agencies may add additional strategies into the blank rows provided in column (A) in order to present five priority strategies.

| (A) Strategy | (B) Top Five? Yes/No /NA | (C) Strategy Narrative (100 word limit) | (D) Specific targets/metrics to measure success including milestones in next 12 months |
|---|---|---|---|

| (A) Strategy | (B) Top Five? Yes/No /NA | (C) Strategy Narrative (100 word limit) | (D) Specific targets/metrics to measure success including milestones in next 12 months |
|---|---|---|---|
| **(A) Required Strategy under EO 13693** | | | |
| Meet statutory mandates that require purchase preference for recycled content products designated by EPA [3(i)(i)(A)] | Yes | We currently meet statutory mandates requiring purchase preference for recycled content products designated by the EPA and will continue to do so. We include the applicable FAR policy and clause prescriptions in our Green Purchasing Plan. We ensure appropriate FAR clause inclusion during quarterly sustainable acquisition reviews and semi-annual acquisition management reviews. | Quarterly sustainable acquisition reviews and semi-annual acquisition management reviews performed during calendar year 2016. |
| Meet statutory mandates that require purchase preference for energy and water efficient products and services, such as ENERGY STAR qualified and FEMP-designated products, identified by EPA and DOE [3(i)(i)(B)] | Yes | We currently meet statutory mandates requiring purchase preference for energy and water efficient products and services, such as Energy Star qualified and FEMP-designated products identified by EPA and DOE, and we will continue to do so. We include the applicable FAR policy and clause prescriptions in our Green Purchasing Plan. We ensure appropriate FAR clause inclusion during quarterly sustainable acquisition reviews and semi-annual acquisition management reviews. | Quarterly sustainable acquisition reviews and semi-annual acquisition management reviews performed during calendar year 2016. |
| Meet statutory mandates that require purchase preference for Biopreferred and biobased designated products designated by the USDA [3(i)(i)(C)] | Yes | We currently meet statutory mandates requiring purchase preference for BioPreferred and biobased designated products designated by the USDA, and will continue to do so. We include the applicable FAR policy and clause prescriptions in our Green Purchasing Plan. We ensure appropriate FAR clause inclusion during quarterly sustainable acquisition reviews and semi-annual acquisition management reviews. | Quarterly sustainable acquisition reviews and semi-annual acquisition management reviews performed during calendar year 2016. |

| (A)<br>Strategy | (B)<br>Top Five?<br>Yes/No /NA | (C)<br>Strategy Narrative<br>(100 word limit) | (D) Specific targets/metrics to measure success including milestones in next 12 months |
|---|---|---|---|
| Purchase sustainable or products and services identified by EPA programs such as the ones outlined in [3(i)(ii)] | Yes | We currently require purchasing preference for sustainable products and services identified by the EPA, including WaterSense products and Significant New Alternative Policy (SNAP) chemicals or other alternatives to ozone-depleting substances and high global warming potential HFCs, and we will continue to do so. We include applicable FAR policy and clause prescriptions in our Green Purchasing Plan, and ensure that appropriate FAR clauses are included during regular acquisition reviews, and we will continue to do so. We will update our Green Purchasing Plan to include Safer Choice labeled and SmartWay Transport partners in sustainable products and services. | (1) Updates to the agency's Green Purchasing Plan completed by December 31, 2015. (By February 29, 2016, announce the updates and re-introduce the plan through targeted training.) (2) Quarterly sustainable acquisition reviews and semi-annual acquisition management reviews performed during calendar year 2016. |
| Purchase SNAP chemicals or other alternatives to ozone-depleting substances and high global warming potential hydrofluorocarbons, where feasible [3(i)(ii)(A)] | N/A | We currently require purchase preference for SNAP sustainable products and services and will continue to do so, as per row 4 of this table. | |
| Purchase WaterSense certifie4d products and services (water efficient products) [3(i)(ii)(B)] | N/A | We currently require purchase preference for WaterSense products and services and will continue to do so, as per row 4 of this table. | |
| Purchase Safer Choice labeled products (chemically intensive products that contain safer ingredients) [3(i)(ii)(C)] | N/A | We will update our Green Purchasing Plan to require purchase preference for Safer Choice products and services, as per row 4 of this table. | |
| Purchase SmartWay Transport partners and Smartway products (fuel efficient products and services) [3(i)(ii)(D)] | N/A | We will update our Green Purchasing Plan to require purchase preference for SmartWay products and services, as per row 4 of this table. | |

| (A) Strategy | (B) Top Five? Yes/No /NA | (C) Strategy Narrative (100 word limit) | (D) Specific targets/metrics to measure success including milestones in next 12 months |
|---|---|---|---|
| Purchase environmentally preferable products and services that meet or exceed specifications, standards, or labels recommended by EPA that have been determined to assist agencies in meeting their needs and further advance sustainable procurement goals of this order [3(i)(iii)(A)] | No | This is not among our top five strategies, but we will continue to focus on improving the procurement of products and services mandated by statute, and we will begin to analyze and consider how to incorporate non-mandated environmentally preferable products and services into our sustainable acquisition strategy. | |
| Meet environmental performance criteria developed or adopted by voluntary consensus standards bodies consistent with section 12(d) of the National Technology Transfer and Advancement Act of 1995 [3(i)(iii)(B)] | No | This is not among our top five strategies, but as stated in the row above, we will begin to analyze and consider how to incorporate non-mandated environmentally preferable products and services into our sustainable acquisition strategy, including meeting environmental performance criteria developed or adopted by voluntary consensus standards bodies. | |
| Ensure contractors submit timely annual reports of their BioPreferred and biobased purchases [3(i)(iv)(B)] | Yes | We currently verify contractor annual BioPreferred Product Reports in the System for Award Management and will continue to do so. | By November 13, 2016, verify that applicable contractors have submitted their annual BioPreferred Product Report in the System for Award Management. |
| Reduce copier and printing paper use and acquiring uncoated printing and writing paper containing at least 30 percent postconsumer recycled content or higher as designated by future instruction under section 4(e) of EO 13693 [3(i)(v)] | No | Although not among our top five strategies, our Green Purchasing Plan requires the acquisition of paper containing at least 30% postconsumer recycled content. Our Electronics Stewardship Plan requires that all printers contain and enable duplex printing functions. We will continue to require the acquisition of 30% postconsumer recycled content paper and duplex printing function printers and look for ways to further reduce copier and printing paper use. | |

