



Social Security Administration

# Strategic Sustainability Plan



June 2010

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## **Section 1: Agency Policy and Strategy**

### **THE SOCIAL SECURITY ADMINISTRATION'S ENVIRONMENTAL POLICY STATEMENT**

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

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

To promote environmental stewardship, SSA officials will:

- Comply with all environmental and energy related statutes, Executive Orders (EO), and any applicable Federal, state, and local regulations.
- Consider environmental aspects when making planning, purchasing, operating, and budgetary decisions. As examples, we plan to purchase an increased amount of renewable energy at the Headquarters campus and the Wilkes-Barre Data Operations Center and to install more efficient boilers in the Headquarters boiler plant.
- Conserve resources and prevent pollution by educating and encouraging employees and contractors 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. We have set a greenhouse gas reduction goal of 21 percent through 2020.
- Communicate and reinforce this policy throughout the agency.

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

/s/

Michael Gallagher  
Senior Sustainability Officer

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

We have a responsibility to the public to conduct business in an efficient, economical, and environmentally sound manner. As discussed in our agency *Strategic Plan for Fiscal Years 2008-2013* (See Appendix A), we understand that “going green” benefits the environment, improves the Nation’s sustainability, and saves taxpayer dollars by minimizing waste and reducing energy consumption.

For years, SSA has implemented projects benefitting the environment: we recycle; purchase environmentally friendly products; use energy efficient lighting, electronics, and appliances; and power our vehicles with alternative fuels (See our Sustainability Projects, Appendix B).

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

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

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

The current statutory goals of the Energy Policy Act of 2005 and the Energy Independence and Security Act (EISA) of 2007 use a base year past the date of many of SSA’s previous energy reductions. Thus, achieving additional energy reductions is a challenge. With increasing workloads and retirement waves, we are seeing fluctuations in employee populations. These changes mean fluctuations in water and energy use in our facilities.

As reported at the February 3, 2010 Sustainability Steering Committee meeting, SSA as a whole uses much less water and energy than other agencies. We are offsetting increases and reducing

GHG emissions by purchasing more renewable energy in our facilities, including our largest energy use facilities located at our main campus in Baltimore, Maryland. As feasible, we will implement power management technologies for SSA computers and will pursue on-site renewable energy projects.

## **II. Greenhouse Gas Reduction Goals**

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

For Scope 3 emissions, we project a 12.7 percent GHG reduction goal between 2008 and 2020. At this time, this percentage does not include information on airline business travel due to limitations with travel management software. We will incorporate this information into the plan once we resolve the limitation. We base this goal on expected energy Scope 1 and 2 reductions as outlined under Goal 1. Such changes will reduce our transmission and distribution losses. We also expect increases in the fuel efficiency of cars used for employee commuting and business travel.

## **III. Plan Implementation**

We are effectively implementing EOs 13423 and 13514, as well as other applicable EOs and statutes, through our scorecard/sustainability workgroups that ensure compliance with the scorecard reporting process, other related statutes, and environmental regulations. The following describes how we will implement environmental plans throughout the agency:

### **Plan Methodology:**

SSA-delegated buildings or buildings “covered” by the EO are buildings that the General Services Administration (GSA) owns or leases, but delegates building operations and maintenance to SSA. SSA is responsible for paying the utility bills for these facilities.

For purposes of the Scope 1, 2, and 3 GHG reduction goals, agency scorecards, and the Sustainability Plan, SSA follows the Federal Energy Management Program, Guidelines Establishing Criteria for Excluding Buildings from the Energy Performance Requirements of Section 543 of the National Energy Conservation Policy Act dated January 27, 2006. Based on this guidance, SSA is responsible for reporting energy related information for nine buildings for which we are responsible for paying the energy bills.

In addition to these buildings, our approximately 66,000 employees work across the country in over 1,500 buildings that we lease through GSA. Our Sustainability Plan (Plan) differentiates when the information refers to covered buildings or all buildings.

A. Internal Coordination and Communication:

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

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

The sustainability workgroup has representatives from each goal area who are responsible for gathering and reporting data to OFM. Each regional office will designate a sustainability representative who will work with OFM in gathering data and information on field initiatives. The energy workgroup works under the direction of the sustainability workgroup to gather data from energy representatives in the SSA-covered buildings. We trained members of the sustainability workgroup and energy representatives for covered buildings on the Sustainability Plan template during workgroup meetings in February and May 2010. Representatives from the workgroups will gather information to complete the Plan. We will train all members of the sustainability and energy workgroups on the final Plan once approved.

C. Leadership and Accountability:

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

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

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

D. Agency Policy and Planning Integration:

Since 2008, the agency's Strategic Plan has included greening and sustainability under strategic goal 4, objective 6, entitled, Use "green" solutions to improve our environment. We track this goal through the Agency Performance Plan (See Appendix C).

#### E. Agency Budget Integration:

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

#### F. Methods for Evaluation of Progress:

We will develop a tracking process for the Plan using computer software that allows component representatives to report on the progress of each goal element and provide updates as necessary. The sustainability workgroup will meet quarterly to determine the overall progress and report on each goal element. We will track each goal through internal spreadsheets. We will maintain the spreadsheets in a format such as SharePoint that will allow those responsible for the various goals to access and update the information. We will complete an Environmental Management System (EMS) by September 2012. We will integrate the EMS with the Sustainability Plan to enable tracking of each element.

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

#### **Oversight of all Goals**

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

#### **Goal 1 - Scope 1 and 2 GHG Emissions**

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

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

#### **Goal 2 - Scope 3 GHG Emissions**

DCBFM/Office of Financial Policy and Operations (OFPO)/Office of Travel – Work - related travel information.

