Social Security Administration

Real Property Efficiency Plan
Reduce the Footprint Policy Implementation
Fiscal Year 2018 – 2022
September 20, 2017

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INTRODUCTION

The Social Security Administration (SSA) has maintained a record of accomplishment in real property efficiency. Despite an increasing need for our services and our commitment to maintain a physical presence in local communities nationwide, we made great strides to do more with less space–our footprint continues to shrink. We successfully met the mandates of the Freeze the Footprint (FTF) initiative. Further, we worked to meet the requirements of Reduce the Footprint mandates issued last year. At the end of fiscal year (FY) 2016, our Reduce the Footprint (RTF) portfolio consisted of 11,526,841 useable square feet (USF) acquired through over 400 occupancy agreements (OA) we have with the General Services Administration (GSA). Compared to our FY 2015 baseline of 11,701,596, we reduced 174,755 USF, or 1.5 percent.

We continue to focus on real property efficiency. Per our 2016 RTF Plan submission, we expected to further reduce our RTF portfolio by approximately 15,000 USF by the end of FY 2017. Since then, we have also identified additional reduction opportunities during this fiscal year that will allow us to report reductions beyond our original goal. We anticipate an additional 65,000 USF reduction for FY 2017, for a total reduction of 80,000 USF. We will achieve these reductions in part by vacating two teleservice centers in East Brunswick, NJ and Indianapolis, IN; consolidating two Washington, D.C. headquarters offices, allowing us to vacate one; and vacating our Springfield, VA warehouse through file storage efficiencies. Lastly, our RTF Plan calls for an additional 220,000 USF reduction in office space from FY 2018 through FY 2022.

We prepared and submitted this plan in direct response to existing requirements mandated in OMB Management Procedures Memorandum 2015-01, *Implementation of OMB Memorandum M-12-12 Section 3: Reduce the Footprint* (March 25, 2015). We have not yet made adjustments in this plan in response to the OMB Memorandum for Head of Executive Departments and Agencies M-17-22, *Comprehensive Plan for Reforming the Federal Government and Reducing the Federal Civilian Workforce* (April 12, 2017).

We plan to use the following strategies to reduce our footprint further and increase real property efficiencies:

- Continue our centralized space acquisition approval process;
- Continue to apply space allocation standards (SAS) for all locations per our space standards policy; and
- Pursue field and hearing office collocation opportunities when it makes business sense.

Agency Summary

We have more than 61,000 Federal employees and approximately 16,000 State employees who deliver services through a nationwide network of about 1,500 offices, consisting of regional offices, field offices (including Social Security card centers), teleservice centers, processing centers, hearing offices (including satellite offices and national hearing centers), the Appeals Council, and our headquarters in Baltimore, MD.

Our field offices and Social Security card centers are the primary points of contact for in-person service with the public. Our teleservice centers primarily handle telephone calls to our National 800 Number.

Employees in our processing centers handle Social Security retirement, survivors, and disability payments, and perform a wide range of other functions, including answering telephone calls to our National 800 Number.

We have strong partnerships with our 52 State disability determination services and depend on their employees to make disability determinations. Administrative law judges in our hearing offices and administrative appeals judges in our Appeals Council make decisions on appeals of Social Security and Supplemental Security Income decisions, including post-entitlement workloads and overpayments. The majority of our employees provide direct service to the public or support other employees that service the public.

ROLES AND RESPONSIBILITIES OF SENIOR OFFICIALS

Acting Commissioner

As Acting Commissioner, I provide high-level direction for our real property program. Our Chief Financial Officer (CFO) is a senior executive position within the Office of Budget, Finance, Quality, and Management (OBFQM), who reports directly to me. The CFO oversees the agency's financial policy and budget programs and is responsible for ensuring the agency's real property program supports the agency's mission.

Office of Facilities and Logistics Management

Our Office of Facilities and Logistics Management (OFLM) within OBFQM oversees facilities agency-wide and provides products and services necessary for the agency to carry out its mission in a safe, healthy, and supportive work environment. OFLM delivers a wide range of services to the agency, including supply management, warehousing, transportation, maintenance, construction, and repair. OFLM also administers our national real property program, which includes planning and overseeing large scale building projects, developing and tracking the budget for all leased buildings and spaces, managing real property assets, and maintaining our headquarters Master Housing Plan and Space Allocation Standards.