| (A) Strategy | (B) Top Five? Yes/No /NA | (C) Strategy Narrative (100 word limit) | (D) Specific targets/metrics to measure success including milestones in next 12 months |
|---|---|---|---|
| **(A) Recommended Strategy** | | | |
| Update and deploy agency procurement policies and programs to ensure that federally-mandated designated sustainable products are included in all relevant procurements and services. | N/A | As per row 4 of this table, we will continue to update the agency's Green Purchasing Plan and Acquisition Handbook procurement policies to ensure that federally-mandated sustainable products are included in all relevant procurements. | |
| Deploy corrective actions to address identified barriers to increasing sustainable procurements with special emphasis on biobased purchasing. | No | Although not among our top five strategies, we will continue to address barriers to increasing sustainable procurements by training agency contracting staff, and discussing corrective actions found during quarterly sustainable acquisition reviews and semi-annual acquisition management reviews. | |
| Include biobased and other FAR sustainability clauses in all applicable construction and other relevant service contracts. | N/A | See our response in row 3. | |
| Review and update agency specifications to include and encourage biobased and other designated green products to enable meeting sustainable acquisition goals. | N/A | We do not develop or maintain any agency-specific specifications. | |
| Use Federal Strategic Sourcing Initiatives, such as Blanket Purchase Agreements (BPAs) for office products and imaging equipment, which include sustainable acquisition requirements. | No | Although not among our top five strategies, we will use Federal Strategic Sourcing Initiatives (FSSI) acquisition vehicles, when applicable, to procure sustainable products and services. Our policy is to first consider procuring sustainable office supplies from FSSI indefinite-delivery indefinite-quantity contracts before procuring such items from any other source. We will also encourage the use of other FSSI acquisition vehicles when procuring federally-mandated sustainable products. | |

| (A) Strategy | (B) Top Five? Yes/No /NA | (C) Strategy Narrative (100 word limit) | (D) Specific targets/metrics to measure success including milestones in next 12 months |
|---|---|---|---|
| Report on sustainability compliance in contractor performance reviews. | No | Although not among our top five strategies, we will report sustainability compliance in CPARS when applicable.  We issue regular CPARS reminders to contract staff.  When implemented, FAR Case 2014-010 will employ evaluation of sustainability compliance in contractor performance reviews.  By December 31, 2015, we will update the CPARS agency-specific guidance to include sustainability compliance as an assessment factor. | |
| Ensure that agency purchase-card holder policies direct the exclusive use of the GSA Green Procurement Compilation where desired products are listed in the Compilation. | No | Although not among our top five strategies, we will issue an acquisition alert to agency purchase-card holders to direct the exclusive use of the GSA Green Procurement Compilation where the Compilation lists the desired products.  We will also add this policy to our Micro-Purchasing in SSA Manual.  By December 31, 2015, we will issue an acquisition alert to agency purchase-card holders to direct the exclusive use of the GSA Green Procurement Compilation where the Compilation lists the desired products.  By May 31, 2016, we will add the exclusive use of the GSA Green Procurement Compilation where the Compilation lists the desired products policy to the Micro-Purchasing in SSA Manual. | |
| Employ environmentally sound disposal practices with respect to agency disposition of excess or surplus electronics. | No | We cover this strategy in our response to Goal 9. | |

# Goal 7: Pollution Prevention & Waste Reduction

**Agency Progress toward Pollution Prevention & Waste Reduction**

EO 13693 section 3(j) requires that Federal agencies advance waste prevention and pollution prevention.  EO 13693 section 3(j)(iii) requires agencies to annually divert at least 50% of non-hazardous construction and demolition debris and section 3(j)(ii) requires agencies to divert at least 50% of non-hazardous solid waste, including food and compostable material, and to pursue opportunities for net-zero waste or additional diversion.

## Table 7: Goal 7 Strategies – Pollution Prevention & Waste Reduction

**Instructions**: In Table 7 below, list ONLY the top five priority strategies that the agency will pursue in FY 2016 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 2016 priority. If necessary, agencies may add additional strategies into the blank rows provided in column (A) in order to present five priority strategies.