Deputy Commissioner for Human Resources (DCHR) - Employee data/Work at home/Transit subsidies.

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

### **Goal 3 - Comprehensive GHG Inventory**

DCBFM/OFM/ORM and DCO – Regional energy manager’s inventory of equipment.

### **Goal 4 - High Performance Sustainable Design/Green Buildings**

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

### **Goal 5 - Regional and Local Planning**

DCBFM/ORM and DCO – Regional energy managers for energy planning.

DCO - Delegated building transportation planning (future).

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

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

### **Goal 6 - Water Use Efficiency and Management**

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

DCBFM/OFM/OEHOS - Storm water management.

### **Goal 7 - Pollution Prevention and Waste Elimination**

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

DCBFM/OFM/OEHOS - Hazard waste disposal/Pest management.

DCBFM/OPLM - Paper purchasing.

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

### **Goal 8 - Sustainable Acquisition**

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

### **Goal 9 - Electronic Stewardship and Data Centers**

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

Chief Information Officer (CIO) - Data center consolidation.

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

DCBFM/OPLM - Electronics disposal.

DCBFM/OAG - Purchasing.

**Goal 10 - Agency Innovation**

DCO - Number of retirees filing online (future).

DCBFM/OPLM - Office Supply Amnesty Day.

CIO - Office of Innovation (future discussion).

Table 1: Critical Planning Coordination

This table illustrates the relationship between the sustainability plan and other planning and reporting efforts across the agency. This table illustrates opportunities for integrating sustainability requirements into existing planning documents and vice versa. In the future, the EO instructs departments and agencies to use this table as a guide for ensuring that sustainability programs are supported in the appropriate planning processes. Departments and agencies should respond with „yes“, „no“, or „n/a“ in the box for whether the EO goal is relevant to and has been integrated into listed report/plan listed. Use „yes“ for integrated, „no“ for not yet integrated, and „n/a“ for not applicable.

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

\* Will be included in the EMS when completed.

#### **IV. Evaluating Return on Investment**

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

To evaluate other forms of value specific to projects, the agency's Office of Quality Performance provides guidance on conducting Cost Benefit Analysis (CBA) and Benefit Value Scoring (BVS). Under the CBA guidance, factors such as environmental impact costs are identified. Under the BVS, the scoring provides insight and understanding to support the selection of investments. BVS complements the current CBA process by providing a method for considering issues and benefits not addressed through the development of a CBA. To ensure that the methodology reflects the priorities of the current leadership, management prioritized each of the factors and measures using the analytical hierarchy process. The factors considered in the BVS include direct user or mission-specific priorities, e.g., strategic, political, social, and foundational.

When we conduct a CBA, we will consider the following factors:

- A.** Economic Lifecycle Cost/Return on Investment
- B.** Social Cost and Benefits
- C.** Environmental Costs and Benefits
- D.** Mission-specific Costs and Benefits
- E.** Operation and Maintenance and Deferred Investments
- F.** Climate Change Risk
- G.** Vulnerability

#### **V. Transparency**

On April 7, 2010, the Commissioner unveiled the agency's Open Government Plan and associated website-- <http://www.socialsecurity.gov/open?p>. We plan to expand this website and provide information on sustainable and environmental initiatives. The agency intends to make the GHG reduction goals and highlights of other environmental/sustainability projects public information. The sustainability workgroup established a transparency sub-workgroup that will determine the appropriate documents to place on the public website.

We also developed an intranet website--SSA is Getting Greener --which we update frequently to keep agency employees abreast of our activities. This website also provides employees with links to greening and sustainability websites to help them reduce energy use in the office and at home. We also sponsor an annual Earth Day celebration and use that opportunity to highlight information on sustainability and greening efforts.

## **Section 2: Performance Review and Annual Update**

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

We continued to make new strides in the area of environmental sustainability in 2009/2010. To comply with EO requirements, the agency developed an Electronic Stewardship Plan that outlines our plans for disposing electronic products and implementing power management on all computers at the agency. We developed a Green Purchasing Plan that outlines the agency's requirements for purchasing environmentally friendly products and completed a Sustainable Building Implementation Plan (SBIP) that outlines our commitment to sustainable building practices. These documents successfully formalized and set the framework for the agency to continue its efforts in sustainable practices. In addition, we developed a GHG reduction goal for Scopes 1 and 2 of 21 percent between 2008 and 2020. The agency continues to make efforts to ensure compliance with EOs by conducting energy audits at its facilities and instituting new on-site renewable energy projects, such as installing wind turbines and using grey water. We are evaluating the use of an energy consumption review process to reduce energy nationwide. We also plan to conduct additional training for energy and project managers.

## II. Goal Performance Review

### A. Goal 1: Scope 1 & 2 Greenhouse Gas Reduction

#### 1. Goal Description:

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

Our strategy for GHG reductions includes adding renewable on-site energy generation, purchasing additional renewable energy, and implementing useful recommendations from an upcoming energy audit. Our strategy also includes disposing of buildings in the covered building agency inventory and adding a more energy efficient data center. Please note that while we do not own any facilities, GSA has delegated to us the responsibility to manage the operations and maintenance of some larger facilities. Although SSA has developed a SBIP, which requires a minimum Leadership in Environmental and Engineering Design (LEED) Silver Certification for newly constructed buildings and certain sized renovations, we complete all changes to our building inventory and major renovations and upgrades in conjunction with GSA. For this reason, the building inventory changes associated with our reduction goal are projected. These projections could change based on funding, staffing changes, or other factors.