Senior Real Property Officer

The Senior Real Property Officer (SRPO) is an executive within OBFQM who serves as the agency's real property asset manager. The roles and responsibilities of this position include developing, managing, and implementing our FTF and RTF plans.

The SRPO is also responsible for formulating our annual real property budget. We incorporate the annual real property budget with the total agency budget request to create a comprehensive agency budget submission, which receives CFO approval.

BUDGET ASSUMPTIONS AND IMPACT TO REDUCTION TARGETS

We issue a yearly budget assignment to our components to capture all planned and prospective space changes for inclusion in the upcoming years' President's Budget. We use this information to determine our budget changes and request funding. For areas that do not have major space changes, we assume a minimal increase to account for rent and operating cost increases. We also take into account any known projects and include them in our budget determinations. We have been able to successfully accomplish agency initiatives, reduce our footprint, and maintain our spending levels within our requested budget allocations. Moreover, we achieved our first year over year reduction in total rent costs, realizing a 0.9 percent reduction in our billed rent costs from 2015 to 2016.

PORTFOLIO STATUS

Overall Agency Building Portfolio

As of September 30, 2016, our real estate portfolio consisted of 1,558 buildings comprising approximately 25 million USF obtained via OAs through GSA. Of the 25 million USF, 18.1 million is leased space and 6.9 million is in federally owned space. Of the federally owned space, 17 buildings are delegated. Delegated buildings are those that GSA has given SSA the authority to operate and maintain. SSA pays operation and maintenance costs for these buildings separate from GSA's monthly rent bill.

We are responsible for administering critical programs that require direct contact with the public, and facilities located in areas that offer easy public access. Centrally locating our offices in a business district, access to public transportation, and our workload volumes all factor into deciding how many offices we need and the best location for each. With the possibility of workload and population changes, it is appropriate for us to locate offices in areas with the greatest need for our services. These areas often fall in locations without federally owned buildings, which contributes to our large number of leased facilities.

FY 2016 Portfolio Summary per FRPP Submittal
(All Property, including the RTF Baseline Properties)

	Direct Lease Space	Owned Space	OA Space
Office	0	0	10,903,274
Warehouse	0	0	623,567
All Other	0	0	13,528,094

Status Relative to Reduce the Footprint Baseline Requirement

Our FY 2016 RTF portfolio shows that we occupy approximately 11.5 million USF in leased and federally owned buildings (not including data centers or public facing facilities). The data centers and public facing facilities are excluded from the RTF portfolio due to classification of space by predominant use code. The RTF portfolio only includes space with a predominant use code of "office and warehouse" in GSA's data dictionary. The agency obtains all space via OAs with GSA. We do not use tools, such as enhanced use lease authority, construction/purchase authority, or direct lease authority, to manage our portfolio.

The chart below summarizes our RTF status and compares our FY 2016 actuals to our FY 2015 baseline totals. In comparison to our FY 2015 baseline, we decreased our USF by 1.5 percent and decreased our rent by 0.9 percent.

Reduce the Footprint Status		
Fiscal Year	**Useable Square Feet**	**Annual Rent Costs**
2015 (Baseline)	11,701,596	$756,096,930
2016 (Actuals)	11,526,841	$749,631,937
2016 Change from 2015	-1.5%	-0.9%

Our total reduction from the FY 2015 RTF baseline to the end of FY 2016 was 174,755 USF. To achieve our FY 2016 reductions, the majority of our space reductions came from the following space actions:

- Consolidating outlying, leased warehouse space into our headquarters campus warehouse; and
- Collocating the Saddle Brook, NJ teleservice center with our Hackensack, NJ teleservice center.

We continue to enforce our SAS in all office relocations nationwide, as well as seek opportunities to collocate our field and hearings operations, wherever possible. Collocating our operations allows us to maximize the use of our resources and reduce operating costs by sharing conference rooms, information technology support space, restrooms, reception areas, security guards, and equipment.