| (A) Strategy | (B) Top Five? Yes/No /NA | (C) Strategy Narrative (100 word limit) | (D) Specific targets/metrics to measure success including milestones in next 12 months |
|---|---|---|---|
| **(A) Required Strategy under EO 13693** | | | |
| Report in accordance with the requirements of sections 301 through 313 of the Emergency Planning and Community Right-to-Know Act of 1986 (42 U.S.C 11001-11023) [3(j)(i)] | Yes | We are in full compliance with all EPCRA reporting requirements, and will continue to report as required. | Report as required for 2015. |
| Reduce or minimize the quantity of toxic and hazardous chemicals acquired, used, or disposed of, particularly where such reduction will assist the agency in pursuing agency greenhouse gas reduction targets established in section 2 of EO 13693 [3(j)(iv)] | Yes | We developed a waste minimization and chemical storage plan to reduce the quantity of chemicals used at the HQ campus. Moving forward, we will develop a waste minimization workgroup to improve chemical purchasing, storage and minimization strategies. | By FY 2016, develop a waste minimization workgroup that will work to improve chemical purchasing, storage, and minimization strategies. |
| **(A) Recommended Strategy** | | | |
| 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. | Emissions of hydrofluorcarbons (HFCs) reported in the FY 2015 SSA GHG inventory. |
| Reduce waste generation through elimination, source reduction, and recycling. | Yes | We will continue to research additional ways to increase our recycling. | 50% of solid waste diverted from disposal by FY 2015. |

| (A)<br>Strategy | (B)<br>Top Five?<br>Yes/No<br>/NA | (C)<br>Strategy Narrative<br>(100 word limit) | (D) Specific targets/metrics to measure success including milestones in next 12 months |
|---|---|---|---|
| Implement integrated pest management and improved landscape management practices to reduce and eliminate the use of toxic and hazardous chemicals/materials. | N/A | N/A because already done. 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. | |
| 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 developed a waste minimization and chemical storage plan to reduce the quantity of chemicals used at the HQ campus. To help identify redundant chemicals, reduce hazardous chemicals, and improve purchasing practices, we are forming a chemical safety committee from members of our shops. | By FY 2016, form a chemical safety committee from members of the HQ shops to reduce and improve chemical inventories. |
| Inventory of current HFC use and purchases. | N/A | As per the row above on fugitive emissions, we will continue to track fugitive emissions at 100% of our delegated facilities for our annual 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 8: Energy Performance Contracts

### Agency Progress on Energy Performance Contracting

EO 13693 section 3(k) requires that agencies implement performance contracts for Federal buildings. EO 13693 section 3(k)(iii) also requires that agencies provide annual agency targets for performance contracting to be implemented in FY 2017 and annually thereafter as part of the planning of section 14 of this order.

## Table 8: Goal 8 Strategies – Energy Performance Contracting

**Instructions**: In Table 8 below, list ONLY the top five priority strategies that the agency will pursue in FY 2016 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 2016 priority. If necessary, agencies may add additional strategies into the blank rows provided in column (A) in order to present five priority strategies.

| (A) Strategy | (B) Top Five? Yes/No /NA | (C) Strategy Narrative (100 word limit) | (D) Specific targets/metrics to measure success including milestones in next 12 months |
|---|---|---|---|
| **(A) Required Strategy under EO 13693** | | | |
| Utilize performance contracting to meet identified energy efficiency and management goals while deploying life-cycle cost effective energy and clean energy technology and water conservation measures [3(k)(i)] | Yes | We use an ESPC contract to identify energy efficiency and management goals while deploying life-cycle cost effective energy and water efficiency measures and clean energy technologies. We will continue to use this strategy to identify and award ECMs to meet our energy and water reduction goals. Our HQ ESPC will implement the following ECMs: Install a new hot water boiler in the data center; retrofit lighting in wall sconce and recessed lighting; retro-commission the HVAC in the Annex, East High, and East Low buildings; and install variable frequency drives in the Altmeyer cooling tower. | Energy intensity reduced 30% in FY 2015 from the FY 2003 baseline. |
| Fulfill existing agency performance contracting commitments towards the $4 billion by the end of calendar year 2016 goal established as part of the Government Performance and Results Act of 2010, Climate Change Cross Agency Priority process [3(k)(ii)] | Yes | We will fulfill our performance contracting commitments by the end of calendar year 2016. | SSA performance contracting commitments fulfilled by the end of calendar year 2016. |
| **(A) Recommended Strategy** | | | |
| Evaluate 25% of agency's most energy intensive buildings for use with energy performance contracts | Yes | We complete energy audits as required by EISA §432. We use multiple procurement methods to award ECM projects, including ESPCs and direct funding. | Energy audits completed annually as required under EISA §432. |

| (A) Strategy | (B) Top Five? Yes/No /NA | (C) Strategy Narrative (100 word limit) | (D) Specific targets/metrics to measure success including milestones in next 12 months |
|---|---|---|---|
| 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 | We currently conduct performance contracting via a Super Energy Savings Performance Contract. | |
| 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 projected energy savings, not building size. Also, none of our delegated buildings are less than 20,000 square feet. | |
| Identify and commit to include 3-5 onsite renewable energy projects in energy performance contracts | Yes | Our ESPC vendor has identified several onsite renewable energy projects that we are evaluating for their financial return on investment. | Complete an evaluation of the onsite renewable energy projects identified under the ESPC. |
| Ensure relevant legal and procurement staff are trained by FEMP ESPC/UESC course curriculum | Yes | Our staff received ESPC training, and we will continue to identify personnel who require training and ensure that they receive it. | On an ongoing basis, provide appropriate personnel with ESPC training. |
| Provide measurement and verification data for all awarded projects | No | Measurement and verification is not required for ECMs 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 our annual Strategic Sustainability Performance Plan and Sustainability and Energy Scorecards. | |

# Goal 9: Electronic Stewardship

### Agency Progress on Electronic Stewardship

EO 13693 section 3(l) requires that agencies promote electronics stewardship and requires ensuring procurement preference for environmentally sustainable electronic products as established in section 3(i); (ii) establishing and implementing policies to enable power management, duplex printing, and other energy-efficient or environmentally sustainable features on all eligible agency electronic products; and (iii) employing environmentally sound practices with respect to the agency's disposition of all agency excess or surplus electronic products.