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

#### 2. Agency Lead for Goal:

The Associate Commissioner of OFM is the lead for target development and implementation of this goal. The Director of ORM and the Director of OEHOS, OFM are responsible for the overall goal and energy related information. The Associate Commissioner of OPLM has oversight of the agency's fleet vehicles nationwide and supports this goal.

#### 3. Implementation Methods:

ORM is the lead for building energy management. It will track the energy portion of this goal nationwide. We established energy managers under DCO in all SSA-covered buildings and have a computer-based system to gather energy-related data from these facilities to ensure tracking as required under the EISA. ORM will conduct an energy education seminar on the SSA system and the latest technologies in July 2010 for all agency energy managers. We expect to complete

an energy audit by August 2010 for our main campus, which is our largest energy user and includes our oldest buildings.

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

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

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

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

#### 4. Positions:

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

## 5. Planning Table:

### a. Buildings

#### i. Reduce Facility Energy Intensity:

Meeting the current EO 13423 and the EISA energy intensity reduction goals relative to FY 2003 baselines is challenging for SSA. It is important to note that we are in the forefront of energy reduction and achieved many sizeable reductions prior to the current requirements. (See Appendix B for more information.) The agency received the 2006 Presidential Award for Leadership in Federal Energy Management for use of energy efficient tools identified under EO 13123.

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

We formed an energy sub-workgroup to identify additional areas of reduction. Currently, we have two energy audits underway. Since 2009, we increased funding for energy conservation measures by 76 percent. We will use this funding to complete recommendations from the current energy audits.

We project a 4 percent energy reduction through 2011 and 7 percent in both 2012 and 2013 based on implementing additional Energy Conservation Measures (ECM). We continue to develop an agency Energy Reduction Plan and will provide target reductions for FY 2014 and FY 2015 when we update our Sustainability Plan in 2011.

#### ii. Renewable Electricity Installation and Use:

We are currently meeting the Energy Policy Act and EO 13423 requirements related to the installation and use of renewable electricity. We have renewable energy projects in place at four of our delegated facilities. We obligated funds to add renewable projects in the form of solar and wind energy. We currently purchase renewable energy for the main complex in Baltimore and all delegated Baltimore-area buildings through GSA area-wide contracts. By 2012, we will purchase a minimum of 5 percent renewable energy through area-wide GSA contracts for all SSA-delegated buildings nationwide with the exception of California due to the regulation of energy use. In 2012, we will increase the purchase of renewable energy for the main complex

and delegated Baltimore area buildings from 5 to 10 percent. This will enable SSA to meet the goals of 5 percent renewable energy use through 2012 and 7.5 percent in 2013.

b. Fleet

i. Reduce Petroleum Use in Fleet Vehicles:

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

ii. Increase Use of Alternative Fuel in Fleet AFVs:

As mentioned above, we installed AFV pumps at the main campus to increase the use of alternative fuels in Headquarters. To increase the use of alternative fuel in the field, we are training fleet liaisons to monitor the use of alternative fuels and enforce the requirements. These measures resulted in an increase of alternative fuels used by 42,800 gallons from FY 2009 to FY 2010, which is well above the EO 13423 requirements. We plan to increase this measure by a minimum of 17 percent each year from the base year of 2005 through FY 2015.

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

To maintain an appropriate fleet size, our fleet liaisons ensure that we return underutilized vehicles to GSA in a timely manner. We also replaced Sport Utility Vehicles (SUV) with light duty AFVs such as minivans or sedans. In FY 2009, we replaced 50 gasoline vehicles with 50 AFVs.

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

SSA plans to improve fuel efficiency of the fleet by acquiring up to 28 hybrid vehicles to replace current fleet vehicles from GSA in FY 2010.

<b>GHG PLANNING TABLE</b>		Unit	FY 10	FY 11	FY 12	FY 13	FY 14	FY 15	FY 16	....	FY 20
Buildings	Energy Reduction Goals (BTU/SF reduced from FY 03 base year)	%	15%	18%	21%	24%	27%	30%	hold	....	hold
	Planned Energy Reduction (BTU/SF reduced from FY 03 base year)	%	4%	4%	7%	7%	TBD	TBD	hold		hold
	Renewable Electricity Goals (Percent of electricity from renewable sources)	%	5%	5%	5%	7.5%	hold	hold	hold	hold	hold
	Planned Renewable Electricity Use (Percent of electricity from renewable sources)	%	5.02%	5.02%	5.02%	7.5%	hold	hold	hold	hold	hold
Fleet	Petroleum Use Reduction Targets (Percent reduction from FY 05 base year)	%	10%	12%	14%	16%	18%	20%	22%	....	30%
	Planned Petroleum Use Reduction (Percent reduction from FY 05 base year)	%	36%	40%	44%	58%	52%	56%	60%		74%
	Alternative Fuel Use in Fleet AFV Target (Percent increase from FY 05 base year)	%	61%	77%	95%	114%	136%	159%	hold	.....	hold
	Planned Alternative Fuel Use in Fleet AFV (Percent increase from FY 05 base year)	%	66%	83%	100%	117%	138%	160%	hold		hold
	Scope 1 & 2 - Reduction Targets (reduced from FY 08 base year)	%	1.3%	1.8%	5.9%	17.6%	17.6%	10.9%	10.9%	20.4% (2018)	21%

Agency Status: SSA plans to complete an energy audit at its main campus by the end of 2010 to define additional ECMs. As reported in our last scorecard submission, we awarded new energy reduction projects since January 2010 and will conduct energy training for all energy managers by the end of the year.