Based on our updated estimates, we expect to reduce our portfolio by approximately 80,000 additional USF by the end of FY 2017, achieving a total reduction of 255,000 USF and a 2.2 percent decrease overall from the original 2015 baseline. We anticipate additional reductions to the initial 2016 RTF submission estimate primarily due to:

- vacating two teleservice centers;
- vacating our Springfield, VA warehouse; and
- consolidating two Washington, D.C. headquarters offices.

REDUCTION TARGETS

Reduce the Footprint Reduction Targets for Office and Warehouse Space

To ensure we meet our annual reduction targets, the SRPO reviews and approves all space requests. To align with the President's budget process, we compile data from regional-level offices who report any moves, closures, relocations, and other space changes for the current year, plus two years into the future.

Since we do not have more than 200 warehouses in our portfolio, we are not required to set a warehouse reduction target.

Based on our national portfolio of expiring leases, we will apply our SAS to right size our facilities and further reduce our footprint as estimated in the table below. These estimates include all net planned reductions of office space included in our RTF baseline.

Domestic Office and Warehouse USF Reduction Targets FY 2018-2022
(Rounded down to nearest five thousand)

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total FYs 2018 - 2022
Office Target* (Net USF Reduction)	65,000	30,000	30,000	20,000	75,000	220,000
Warehouse Targets* (Net USF Reduction)	N/A	N/A	N/A	N/A	N/A	N/A

*Reductions are reported as a positive value.

The attached *SSA Final RTF Template August 2017* spreadsheet provides details about the space changes shown in the table above. Many of our office moves are confidential; and, therefore, we do not track them publicly. Our estimated reduction in RTF includes significant projected savings from our offices in Dallas, Chicago, and headquarters buildings located in Baltimore, MD and Washington, D.C. For example, in Chicago, we have plans to consolidate multiple leases into the Harold Washington Social Security Center, saving approximately 15,000 USF in FY 2018 alone. Our plan to reduce space is aggressive, and funding to support the plan is included in our FY 2018 President's Budget request.

Beyond 2022, we are considering additional options to reduce our footprint.

Performance Benchmarks

We use the performance benchmarks and dashboard to help us identify and prioritize real estate projects. We also use internal and external databases to make data-driven decisions. These tools help us identify opportunities for real property efficiencies and improvements, and reduce the size of our inventory by prioritizing actions to collocate and dispose of unneeded properties.

For example, FedStat indicated we have a high utilization rate (UR) compared with other agencies, prompting us to review our space utilization and factors that influence our UR. We calculated approximate averages of public facing functions in our field offices and discovered that, on a relatively consistent basis, approximately 45 percent of these spaces are dedicated to public use. Since the majority of our space is devoted to field offices serving the public, this accounted for the variance we saw between our UR and rates reported by other agencies. We discussed our space usage classifications with OMB and GSA and negotiated a more appropriate and accurate way to measure our space utilization. Our discussions resulted in GSA revising its space classification codes to include a public facing category to more accurately reflect our UR.

In December 2016, GSA provided our agency with a list of possible space reduction opportunities based on the URs calculated from the benchmarking data. The list contained 13 OAs with a UR higher than our agency target of 200 USF per person. We reviewed each case individually and provided comments to GSA on our plans for each space. In some instances, although the location is deemed office space by GSA, we use the location as a public facing facility. In those cases, we provided an updated UR after removing the areas used for public space to give a more accurate representation of office space per employee. In other instances, we provided input on reviewing the space and noted any already planned space reductions for those locations.

While we continue to use the Benchmarking Initiative website, as well as the Asset Consolidation and Real Property Management tools available on the OMB Max portal website to review URs, relying on URs alone is not the only indicator of opportunities for space savings, as evidenced in the analysis above. Besides URs, we must also consider the office use (i.e., whether the office includes public facing space to deliver mission critical services or special space, such as interactive video tele training studios). We will use these criteria to perform an ongoing analysis of our portfolio to identify additional opportunities for reducing our real estate portfolio.