### Table 9: Goal 9 Strategies – Electronic Stewardship

**Instructions**: In Table 9 below, list ONLY the top five priority strategies that the agency will pursue in FY 2016 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 2016 priority. If necessary, agencies may add additional strategies into the blank rows provided in column (A) in order to present five priority strategies.

| (A) Strategy | (B) Top Five? Yes/No /NA | (C) Strategy Narrative (100 word limit) | (D) Specific targets/metrics to measure success including milestones in next 12 months |
|---|---|---|---|
| **(A) Required Strategy under EO 13693** | | | |
| Establish, measure, and report procurement preference for environmentally sustainable electronic products [3(l)(i)] | Yes | The FAR, our Electronic Stewardship Plan, and our Green Purchasing Plan require the acquisition of EPEAT-registered, Energy Star-qualified, and FEMP-designated electronic office products. We will continue to ensure that at least 99% of purchased desktop computers, laptops, and monitors are rated Silver or better by EPEAT and that 100% are Energy Star or EPEAT-registered. | Quarterly: Continue to demonstrate compliance in quarterly green procurement compliance reviews. |
| Establish, measure, and report policies to enable power management, duplex printing, and other energy-efficient or environmentally sustainable features on all eligible agency electronic products [3(l)(ii)] | Yes | We will 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. We will continue to maintain a comprehensive reporting and auditing compliance system through the combination of the FAR, our Information Technology Capital Planning and Investment Control Process, Power Management settings enforced by Group Policy Objects, and Microsoft System Center Configuration Manager. | Ensure that all electronic office product acquisitions are ENERGY STAR-qualified and FEMP-designated, and at least 95% are registered with EPEAT. |

| (A) Strategy | (B) Top Five? Yes/No /NA | (C) Strategy Narrative (100 word limit) | (D) Specific targets/metrics to measure success including milestones in next 12 months |
|---|---|---|---|
| Establish, measure, and report sound practices with respect to the agency's disposition of excess or surplus electronic products [3(l)(iii)] | Yes | 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. We continually ensure 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. | The environmentally sound disposition of 100% of agency excess or surplus electronic products. |
| **(A) Recommended Strategy** | | | |
| Update and deploy policies to use environmentally sound practices for disposition of all agency excess or surplus electronic products and monitor compliance. | Yes | As per the preceding row. | The environmentally sound disposition of 100% of agency excess or surplus electronic products. |

# Goal 10: Climate Change Resilience

### Table 10: Goal 10 Strategies – Climate Change Resilience

**Instructions**: In Table 10 below, list ONLY the top five priority strategies that the agency will pursue in FY 2016 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 2016 priority. If necessary, agencies may add additional strategies into the blank rows provided in column (A) in order to present five priority strategies.

| (A) Strategy | (B) Top Five? Yes/No /NA | (C) Strategy Narrative (100 word limit) | (D) Specific targets/metrics to measure success including milestones in next 12 months |
|---|---|---|---|
| **(A) Required Strategy under EO 13693** | | | |
| Update agency external programs and policies (including grants, loans, technical assistance, etc.) to incentivize planning for, and addressing the impacts of, climate change. (In column C, identify names of agency programs or policies) | N/A | We have no such programs relevant for incentivizing, planning for, and addressing the impacts of climate change. | |
| **(A) Recommended Strategy** | | | |
| Update agency emergency response procedures and protocols to account for projected climate change, including extreme weather events. | Yes | The HQ Continuity of Operations Plan (COOP) already addresses all threats and hazards, and does not require updating. HQ will direct all of its delegated facilities to either ensure their COOPs address all threats and hazards, or that they review the plans in every regular review cycle to ensure they remain current as changes to the operational environment occur, or are anticipated to occur (including due to climate change). | By the end of FY 2016, direct all delegated facilities to review COOPs. |
| Ensure workforce protocols and policies reflect projected human health and safety impacts of climate change. | Yes | Our Office of Security and Emergency Preparedness 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 diseases into the U.S. | The Office of Security and Emergency Preparedness 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 external programs or policies we can leverage to incentivize preparedness. | |

| (A) Strategy | (B) Top Five? Yes/No /NA | (C) Strategy Narrative (100 word limit) | (D) Specific targets/metrics to measure success including milestones in next 12 months |
|---|---|---|---|
| Ensure agency principals demonstrate commitment to adaptation efforts through internal communications and policies. | Yes | We will direct all of our delegated facilities to assess their site-specific vulnerabilities to the impacts of a changing climate. | All site-specific vulnerability assessments conducted by the end of FY 2016. |
| 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 already make our services available online so customers with mobility or health issues can obtain the assistance they need without visiting one of our field offices. We have provisions in place to ensure the continuity of web-based services in the event of disruptions to the electricity grid. | Continuity of web-based services assured on an ongoing basis, in the event of disruptions to the electricity grid. |
| Ensure that agency climate adaptation and resilience policies and programs reflect best available current climate change science, updated as necessary. | Yes | When we develop our next new plan, we will base it on the latest scientific information in the next quadrennial National Climate Assessment, to be issued in 2018 or 2019. | The SSA Climate Change Adaptation Plan based on the science in the latest National Climate Assessment. |
| 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. | |
| 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. | N/A | We do not participate in agency-wide or regional planning efforts. | |

# Appendix A. 2015 Vehicle Allocation Methodology Results and 2015 Fleet Management Plan

## FY 2015 FLEET MANAGEMENT PLAN AND BUDGET NARRATIVE

Developing a Fleet Management Plan is critical to an agency in defining and describing how the motor vehicle fleet serves their mission needs. A Fleet Management Plan maps out over a number of years a systematic approach to vehicle acquisition, use, maintenance, refueling, and replacement. This plan anticipates changes in mission, organization, and resulting vehicle demand. The plan must establish a strategy for achieving 100 percent compliance with mandates to acquire alternative fueled vehicles, utilize alternative fuels including bio-based fuels, acquire low greenhouse gas vehicles, and reduce petroleum. The plan must also define how vehicle selection is determined to advance sustainable acquisition, achieve maximum fuel efficiency, and limit motor vehicle body size, engine size and optional equipment to what is essential to meet the agency's mission. The plan should guide the programming of funds necessary to continue fleet operations.