## **B. GOAL 2: Scope 3- Greenhouse Gas Reduction**

### 1. Goal Description:

SSA will strive to meet the Scope 3 GHG reduction goal of 12.7 percent. We based this goal on a weighted average for employee travel (minus airline business travel), waste disposal, and Transmission and Distribution (T&D) losses for the agency between 2008 and 2020. For individual reductions, we will strive to meet 12.3 percent, 12.1 percent, and 18.6 percent respectively.

### 2. Agency Leads for Goal:

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

The Associate Commissioner of OFM will track this goal, supported by OEHOS and ORM. The following organizations will provide information related to the goal:

#### Federal Employee Travel:

DCHR will provide information on the employee population, transit subsidies, and work at home programs for the entire agency. DCBFM/OFPO/Office of Travel will provide business air and ground travel information for the entire agency.

#### Contracted Waste Disposal:

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

#### T&D Losses:

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

### 3. Implementation Methods:

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

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

4. Positions:

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

5. Planning Table:

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

Airline Travel: Airline travel information was not available as of the date of this Plan. We will use expected new airline fuel efficiency standards to project any reductions.

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

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

Employee Work-Related Ground Travel:

- i. We used only personal-use vehicles for business purposes mileage reimbursement data, intercity train travel, and rental

- car gas reimbursement information (Data was not available on other forms of transit in the form of mileage.);
- ii. We calculated a fuel efficiency increase of 5 percent per year starting in FY 2011 through 2015 using a change of rental cars to more efficient models;
  - iii. We used only gasoline vehicles in the car-related calculations.

Based on increased fuel efficiency standards for cars, we project a total GHG emissions reduction from 2008 to 2020 of 12.3 percent for the Federal employee travel portion of the goal.

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

Based on information available on waste disposal in covered buildings and adjustments to the employee population related to work at home and alternative work schedules, our GHG emissions related to the 2008 wastewater baseline is 166 metric ton carbon dioxide equivalent (mtCO<sub>2</sub>e) and the GHG emissions related to waste disposal are 2,050 mtCO<sub>2</sub>e.

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

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

We determined that the 2008 baseline for electrical energy use (submitted with the agency Scope 1 and 2 GHG reduction target) was 195,394 megawatts hours (MWh) and the projected 2020 reduction in electricity will be 159,092 MWh, which is a 28.6 percent reduction.

Calculating a 6.5 percent T&D loss of 8,234 mtCO<sub>2</sub>e in 2008 and the T&D loss in 2020 of 6,703 mtCO<sub>2</sub>e, we project an 18.6 percent reduction in Scope 3 GHG emissions based on T&D losses.

- d. Other: Nothing to report.

- e. Other Planned Actions:

We expect to refine our tracking related to this goal over the next year and conduct a transportation survey to better define employee commuting information.

<b>SCOPE 3 GHG TARGET</b>	Units	FY 10	FY 11	FY 12	FY 13	FY 14	....	FY 20
Overall Agency Scope 3 Reduction Target (reduced from FY 08 base year)	%	0.1%	0.1%	1.8%	4.4%	6.2%		12.7%
Sub-Target for Federal Employee Travel	%	0%	0%	1.5%	3.7%	5.5%	....	12.3%
Sub-Target for Contracted Waste Disposal	%	0%	0%	1.3%	3.7%	5.5%	....	12.1%
Sub-Target for Transmission and Distribution Losses from Purchased Energy	%	1.6%	1.6%	6.8%	16.3%	16.3%	....	18.6%

Agency Status: This is a new goal so we did not complete any activity this year. SSA plans to implement a transportation survey to gather more data and refine our goal.

### **C. GOAL 3: Develop and Maintain Agency Comprehensive GHG Inventory**

Agencies may elect to add comments regarding development and management of their comprehensive GHG inventory. This should include a discussion in changes to the calculation methodology, especially as agencies are able to refine the data collection methods. A plan for continual improvement in data collection and emission estimation, particularly for Scope 3 indirect emissions, should be outlined with agencies considering addition of new Scope 3 categories to their inventories as data becomes available. Discuss any anticipated issues related to establishing a comprehensive GHG inventory and how the agency plans to integrate GHG reduction strategies into overall planning practices. Specific instructions for FY 2011 will be provided to agencies.

In accordance with EO 13514 CEQ/OMB guidance, we will report on this element by January 2011.

## **D. GOAL 4: High-Performance Sustainable Design / Green Buildings**

### 1. Goal Description:

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

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

### 2. Agency Lead for Goal:

The Associate Commissioner of OFM is the lead for target development and implementation of this goal. The Director of ORM and the Director of the Division of Architect and Engineering Services (DAES), OFM are responsible for the overall goal and energy related information. Five LEED-certified staff members support them in this effort.

### 3. Implementation Methods:

DAES will coordinate with the GSA realty specialist to obtain information regarding SSA facilities nationwide that meet the guiding principles.

We will track this goal through the agency scorecard/sustainability workgroup and incorporate it into the organizational EMS.

We have no additional funding requirements, as existing staff will absorb the effort.

### 4. Positions:

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

5. Planning Table:

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

SSA does not own or directly lease buildings.

- b. All new construction, major renovation or repair, and alteration of Federal buildings complies with, “Guiding Principles for Federal Leadership in High Performance and Sustainable Buildings (Guiding Principles).”
- c. At least 15 percent of agency’s existing buildings and building leases meet guiding principles by FY 2015 [5,000 GSF threshold for existing buildings and building leases].