Disposal Targets for Owned Buildings

We do not own any property.

Maintenance of the Reduce the Footprint Baseline

In order to implement our plan to reduce our portfolio beyond our 2015 baseline, we have pursued several initiatives, including space negotiations with our Unions, Model Field Office proofs of concept, headquarters office space initiatives, collocation opportunities, and space sharing.

Union Negotiations

Listed below are initiatives regarding space standards and space sharing that involve Union negotiations.

- Pre-Decisional Involvement (PDI) for Space Standards – our Office of Disability Adjudication and Review (ODAR) began PDI with the Unions in January 2015 to discuss the entire Hearing Office Space Standards. We agreed with the Union on the majority of the items, and our next step is to proceed with bargaining the hearing office space standards with the Unions.

- National Treasury Employees Union (NTEU) Space Sharing – the agency and NTEU reached an agreement on procedures for office sharing when an employee teleworks more than two days per week.

- AFGE Space Sharing – the agency and AFGE reached agreement on space sharing for employees who telework two or more days per week.

- NTEU and AFGE Furniture Requirements – the agency is working with the Unions to streamline our office furniture designs.

Model Offices

We are working on several initiatives to test new field office models to improve office designs, while continuing to fulfill our duty to serve the public. In the Chicago and Philadelphia regions, we are designing model field offices to explore alternate options for serving the public beyond the standard field office model. These offices will create an environment for field offices to test emerging technologies and employ new furniture and office designs, as well as new and improved service delivery methods. We expect to complete the Chicago project in FY 2017 and the Philadelphia project in FY 2018.

The Philadelphia and Chicago model field offices are both proofs of concept and, if proven successful, these designs could result in increased efficiency in other offices in the future. While the design models would generally apply to field offices, which are public facing space, many of our field offices are located in buildings designated as predominantly office space, meaning that there could be tangible reduction benefits to our RTF plan.

Headquarters Campus Initiatives

We are pursuing other model space initiatives at our headquarters campus. These are pilot programs that require further vetting with stakeholders, including the Unions, before broader implementation. These projects include smaller offices and workstations, open collaboration spaces, various sized enclosed meeting rooms, and locker areas for storing personal items. Examples of these projects are as follows:

- In June 2016, we completed renovations of nearly 17,000 square feet for a component with 140 employees, yielding a UR of 125 USF/person. All of the employees are non-bargaining, which allowed us to deviate from our large site SAS.

- In February 2017, we completed renovations of approximately 11,200 square feet for a component with 84 employees, yielding a UR of 132 USF/person. All of the employees are non-bargaining, which allowed us to deviate from our large site SAS.

- In June 2017, we completed a renovation of approximately 6,600 square feet of space for a component with approximately 55 employees, yielding a UR of 120 USF/person. As the majority of these employees are bargaining, we negotiated this pilot project with AFGE to deviate from our large site SAS.

- In June 2017, we completed renovating approximately 4,700 square feet of space for a component that may house up to 48 non-bargaining employees. In addition to smaller workstations and lockers for personal storage, we will implement hoteling, where employees will not be assigned an individual workstation. The final UR for this project is 98 USF/employee.

Space Sharing Policy

We have established a new policy that will be applied nationwide to offices that telework more than two days per week. This policy gives guidance on when we implement desk sharing to reduce future space needs. We are currently working on space sharing concepts that we will employ in one of our Boston offices when the current lease expires. We are also implementing space sharing on our headquarters campus for employees' teleworking more than two days per week. These projects will utilize desk sharing to allow us to fit more people into the space, increasing efficiency, and giving us valuable lessons learned for future implementation.

IRS Collocation Pilot

Our Office of Operations is piloting a proof of concept in four field offices where SSA is allocating a single vacant service window to house an IRS employee to meet with scheduled taxpayers. IRS is reimbursing SSA the full space and administrative costs. The pilot started on January 23, 2017, and we expect it to last several years. This pilot will afford SSA an opportunity to better utilize space under long-term leases and, if successful, allow IRS to permanently close some of its standalone Taxpayer Assistance Center locations.