This document provides the template for Executive Branch agencies to prepare and update Fleet Management Plans to obtain an optimal fleet inventory and document the steps being taken to operate those fleets most effectively and efficiently. Agency adherence to this guidance will ensure compliance with the May 24, 2011, Presidential Memorandum's requirement to develop a Fleet Management Plan to achieve optimal inventory targets, and incorporate it into the agency Annual Strategic Sustainability Performance Plan prepared in compliance with Executive Order 13514. It will also satisfy the instructions in OMB Circular A-11 entitled "Fleet Data Reporting in FAST" for a narrative section to explain and support inventory and cost data.

Instructions: Address each of the 12 areas listed below clearly and completely. Take as much space as needed. Please view this as your opportunity to tell your agency's story, to profile your agency's fleet operations, to explain its unique challenges, and to present its successes and failures. Read the introductory material carefully and address all of the questions. If something does not apply to your agency, say so; if the question misses something important that sheds light on your agency's fleet, add it. Be aware that not everyone reading your document may be a fleet expert so communicate clearly as if writing for the layman. You may leave the questions in place, or delete them once you have addressed each of the 12 areas.

# FY 2015 FLEET MANAGEMENT PLAN AND BUDGET NARRATIVE
## for the
## Social Security Administration

**(A) Introduction that describes the agency mission, organization, and overview of the role of the fleet in serving agency missions.**

(1) Briefly, what is the agency's primary/core mission and how is the fleet configured to support it?
(2) Please describe the organizational structure and geographic dispersion of your fleet.
(3) What are the ancillary missions, such as administrative functions, and how are they supported?
(4) How are vehicles primarily used, and how do mission requirements translate into the need for particular vehicle quantities and types?

Our mission is to deliver quality disability decisions and services that meet the changing needs of the public. Few government agencies touch the lives of as many people as we do. The programs we administer provide a financial safety net for millions of Americans, and many people consider them the most successful large-scale Federal programs in our Nation's history. Social Security initially covered retired workers. Later program expansions added dependent and Survivor benefits, as well as Disability Insurance. We also administer the Supplemental Security Income (SSI) program, a Federal needs-based program financed through the general revenue funds. - We provided benefits on average each month during FY 2014 to approximately 47 million OASI beneficiaries, 11 million DI beneficiaries, and 8 million recipients of SSI benefits, of whom approximately 2.6 million were also beneficiaries of OASI or DI benefits. Total benefit payments during FY 2014 were approximately $698 billion for OASI, $141 billion for DI, and $54 billion for Federal SSI benefits.

We have over 65,000 employees and deliver services through a nationwide network of about 1,500 offices. We also have a presence in several United States embassies around the globe. Our field offices and card centers are the primary points of contact for in-person interaction with the public. Our teleservice centers primarily handle telephone calls to our national 800 number. Employees in our processing centers primarily handle Social Security retirement, survivors, and disability payments, but also perform a wide range of other functions, which include answering calls to our National 800 Number. We depend on State employees in 54 State and Territorial Disability Determination Services to make disability determinations. The administrative law judges in our hearing offices and administrative appeals judges in our Appeals Council make decisions on appeals of denied Social Security and SSI claims. Geographically, we are divided into 10 regional offices and a Headquarters.

Our fleet is comprised of 21 heavy-duty vehicles, 23 medium-duty vehicles, 135 light-duty vehicles (minivans, pickup, etc.), and 279 sedans for a total of 458 vehicles. We use these vehicles throughout the 10 regions and at Headquarters. Employees use passenger vehicles for official business when conducting investigations or retirement, survivors, and disability interviews with the American public. The large passenger vehicles operate as shuttles to carry employees to central locations for meetings and training. The agency utilizes trucks and trailers to transport mail, supplies, equipment, and furniture throughout the regions, Headquarters, and between offices in the Baltimore and Washington D.C. metropolitan areas.

**(B) Criteria for justifying and assigning vehicles (including home-to-work vehicle assignments).**

(1) What are the factors and considerations used for assigning vehicles?
(2) Are vehicles assigned to individuals, offices, job classifications?
(3) What alternatives are considered to meet mission requirements before adding a vehicle or vehicles to the fleet?
(4) How are home-to-work vehicles justified, assigned, and what steps are taken to limit HTW use?

We assign vehicles to regional offices and the Headquarters motor pool based on the frequency of official travel performed by full time personnel, if their position requires travel, how often they travel, and the location of their duty station. The employees use the vehicles for official business such as attending meetings and conducting investigative, retirement, survivors, disability, and supplemental income interviews with the public. We assign vehicles both to individuals and offices based on the type of work we are performing. We assign individual vehicles to our Office of the Inspector General (OIG) employees due to their unique official duty requirements. To minimize the number of required vehicles, we:

- Encourage employees to seek mass or public transportation for official travel when it is more advantageous for the Government;
- Provide shuttle services for employees on official business requiring movement in and around the Baltimore and Washington D.C. metropolitan areas; and
- Provide a Headquarters motor pool for U-drive it vehicles or motor vehicle operator-driven vehicles for larger groups of employees.

We base the amount of medium and heavy-duty vehicles on the requirements for delivering equipment, supplies, and furniture to facilities in the Baltimore/Washington D.C. metropolitan areas and offices located throughout the 10 regions.