SSA does not own or directly lease buildings.

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

SSA does not own or directly lease buildings.

- e. Demonstrate use of cost-effective, innovative building strategies to minimize energy, water and materials consumption.
- f. Manage existing building systems to reduce energy, water and materials consumption in a manner that achieves a net reduction in agency deferred maintenance costs.

To meet the requirements of the Guiding Principles within the next 2 years, we will establish an energy-use baseline using American Society of Heating, Refrigerating, and Air-conditioning Engineers 90.1-2007 for covered facilities. We will conduct an assessment to determine the need for additional metering devices that measure consumption of potable water, electricity, and thermal energy within the next 2 years.

- g. Optimize performance of the agency’s real property portfolio – examine opportunities to decrease environmental impact through consolidation, reuse and disposal of existing assets prior to adding new assets.

SSA does not own or directly lease buildings.

- h. Ensure use of best practices and technology in rehabilitation of historic Federal properties.

SSA does not own or directly lease buildings.

<b>BUILDINGS MEETING GUIDING PRINCIPLES</b>	Units	FY 10	FY 11	FY 12	FY 13	FY 14	FY 15
Owned Facilities Targets	%	N/A	N/A	N/A	N/A	N/A	N/A
Leased Facilities Targets	%	N/A	N/A	N/A	N/A	N/A	N/A
Total Facility Targets	%	N/A	N/A	N/A	N/A	N/A	N/A
Begin tracking the number of buildings meeting guiding principles nationwide by 100% of regions	%	100%	100%	100%	100%	100%	100%

Agency Status: We developed an SBIP that indicates our intent to meet specific sustainable building practices for new and renovated facilities. We will share this information with GSA, with whom SSA collaborates on all new and larger renovation projects. We will work with GSA to begin tracking all SSA occupied buildings to determine the number that meets the guiding principles by 2011.

## **E. Goal 5: Regional and Local Planning**

### 1. Goal Description:

We will participate in regional and local planning initiatives.

Please note that SSA does not own any facilities but was delegated the responsibility to manage the operations and maintenance of our larger covered facilities through delegation agreements with GSA. In delegated facilities, we are actively involved with local and regional transportation and energy planning.

We integrated regional and local transportation planning requirements into our Solicitations for Offer (SFO) and Space Allocation Standards (SAS) documents, which outline SSA requirements for GSA to use in field facility leases.

For new building construction and existing building renovations, our staff works with GSA to ensure we consider planning requirements.

### 2. Agency Lead for Goal:

The Associate Commissioner of OFM is the lead for this goal. Under OFM, the Directors for OPSS, ORM, and the Office of Long-Range Facilities Planning are responsible for the overall transportation, energy, and new and existing building construction planning, respectively.

### 3. Implementation Methods:

We integrate planning into our existing workloads.

### 4. Positions:

We will support this goal using existing staff.

### 5. Planning Table:

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

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

- b. Align agency policies to increase effectiveness of local energy planning.

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

- c. Incorporate sustainable building location into policy and planning for new Federal facilities and leases.

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

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

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

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

We do not build new facilities or directly hold leases. We work with GSA to evaluate effects to local ecosystems, watersheds, and environmental management with proposed new or expanded Federal facilities.

<b>REGIONAL AND LOCAL PLANNING</b>	Units	FY 10	FY 11	FY 12	FY 13	....	FY 20
Participate in regional and local planning initiatives	N/A	N/A	N/A	N/A	N/A	N/A	N/A

Agency Status: We continue to participate in regional and local initiatives.

## **F. GOAL 6: Water Use Efficiency and Management**

### 1. Goal Description:

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

### 2. Agency Lead for Goal:

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

### 3. Implementation Methods:

DCBFM/OFM/ORM is the lead organization for building energy management of our facilities nationwide and will track the water use portion of the goal nationwide. ORM established energy managers in all SSA covered facilities and has a computer-based system to gather water related data from these facilities to ensure we meet EISA tracking requirements. To evaluate our water use, we established an energy sub-workgroup, including Headquarters and DCO regional representatives. This group will also evaluate future projects for water/energy needs. ORM also completed an energy seminar in May 2010 to provide agency energy managers training on the SSA system and the latest technologies. In September 2010, SSA will sponsor an energy management certification class, which will review current energy statutes for all SSA designated energy managers. We expect to complete an energy audit of our main campus by August 2010, which is our largest user of energy and houses our oldest buildings.

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

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

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

4. Positions:

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

5. Planning Table:

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

Based on benchmarking against the Federal community, we use the lowest amount of water per gross square foot of any other agency. We already instituted numerous water conservation measures at our facilities (see Appendix B). To evaluate potential for additional reductions, we are developing a water intensity reduction plan. We are also conducting energy audits to identify reduction strategies. We budgeted leverage investment funding to implement any water reduction strategies identified. We project an increase in water use of 1.3 percent in 2010 due to a metering problem. We expect to maintain current use levels nationwide through 2020, but will continue to look for areas of improvement.

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

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

- c. Identify and implement water reuse strategies.