Reported Projects Status

SSA's 2015 RTF submission included three projects with planned reductions to office and warehouse space that we could track publicly. The projects included the closing of our Preston Gateway Warehouse, the collocation of our Saddlebrook, NJ teleservice center with our Hackensack, NJ field office, and the reconfiguration and reduction of space in our Hartford, CT field office.

Of the tracked projects listed above, we have completed two: the closing of our Preston Gateway Warehouse and the collocation of our Saddlebrook, NJ teleservice center. We are also adding two new projects for tracking purposes: the consolidation of our Washington, D.C. headquarters offices and the reconfiguration and reduction of our Boston Office of Quality Review (OQR) office.

We are currently working to consolidate our Washington, D.C. offices into a single leased facility to improve our utilization and reduce our overall USF. We plan to vacate the International Trade Commission (ITC) building on 500 E Street in FY 2019 and move to a new facility, which will reduce our portfolio by approximately 23,000 USF.

We developed a plan to save space in our Boston OQR office by implementing our new national space sharing policy. In our Boston office, we anticipate saving approximately 8,000 USF when completed in FY 2019.

The final facility submitted for tracking is our Hartford, CT field office. Since the last submission, GSA conducted a cost analysis and noted there would be significant savings in moving this office into a Federal facility. Since this is a public facing facility, GSA re-categorized and removed the facility from our current RTF plan. However, once the office moves into another Federal facility, it is likely that the office will be re-categorized back to office space (depending upon the predominant use code of the other occupying agency) and may be returned to our RTF list. The projected move for this office is in FY 2019.

Space Design Standard for Future Reductions

In April 2012, we implemented a space design standard, known as the revised SAS, for both field offices and large facilities, which reduced the amount of space we request from GSA. Our SAS policies ensure consistency in space requirements submitted to GSA across regions and from one office to another. Our design standard incorporates the office space design standard of 200 USF per person (employees and contractors) for all non-public contact space as an achievable target goal for future space actions. As of August 2016, we have fully integrated the space design standard of 200 USF into the agency's internal policy and documented it via our Administrative Instructions Manual System, which is accessible to all employees on our intranet.

The 2012 field office SAS establishes the size of individual field offices based on current staffing levels. As technology changes the way we do business, we recognize that we can do the same job with less space. Thus, the field office SAS takes into account changes in technology and workflows and provides reduced space requirements for personnel and support areas. For example, since we began using electronic storage, the standard provides less storage space for paper files. We anticipate that continued virtualization of data would further reduce storage needs for both paper files and data equipment. The field office SAS requires efficient space planning for employee workspaces and support space.

The agency's initiative to test new model field offices supports this effort. Our offices will incorporate new, GSA-influenced furniture and office designs, as well as new service delivery methods, such as self-help kiosks, to reduce face-to-face interaction and traffic in offices.

The revised field office SAS also reflects improvements in employee safety and service to the public. Our SAS for newly occupied field office space requires the construction of a barrier wall to separate public areas from employee areas. When we renew a lease for existing space, we require tenant improvements to add a barrier wall and to address other employee security requirements. In addition, we must increase space in reception areas to meet the needs of the public, including protecting their personally identifiable information (PII). We recently enhanced our reception areas to include larger interviewing areas for the public with increased acoustical properties to ensure that we provide maximum protection of our claimant's PII. Although the areas for the publics are larger, we will continue to reduce our footprint through FY 2022.

Our revised SAS for large facilities (known as large site SAS) applies to all of our headquarters facilities, including the main complex in Woodlawn, MD; the ODAR operation in Falls Church, VA; our 10 regional offices; processing centers; and mega-teleservice centers. To optimize utilization, the revised standard reduced office sizes and redefined support spaces, such as computer equipment rooms and circulation space. For our larger facilities, we will focus on conforming to an all-in design standard of 200 USF per workstation on prospectus projects moving forward.

GSA CONSOLIDATION PROGRAM

We requested and received funding for three projects through GSA consolidation funds: offices in West Palm Beach, FL; Richmond, VA; and Pittsburgh, PA.