In accordance with the General Services Administration (GSA) Bulletin FMR B-35, we limit home-to-work authorizations to the Commissioner and the Deputy Commissioner as well as approved OIG special agents stationed in the regions.

**(C) Vehicle Allocation Methodology (VAM) target development and explanation for reported fleet size and cost changes or not meeting agency VAM targets.**

(1) Provide information on the methods used to produce your agency's VAM targets. (Recommendation #2 from GAO report: GAO-13-659. See FMR Bulletin B-30 for guidance on conducting a VAM study and developing VAM targets)

> (a) From your most recent VAM study, what was the specific utilization criteria used to determine whether to retain or dispose of a vehicle? Provide the miles, hours, vehicle age or other means used to make this determination. If a different criterion was used in different bureaus or program areas, provide the criteria for each.
> (b) From your most recent VAM study, what were the questions used to conduct the VAM survey? If different questions were used in different bureaus or program areas, provide the questions for each.

(2) Provide an explanation for any measurable change in fleet size and/or cost or if you are not meeting your annual VAM targets. What are the plans to correct any deficiencies, and indicate factors that hinder attainment of your annual VAM targets (e.g., budgetary, other resource issues, mission changes, etc.)?

We set our initial VAM target based on specific individual vehicle usage data we received by utilizing the sample VAM survey questions provided in the initial VAM guidance release. Subsequently in March 2013, we conducted a review and validation of all agency vehicles that averaged less than 200 miles a month for six months straight. We turned in 13 underutilized vehicles after completing this review. In February 2015, we again reutilized the original VAM survey questions to validate the continued need of all assigned vehicles.

In FY 2014, we decreased our fleet from 473 to 458 vehicles, and today we are at 458 vehicles, which is below our VAM target of 479 vehicles for FY 2015. Upon evaluating the survey responses and taking below information into consideration, we are maintaining our VAM target at 479 for FY 2015.

We meet with our internal fleet liaisons to inquire about future fleet requirements. Such as, increasing our partnership with Local and State Law Enforcement agencies and standing up seven additional Cooperative Disability Investigative (CDI) units, each unit typically has at least two vehicles, to combat disability fraud at the lowest level. We are committed to our anti-fraud efforts and partnership with the Office of the Inspector General to root out and prevent disability fraud wherever it may occur. Acting Commissioner Carolyn Colvin recently communicated these initiatives to members of Congress. The testimony reviewed and reported on our practices in light of the recent fraud cases in New York and Puerto Rico. The Acting Commissioner stated we are always ready to do more to strengthen those activities. We recently re-established our National Anti-Fraud Committee (NAFC). This committee, co-chaired by the Deputy Commissioner for Budget, Finance, Quality, and Management and the Inspector General, will be a focal point for our anti-fraud efforts, supporting national and regional strategies to combat fraud, waste, and abuse.

### (D) Description of efforts to control fleet size and cost.

(1) How and why have the size, composition, and cost of your agency's fleet changed, and how are they projected to change in the future?
(2) Does the agency ever acquire vehicles from other than the most cost-effective source and, if so, explain why? (3) Discuss any trends toward larger, less fuel-efficient vehicles and the justifications for such moves.
(4) Discuss the basis used for your reported future cost projections (published inflation estimates, historical trends, flat across-the-board percentage increases, mission changes, etc.)

In FY 2013, we centralized the vehicle requisition process through the agency fleet manager assigned to the transportation office at Headquarters. These process changes allowed the fleet manager to control the number and type of vehicles we bring into the agency fleet. This initiative assisted us in reducing our fleet size to the current 458 vehicles. Our FY 2013 actual costs were 5 percent lower than FY 2012 costs due to a decrease in our fleet inventory, fuel used, and a reduction in miles traveled. To develop our future budget estimates for FY 2016 and FY 2017, we added a 3 percent inflation factor to our projected FY 2015 operating costs and projected a $125,000 increase in costs to account for additional CDI vehicles in the fleet. We also used GSA Fleet notices, published inflation estimates, and FAST historical trends to formulate our future budget estimates.

**(E) Explanation of how law enforcement vehicles are categorized within the agency (See FMR Bulletin B-33).**

(1) Does your agency use the law enforcement (LE) vehicle classification system described in GSA Bulletin FMR B-33?
(2) Does your agency exempt only Level 1 LE vehicles from Energy Policy Act and VAM reporting?
(3) If your agency does not use the LE vehicle classification system, explain how LE vehicles are categorized and which are exempted from Energy Policy Act and VAM requirements.

We have nine Law Enforcement (LE) vehicles used for investigative purposes. However, we have elected not to exempt any vehicles from the Energy Policy Act of 2005 or VAM reporting.

**(F) Justification for restricted vehicles**.

(1) If your agency uses larger than class III (midsize) vehicles, is the justification for each one documented?
(2) Are executive fleet vehicles posted on your agency's website as required by the Presidential Memorandum of May 2011?
(3) If your agency reports limousines in its inventory, do they comply with the definition in GSA Bulletin FMR B-29? (4) For armored vehicles, do you use the ballistic resistance classification system of National Institute of Justice (NIJ) Standard 0108.01, and restrict armor to the defined types?
(5) Are armored vehicles authorized by appropriation?

In accordance with the implementation guidance for the Energy Independence and Security Act of 2007, Section 141, we have an approved agency exception letter on file and maintain exception data for all vehicles within our fleet that are larger than a class III (midsize) vehicle. We posted the executive fleet on the agency's website as required by the Presidential Memorandum of May 2011. SSA has no limousines or armored vehicles.