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

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

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

<b>WATER USE EFFICIENCY &amp; MGMT</b>	Units	FY 10	FY 11	FY 12	FY 13	FY 14	FY 15	..	FY 20
Potable Water Reduction Targets (gal/SF reduced from FY 07 base year)	%	6%	8%	10%	12%	14%	16%	..	26%
Planned Potable Water Reduction (gal/SF reduced from FY 07 base year)	%	(1.3%)	0%	0%	0%	0%	0%		0%
Industrial, Landscaping, and Agricultural Water Reduction Targets (gal reduced from FY 10 base year)	%	-	2%	4%	6%	8%	10%	..	20%
Planned Industrial, Landscaping, and Agricultural Water Reduction (gal reduced from FY 10 base year)	%	-	2%	4%	6%	8%	10%		20%

Agency Status: We instituted various water conservation measures in all of our covered buildings. These include grey water reuse, waterless urinals, and hands-free faucets. To look for other reduction strategies, we are conducting an energy audit at our Headquarters campus and expect to develop a water intensity reduction plan to ensure adequate tracking and evaluation of its water use at all facilities. We will also provide training for all SSA energy managers by September 2010.

## **G. GOAL 7: Pollution Prevention and Waste Elimination**

### 1. Goal Description:

SSA commits to diverting 50 percent of non-hazardous solid waste by 2015. Through our delegations agreements with GSA, we are responsible for waste management in the Headquarters and delegated buildings. We do not directly renovate or construct buildings. Therefore, we cannot report on the construction and demolition (C&D) debris portion of the goal. Our SBIP does indicate our requirements for LEED Silver certification of large renovations and new construction projects. As part of this Plan, we will ensure recycling of C&D waste.

### 2. Agency Lead for Goal:

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

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

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

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

### 3. Implementation Methods:

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

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

DCBFM/OPLM and OAG will track this measure through applicable staff members.

We will track the entire goal through the agency scorecard/sustainability workgroup and incorporate it into the organizational EMS.

We have no additional funding requirements for this goal.

4. Positions:

Existing staff will support this goal.

5. Planning Table:

a. Increase source reduction of pollutants and waste.

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

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

We currently divert 50 percent of non-hazardous solid waste on average at the Headquarters and delegated buildings. GSA currently holds the leases for the smaller leased SSA buildings. Thus, we do not have control over waste disposal at those buildings. Within the next 2 years, we plan to ensure that all delegated facilities divert 50 percent of waste across the board rather than on average.

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

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

d. Reduce printing paper use.

To help reduce printing paper use, the Green Purchasing Plan requires that all acquired printing products including copier machines, faxes, and printers must contain a double-sided print function.

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

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

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

We have reduced our acquisition, use, and disposal of hazardous chemicals. This reduction resulted from an enhanced agency hazard communication program in place since 1992, which provides an automated means of reviewing and approving chemical Material Safety Data Sheets. The program requires training for regional and local hazard communication coordinators nationwide in delegated and field offices. The program also requires chemical inventory reviews at our Headquarters facilities (the largest use of chemicals), which involves determining the need for stored chemicals and disposing of them as necessary. We added requirements for appropriate handling and waste disposal to custodial and maintenance contracts for each covered building.

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

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

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

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

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

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

- i. Increase agency use of acceptable alternative chemicals and processes.

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

- j. Decrease agency use of chemicals to assist agency in achieving FY 2020 GHG reduction targets [See section two - one and two above].

Our Headquarters is a Resource Conservation and Recovery Act small quantity generator and other SSA facilities generate less waste than Headquarters. We do not believe that reductions in this area will have a large effect on our reduction of GHG, so we have focused on other efforts to meet our goals.

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

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

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

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

**Section 304 -- Emergency Notification**

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

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

Since SSA has above the threshold planning quantity of an extremely hazardous substance on site, we notified and will update the SERC and LEPC by March 1 of each year via a Tier II form.

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

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

**Section 322 -- Trade Secrets**

SSA does not claim any trade secrets.

<b>POLLUTION PREVENTION &amp; WASTE ELIMINATION</b>	Units	FY 10	FY 11	FY 12	FY 13	FY 14	FY 15
Non-Hazardous Solid Waste Diversion Targets (non C&D)	%	48%	50%	50%	50%	50%	50%
C&D Material and Debris Diversion Targets	%	N/A	N/A	N/A	N/A	N/A	50%

Agency Status: We are currently diverting solid waste and plan to increase our efforts through enhanced education and increased monitoring.

## H. GOAL 8: Sustainable Acquisition

### 1. Goal Description:

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

### 2. Agency Lead for Goal:

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

### 3. Implementation Methods:

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

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

### 4. Positions:

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

### 5. Planning Table:

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

We recently issued a new Green Purchasing Plan, which replaced our outdated Affirmative Procurement Plan. Our Green Purchasing Plan is available on the agency's intranet website and is easily accessible to all personnel. Beginning in May 2010, OAG notified all SSA contracting officers (CO), contracting officer technical representatives (COTR), and members of the agency's senior management staff of the new Green Purchasing Plan and the requirement to adhere to the guidelines contained within it. In this notification, we recommended that all COs and COTRs take an online green purchasing training course to familiarize themselves with current green purchasing requirements. This course will be available in the summer of 2010. OAG will alert COs and COTRs when it is available online. Finally, we are exploring the possibility of incorporating green purchasing goals as a data element in the performance expectations of our contract specialists. If adopted, the change would be effective in FY 2011.

Additionally, the agency has historically found it difficult to gather data relating to the environmental attributes of our purchases. To improve this process, OAG changed its contract writing system in May 2010. These changes enhanced our monitoring of the environmental attributes of our procurements. Through this new process, we will ensure the agency reaches the goal that 95 percent of new contract actions meet sustainable acquisition requirements.

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

OAG included active hyperlinks in the Green Purchasing Plan to provide readers access to the most up-to-date lists of all federally mandated designed products and services. OAG will regularly monitor environmental policy changes and update the Green Purchasing Plan (and its hyperlinks) accordingly.