We completed the office in Palm Beach, FL in FY 2017. Design and construction funding totaled $5.4 million, of which $2.6 million was consolidation funding.

We are working toward completing projects in Richmond, VA for ODAR, and in Pittsburgh, PA for Operations. For the Richmond project, we received consolidation funds totaling $2 million out of the total project cost of $3.1 million. The project is currently in the design phase with expected completion in FY 2018. The Pittsburgh project is projected to cost $4.7 million, of which $2.7 million will come from consolidation funding. We expect to complete and occupy the space by early FY 2019.

We also requested, but have not yet received funding, for a renovation project in Hartford, CT, which would relocate us from leased space to the Cotter Federal Building in Hartford, CT, saving over $280,000 annually.

COMPLIANCE AND INTERNAL CONTROLS

In FY 2012, we modified delegations of space acquisition authority from our 10 regional offices to a single signatory for all requests for space. Consequently, our SRPO must review and approve all requests for space prior to submission to GSA. We established a headquarters-based team to work with our regional offices and GSA to monitor the increases and decreases in office and warehouse space. This centralized process allows us to: (1) closely monitor our real estate portfolio against the established baseline; (2) consider collocation opportunities, where possible; (3) prioritize legitimate competing space requests across our portfolio, based on business case justifications, cost benefit analysis, and planning needs; and (4) ensure compliance with our space standards to support efficient space use.

We currently use a SharePoint site to manage all space requests. The process for evaluating space requests includes the following tasks:

1. OFLM provides our regional counterparts with a list of leases expiring in the next 36-40 months to ensure we submit requirements to GSA in a timely manner. Approximately three years before a lease or OA expires, a regional representative prepares a space request package and submits it electronically to OFLM.

2. The space request package includes a space computation worksheet based upon the appropriate SAS, information related to the current OA, and pertinent background information.

3. An OFLM analyst reviews the space request package for SAS compliance and evaluates the impact of the request on our real property footprint, including our best business case and cost benefit analysis.

4. The analyst makes a recommendation to, and requests approval from, the SRPO.

5. With SRPO approval, the OFLM analyst submits the request for space to GSA.

6. OFLM analysts continue to monitor the space acquisition process to ensure regional and GSA actions conform to our standards and appropriate approvals.

In addition to the process for evaluating space requests, we regularly request space acquisition data from the 10 regions in an effort to track upcoming projects. We compare the data to our headquarters database, as well as data obtained from GSA, to ensure we adequately capture all upcoming projects.

There are instances where it makes better business sense for us to deviate from the standard office space design requirement. Examples include an office that is over-sized for its current location per our SAS, but would cost the agency more to move the office than to pursue a new lease in the current location. To determine the best course of action, we perform a standardized cost benefit analysis during the initial space request process prior to sending it to the SRPO for approval. Our analysis helps to ensure we are making the best use of Government funds.

We conduct annual reviews of field offices to assess service delivery and determine if any changes are necessary to serve the public more effectively. Our reviews consider projected changes in workloads, local populations, demographic trends, and area-specific factors that may affect staffing and service levels. The focus of the reviews is to align anticipated staffing growth rates with workload and population trends.

Although our continued presence is necessary in numerous locations across the country, we are making concerted efforts to restrain real property growth. We evaluate potential collocations and pursue them where it makes good business sense and does not adversely affect customer service. In addition, we work hard to avoid lease overlaps (i.e., double rent) when moving an office from one location to another. We continue to work with GSA to investigate potential colocations with other Federal agencies. This pairing would work particularly well with agencies that have public facing needs. Collocating would allow us to share amenities, such as reception areas, restroom facilities, back end office areas, and security functions, while serving the public at a single, rather than multiple, locations.

During FY 2014, we created several custom reports and spreadsheets to monitor and track our domestic office and warehouse increases and offsets. These tools have allowed us to maintain better control of our portfolio.

In FY 2014, we also completed negotiations with our Unions to implement an expanded telework policy for employees. We are currently phasing in the telework expansion, depending on the unique needs and business requirements of each component. As more employees begin to telework more than two days per week, we are exploring and piloting space-sharing arrangements. We will continue to monitor our telework practices to look for opportunities to utilize our space more efficiently.