**(G) Description of vehicle replacement strategy and results.**

(1) Describe the schedule the agency will follow to achieve its optimal fleet inventory, including plans for acquiring all light duty Alternative Fueled Vehicles (AFVs) by December 31, 2015.
(2) Describe agency plans and schedules for locating AFVs in proximity to AFV fueling stations.
(3) What is the agency's approach in areas where alternative fuels are not available?
(4) Are AFVs that are not dependent on infrastructure, such as electric vehicles and qualifying low greenhouse gas (LGHG) vehicles, being placed in such areas?
(5) Describe the agency's vehicle sourcing decision(s) for purchasing/owning vehicles compared with leasing vehicles through GSA Fleet or commercially. When comparing cost of owned vehicles to leased vehicles, compare all direct and indirect costs projected for the lifecycle of owned vehicles to the total lease costs over an identical lifecycle. Include a rationale for acquiring vehicles from other than the most cost effective source.

We used surveys, questionnaires, and Fleet Drive-Thru data to determine our original optimal fleet inventory target of 488 vehicles. Other determining factors in setting our optimal fleet size were the guidelines established by GSA Bulletin FMR B-33 and the GSA vehicle replacement cycle, which considers vehicle age, mileage, and condition. We have compared our future fleet requirements against our VAM reporting goals and determined that we need to reset our target for FY 2015 to 479 vehicles.

We will place AFV's in areas where AFV fueling stations are within the established 5 mile, 15 minute guidelines. We will place electric vehicles or qualified low GHG vehicles in areas where the infrastructure does not support AFV fueling capability.

We currently maintain six vehicles not leased through GSA, one commercially-leased vehicle and five agency-owned vehicles. Three of the agency-owned vehicles are special purpose vehicles not available through GSA leasing. We will consider GSA leasing for the other two agency-owned vehicles when they are ready for replacement. The one commercially-leased vehicle comprises our executive fleet.

### (H) Description of the agency-wide Vehicle Management Information System (See FMR 102-34.340)

(1) Is there a vehicle management information system (MIS) at the Department or Agency level that:

(a) Identifies and collects accurate inventory, cost, and use data that covers the complete lifecycle of each motor vehicle (acquisition, operation, maintenance, and disposal); and

(b) Provides the information necessary to satisfy both internal and external reporting requirements, including:

- Cost per mile;
- Fuel costs for each motor vehicle; and
- Data required for FAST reporting (see FMR 102-34.355.)

(2) If the agency does not have such a system, what is being used to capture vehicle information, or is there no MIS at all?

(3) If there is no MIS, what obstacles are preventing implementation and compliance with §102-34.340, "Do we need a fleet management information system?"

We utilize GSA's "Fleet Drive-Thru" Management Information System as our primary fleet management tool. We utilize this system's "reports carryout" tool to produce a Microsoft Excel listing of our GSA-leased vehicles. We enter the data for our five agency-owned and one commercially-leased vehicle to provide us a comprehensive listing of all assigned vehicles.

### (I) Plans to increase the use of vehicle sharing.

(1) Describe efforts to share vehicles internally or with other Federal activities.
(2) Describe pooling, car sharing, and shuttle bus consolidation initiatives.
(3) Describe efforts to reduce vehicles assigned to a single person.

We provide shuttle services for employees between facilities located in and around the Baltimore area to attend official meetings and training events. We also provide shuttle services to and from local Baltimore hotels for agency employees from our regional and field offices that are at Headquarters for official business. This shuttle service negates the need for individual rental vehicles or usage of Headquarters motor pool vehicles. In addition, we collaborate with the Centers for Medicare and Medicaid Services to provide a ride sharing shuttle service between our Baltimore and Washington D.C. metropolitan area offices. In accordance with the Administration's "No Net New" real estate policy, we are reducing the number of off-site facilities, which will reduce the number of shuttles required to move employees between facilities for official business in the future. Finally, all requests for vehicle assignments require a detailed explanation of the intended vehicle need and usage to support the agency mission. We rarely provide individual employees with assigned vehicles, with the exception of our OIG Criminal Investigators who require dedicated vehicles to accomplish their assigned duties.

### (J) Impediments to optimal fleet management.

(1) What obstacles does the agency face in optimizing its fleet?
(2) In what ways is it hard to make the fleet what it should be, operating at maximum efficiency?
(3) If additional resources are needed, have they been documented and requested?

(4) Do you feel hampered by specific laws, Executive Orders, GSA's government-wide regulations or internal agency regulations, budget issues, or organizational obstacles? What exactly are they and how do they constrain you? Be specific and include examples. If you have a solution, describe it and indicate whether we can share the solution with other agencies as a potential best practice.

We do not foresee any obstacles in obtaining our optimal fleet size. Note, based on projected mission essential vehicle requirements in FY 2015 and FY 2016, our VAM target will remain at 479 vehicles.

### (K) Anomalies and possible errors.

(1) Explain any real or apparent problems with agency data reported FAST.
(2) Discuss any data fields highlighted by FAST as possible errors that you chose to override rather than correct. Examples would be extremely high annual operating costs or an abnormal change in inventory that FAST considers outside the normal range, or erroneous data in prior years causing an apparent discrepancy in the current year.
(3) Any flagged, highlighted, or unusual-appearing data within FAST should be explained.

We have not experienced any anomalies or errors.

### (L) Summary and contact information.

Who should be contacted with questions about the agency fleet? Provide the name and contact information for the agency headquarters fleet manager and the budget office reviewing official. Indicate whether the budget officer participated in the VAM and A-11 processes.

Direct fleet questions to:
Jerome Walker,
Transportation Officer
410-965-4082

Direct budget questions to:
Shonta Porter
Budget Analyst
410-965-3275

The Budget Office POC reviewed the inputs prior to our submission.