This goal is tied to the agency's Electronic Stewardship Plan, which requires SSA employees to purchase 95 percent of electronic products as EPEAT-registered equipment, for products where EPEAT standards exist. This Plan also stipulates that SSA will strive to procure EPEAT Silver-rated electronic products or higher if/when available.

<b>SUSTAINABLE ACQUISITION</b>	Units	FY 10	FY 11	FY 12	....	FY 20
New Contract Actions Meeting Sustainable Acquisition Requirements	%	85%	95%	hold	hold	hold
Energy Efficient Products (Energy Star, FEMP-designated, and low standby power devices)	%	95%	99-100%	hold	hold	hold
Water Efficient Products	%	95%	95%	hold	hold	hold
Bio-based Products	%	80%	95%	hold	hold	hold
Recycled Content Products	%	95%	95%	hold	hold	hold
Environmentally Preferable Products/Services (excluding EPEAT)	%	95%	95%	hold	hold	hold
SNAP/non-ozone depleting substances	%	80%	95%	hold	hold	hold

Agency Status: We developed a Green Purchasing Plan that outlines requirements for green purchasing agency-wide. We are working to educate agency personnel on the Plan including refresher training for contracting officers. We also improved our contract writing system to improve tracking of environmental procurements.

## I. GOAL 9: Electronic Stewardship and Data Centers

### 1. Goal Description:

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

### 2. Agency Leads for Goal:

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

DCS's Associate Commissioner for OTSO manages the SSA Electronics Stewardship Plan and provides leadership for our electronics stewardship team. OTSO is also responsible for the operations and maintenance lifecycle elements (e.g., power management and duplex printing) described in the Plan.

The Associate Commissioner for OAG is responsible for the acquisition lifecycle elements (e.g., Energy Star and EPEAT) described in the Plan.

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

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

### 3. Implementation Methods:

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

#### a. Acquisition:

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

#### b. Operations and Maintenance:

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

c. End-of-Life Management:

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

The SSA Electronics Stewardship Plan elaborates on the above goals, clearly defines roles and responsibilities, defines current and proposed policies, and specifies actions and milestones. We completed all milestones with the exception of the implementation of Energy Star power management features on 100 percent of desktop/laptop computers and monitors, which has a target for completion by December 2010.

With respect to duplex printing, the majority of our current network printer base includes duplex printing capabilities while our desktop printer base does not. Future contracts will require duplex printing for all printers (network and desktop printers). Where duplex printing capabilities exist, printers are configured for use at the users' discretion depending on hardcopy requirements; some documents are required to be printed single-sided.

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

4. Positions:

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

5. Planning Table:

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

As mentioned above, SSA's Electronic Stewardship Plan currently outlines our milestones toward meeting power management goals. Our Plan for implementing duplex printing is mentioned above.

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

The SSA Electronic Stewardship Plan currently reflects the agency's commitment to environmentally sound disposition practices. As we have since 1996, we will continue to follow the Federal Management Regulations for the donation, sale, and recycling of electronic equipment no longer needed by the Federal government. We will make maximum use of our program to donate used electronics in accordance with EO 12999. We will perform due diligence to ensure electronic products that have reached the end of their useful life are recycled by companies or organizations that use environmentally sound management practices.

- c. Update agency policy to ensure implementation of best management practices for energy efficient management of servers and Federal data centers.

We are developing a data center inventory and consolidation plan to submit on schedule that will outline the agency policy.

- d. Goals should identify how the agency intends to meet technology energy consumption reduction goals in its data centers.

We are developing a data center inventory and consolidation plan to submit on schedule that will outline the agency policy.

- e. Discuss how the agency is planning on meeting the technology energy reduction goals in data centers. Include details on the investment plan, covered vs. non-covered facilities, and how the agency identified the covered facilities.

We are developing a data center inventory and consolidation plan to submit on schedule that will outline the agency policy.

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

We dispose of 95 percent of electronic assets through sound disposition practices and plan to dispose of 99 percent for each of FY 2011 and FY 2012. The agency uses GSA's CFL program. We have been very successful with using this program, but if we are not able to donate the equipment, we utilize UNICOR, Federal Prison Industries, which is a certified Responsible Recycler, to reclaim and recycle the computers. We

have a contract to shred hard disks that cannot be sanitized. Under this contract, the company recycles everything after the shredding process.

<b>ELECTRONIC STEWARDHIP &amp; DATA CENTERS</b>	Units	FY 10	FY 11	FY 12	FY 13
% of covered electronic product acquisitions that meet current Energy Star specifications	%	95%	99%	99%	hold
% of electronic assets covered by sound disposition practices	%	95%	99%	99%	hold
% of cloud activity hosted in a data center	%	95% <sup>1</sup>	95%	95%	hold
% of agency data centers independently metered or advanced metered and monitored on a weekly basis	%	100% <sup>2</sup>	90%	100%	hold
Reduction in the number of agency data centers	%	0% <sup>3</sup>	20%	40%	hold
% of agency, eligible electronic products with power management and other energy-environmentally preferable features (duplexing) actively implemented and in use	%	50%	95%	95%	hold
% of agency data centers operating with an average CPU utilization of 60-70%	%	0% <sup>4</sup>	50%	75%	hold
% of agency data centers operating at a PUE range of 1.3 – 1.6	%	0% <sup>5,6</sup>	25%	50%	hold
% of covered electronic product acquisitions that are EPEAT-registered	%	95%	99%	99%	hold
% of agency data center activity implemented via virtualization	%	70%	30%	40%	hold

Note: EPEAT devices apply to workstations and laptops only. There are no data center devices (mainframes, data storage, servers) on the EPEAT registry.