FRPP DATA QUALITY IMPROVEMENT

Since we obtain all of our real property through GSA via OAs, we are not required to report directly to the FRPP. We work with GSA to verify our data before GSA submits the OA directly to the FRPP.

CHALLENGES AND IMPROVEMENT OPPORTUNITIES

We have several challenges to achieving further reductions to our 2015 RTF baseline including finding additional reductions after our aggressive efforts at the beginning of the FTF policy; our community-based infrastructure and need to serve the public in-person; the classification of some of our offices; and our labor obligations.

One of our main challenges in following the RTF policy results from the aggressive reduction of space we instituted at the onset of the FTF policy. When OMB implemented FTF, we reviewed our office space and created a successful plan to combine many of the outlying, leased headquarters buildings into federally owned campus buildings. This effort, and numerous other space actions nationwide, allowed us to reduce our footprint by 1,410,898 USF from FY 2015 compared to our FY 2012 baseline, which represents a 5.3 percent reduction in our portfolio. Considering that we made a significant decrease on the forefront of the real estate reduction initiative, further reductions to the 2015 RTF baseline will be more difficult to achieve.

Another challenge comes from our community-based infrastructure and the need to serve the public in-person. While technology and online services are part of our focus in reaching the public, we still require a physical presence across the country to offer face-to-face services. Due to the continuing need to serve the public face-to-face, our agency has a relatively high space UR. Our FY 2015 benchmarking data indicated that our agency had a UR of 301 USF per occupant. During FY 2015, we were approximately 44 percent above the median. We have over 1,200 field office sites and over 160 hearings office sites, which represents a large majority of our footprint. These offices require public space, which increases our overall USF per person as an agency. Our larger sites do not have the same public space requirements and, therefore, do not face the same UR challenges, but represent a much smaller fraction of our footprint.

With the addition of the new predominant use code in GSA's data dictionary, we re-categorized our offices that serve the public to the new "public facing facility" predominant use code. With this change, our preliminary RTF FY 2016 baseline numbers in the benchmarking submission show an office space UR of 315 USF per person. While this change does show our UR in a more accurate manner for our office space, there are still many public facing facilities counted as office space in our RTF baseline. These facilities still cause some deviations to our UR. Although we reduced our footprint, there is a slight increase in our agency UR due to a reduction of employee counts based on an internal SSA hiring freeze in 2016 and attrition.

When revising any of our office space policies or design standards, we must meet labor obligations with three separate Unions: AFGE, NTEU, and International Federation of Professional and Technical Engineers. Ensuring we collaborate appropriately with our labor partners adds to the timeline for implementing new space standards.

Moving forward, we continue to focus on footprint reductions by optimizing opportunities as they become available. We plan to review properties and use lease expiration opportunities to right size our offices to conform to the revised SAS requirements. We will look for opportunities to begin instituting desk sharing and hoteling. We will also continue to collocate our offices when it makes business sense to do so and look for opportunities to collocate with other Federal partners.

ATTACHMENTS

As specified in OMB's most recent RTF guidance, attached is an Excel spreadsheet, *SSA Final RTF Template September 2017*, which shows our planned office and warehouse portfolio changes.

AGENCY CERTIFICATION

Please submit RTF plans and accompanying spreadsheets to Aluanda Drain at rtfplan@gsa.gov and to Bill Hamele at William_F_Hamele@omb.eop.gov.

The signatories below certify that the information in our FY 2018 through FY 2022 Real Property Efficiency Plan: Reduce the Footprint Policy Implementation is complete, accurate, and complies with existing policy.

Michelle A. King
Michelle A. King
Senior Real Property Officer
Deputy Commissioner for Budget, Finance,
Quality, and Management
Social Security Administration

Date 9/20/17

Michelle A. King
Michelle A. King
Chief Financial Officer
Deputy Commissioner for Budget, Finance,
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Date 9/20/17

Nancy A. Berryhill
Acting Commissioner
Social Security Administration

Date 9/20/17