# Appendix B. Multimodal Access Plan for Commuters

The SSA Multimodal Access Plan for Commuters focuses on three alternatives to commuting in single occupancy vehicles powered by fossil fuels:

1. teleworking,
2. driving in an electric vehicle (EV), and
3. bicycling.

In FY 2013 and FY 2014, we reached agreement with our unions on expanding our telework program. In December 2013, we issued a new telework policy. The number of employees participating in the telework program more than doubled from FY 2013 to FY 2014, to 8,546. By the end of FY 2015, we expect the number of teleworkers to reach 16,400 and over 30,000 by the end of FY 2016, more than half our workforce. Most component-level telework memoranda of understanding provide for increasing the number of telework days to a maximum of three days per week.

In order to plan for electric vehicle (EV) charging infrastructure, we need to assess the likely level of demand. To do so, we will add a custom question to the GSA Scope 3 Commuter Survey we will conduct in the fall of 2015, asking respondents whether the availability of charging stations at work would incentivize them to purchase an EV and use it for commuting, or use their EV for commuting if they already own one. We will analyze the survey results and use them in formulating a charging infrastructure policy and plan.

Regarding bicycle commuting, we need to gauge the level of interest among employees in commuting to work via bicycle. To accomplish this, we will add two custom questions to the GSA Scope 3 Commuter Survey we will conduct in the fall of 2015. One question will ask respondents whether they would consider bicycling to work if the agency provided appropriate infrastructure, such as secure bike parking protected from the elements, showers, hair dryers, and loaner tools. Another question will ask how much impact financial incentives, such cash or free cab rides in case of a family emergency, would make on their decision, assuming the infrastructure to support bicycle commuting is available. With this information, we will be able to assess whether there is sufficient demand for bicycle commuting to justify the expense of installing infrastructure and possibly providing financial incentives.

# Appendix C.  Climate Change Adaptation Update

We have over 1,500 offices that include regional offices, field offices, teleservice centers, processing centers, hearing offices, the Appeals Council, and our headquarters in Woodlawn, Maryland.  Our operations consist of activities conducted in office space, and transportation to and from that space, and they frequently involve the provision of face-to-face services to the public.  Therefore, the reliability of computing and transportation infrastructure is key to our operational resilience.  GSA leases all real property we use has the lead in making real property investment decisions on these leases.  GSA delegated us the responsibility for managing and operating seven major facilities around the contiguous United States.   In addition to our Headquarters campus in Woodlawn, Maryland, the facilities are:

1. Security West (Woodlawn, MD)
2. Frank Hagel Federal Building (Richmond, CA)
3. Harold Washington Social Security Building (Chicago, IL)
4. Mid-Atlantic Social Security Center (Philadelphia, PA)
5. Addabo Federal Building (Jamaica, NY)
6. Wilkes-Barre Data Operations Center (Wilkes-Barre, PA)
7. National Support Center (Frederick, MD).

In terms of built infrastructure, our climate change adaptation planning is confined to these eight delegated facilities.

To understand the risks climate change poses to our operational resilience, in FY 2013 we conducted high-level assessments of the vulnerabilities and risks posed by climate change to our mission as a whole.  We based our FY 2014 Climate Change Adaptation Plan on these high-level assessments, and did not consider specific agency locations.  To begin the process of understanding site-specific vulnerabilities and risks, in keeping with our FY 2014 Plan, in October 2014 we conducted a survey of our eight delegated facilities.  The survey asked facilities about local weather-related problems they have already experienced, issues currently causing concern, and contingency planning the facilities have in place to address threats and hazards.  The survey provided valuable insights into past, current, and potential future vulnerabilities.  We will incorporate this information into future planning.  Another action in the FY 2014 Plan was to review the existing headquarters Continuity of Operations Plan (COOP) to identify revisions necessary to incorporate climate change considerations.  We completed the review and determined our COOP already addresses all threats and hazards.

Moving forward, we will prepare our next Climate Change Adaptation Plan once the next quadrennial National Climate Assessment is issued in 2018 or 2019.  Meanwhile, to further improve our understanding of site-specific vulnerabilities, we will conduct climate change vulnerability and risk assessments on each of the delegated facilities.  We will also direct all delegated facilities to review their COOPs and assess the need for updates in light of the potential impacts of climate change.

# Appendix D. Acronyms and Units

| | |
|---|---|
| BPA | Blanket Purchase Agreement |
| Btu | British thermal unit(s) |
| CEQ | Council on Environmental Quality |
| CFL | Computers for Learning |
| COOP | Continuity of Operations Plan |
| CPARS | Contractor Performance Assessment Reporting System |
| DOE | Department of Energy |
| ECM | energy conservation measure |
| EISA | Energy Independence and Security Act of 2007 |
| EPA | Environmental Protection Agency |
| EO | Executive Order |
| EPEAT | Electronic Product Environmental Assessment Tool |
| ESPC | energy saving performance contract |
| FAR | Federal Acquisition Regulation |
| FEMP | Federal Energy Management Program |
| FSSI | Federal Strategic Sourcing Initiatives |
| FY | fiscal year |
| GHG | greenhouse gas |
| GSA | General Services Administration |
| HFC | hydrofluorcarbon |
| HQ | Headquarters |
| HVAC | heating, ventilation, and air conditioning |
| MWh | megawatt-hour(s) |
| N/A | not applicable |
| PPCC | President's Performance Contracting Challenge |
| PUE | power usage effectiveness |
| REC | renewable energy certificate |
| SNAP | Significant New Alternative Policy |
| SSA | Social Security Administration |
| UESC | utility energy service contract |
| WPSC | Western Program Service Center |