Agency Status: We are implementing the milestones outlined in our Electronic Stewardship Plan by continuing a proof of concept for implementation of power management on agency personal computers and expect full implementation by December 2010. We continue to use sound disposition practices by donating or recycling 95 percent of our electronic products. The agency is developing an agency data center inventory and consolidation plan to submit through the Federal CIO.

<sup>1</sup> When viewed from the perspective of the SSA business operations customer, we can classify all activity as private cloud based and estimated that the data centers host 95 percent of all activity.

<sup>2</sup> Our data centers are sub-metered or monitored but are not necessarily monitored on a weekly basis.

<sup>3</sup> SSA is consolidated through FY 2012 and we are continually looking at ways to improve. We will re-evaluate this goal in future years.

<sup>4</sup> Only mainframes operate with average CPU utilization above 60 percent. The mainframe host is approximately 85 percent of SSA business transactions.

<sup>5</sup> The older center does not meet this requirement. The second support center, a leased facility, was not designed to meet a specific PUE range. We will calculate a PUE range for the second support center within 2011.

**J. GOAL 10: Agency Innovation**

1. Goal Description:

Amnesty Day Office Supply Drive:

This campaign began 2 years ago to coincide with Earth Day. During the drive, we collect unwanted usable office products throughout the main complex. We package these products for redistribution to other SSA offices including field offices. This prevents unwanted products from entering the waste stream and reduces agency costs for the purchase of new products.

2. Agency Leads for Goal:

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

3. Implementation Methods:

Annually, SSA will collect, redistribute, or recycle excess serviceable office supplies including task lights. This green initiative will continue to divert waste from our landfills and reduce waste. It promotes good citizenship as we collect usable supplies and offer them to SSA offices and other agencies. We integrate this program into existing budgets so no funding is required.

4. Positions:

This goal is an agency initiative that will not require additional staffing.

5. Planning Table:

<b>AGENCY INNOVATION</b>	Units	FY 10	FY 11	FY 12	....	FY 20
Achieve goal of holding an office supply amnesty day through 2010	X	X	X	X	TBD	TBD

Agency Status: We completed the Amnesty Day program over the last 2 years and plan to continue through 2012.

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

**Section 3: Agency Self Evaluation**

Note: OMB and CEQ will update these questions annually to reflect administration priorities. For 2010, please respond to the following items. Each agency’s total response for this section should be limited to one or two pages.

**I.** Please answer „yes“ or „no“ to the following questions. If the answer is „no“, provide an explanation below.

Does your plan provide/consider overarching strategies and approaches for achieving long-term sustainability goals?	Y
Does your plan identify milestones and resources needed for implementation?	Y
Does your plan align with your agency’s 2011 budget submission?	Y
Is your plan consistent with your agency’s FY 2011 budget and appropriately aligned to reflect your agency’s planned FY 2012 budget submission?	Y
Does your plan integrate existing EO and statutory requirements into a single framework and align with other existing mission and management related goals to make the best use of available resources?	Y
Does your plan provide methods for obtaining data needed to measure progress, evaluate results, and improve performance?	Y

Narrative requested:

**II.** What are your agency’s planned actions for the following year (in 6 month increments, July-Dec 2010 & Jan-June 2011) to achieve the sustainability and energy standards for success on the OMB Scorecard? Please use short, descriptive, and action-oriented bullets for key milestones and associated target dates. Agencies may highlight text within its Sustainability Plan to emphasize these key actions and milestones.

During July - December 2010, we will:

- Reduce the use of petroleum, increase the use of alternative fuels, and add hybrids to the fleet.
- Educate our energy managers on energy and water reduction strategies.
- Complete energy audits.
- Work on our GHG inventory.
- Begin tracking SSA sustainable buildings.
- Implement power management on computers nationwide.

During December 2010 - June 2011, we will:

- Conduct water evaluations at our covered buildings to determine potential water reduction strategies and investigate more metering.
- Purchase renewable energy.

APPENDIX A

AGENCY STRATEGIC PLAN

THIS DOCUMENT IS AVAILABLE AT THE FOLLOWING LINK

<http://www.socialsecurity.gov/pressoffice/pr/asp08-pr-alt.pdf>

APPENDIX B

SUSTAINABILITY PROJECTS

THIS DOCUMENT IS FOR INFORMATION PURPOSES ONLY

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

<b>Target</b>	<b>Description</b>	<b>Year</b>
Energy	Replace weather-stripping on all exterior entrance doors	FY03
Energy	Replace CSI light fixtures with more efficient light fixtures	FY03
Energy	Replace return air fans R-1 and R-2 with more efficient fans and electric motors	FY03
Energy	Install photoelectric controls for plaza lights for better control of on/off times	FY03
Energy	Replace return air fans with new more efficient fans and electric motors new VFDs	FY04
Energy	Install 100- KWH Photo-voltaic power generation system.	FY05
Water	Install waterless urinals in men's washroom as part of washroom remodel project	FY05
Energy	Installed more efficient lights as part of the 10th floor elevator and corridor ceiling replacement project	FY05
Energy	Replace existing washroom exhaust fans with more efficient fans and motors	FY05
Energy	install solar hot water system on roof	FY08
Energy	Replaced automated lighting panels on 3rd through 10th floors	FY09
Energy	Replace 4 AC unit motors and fans with new more efficient fans and motors	FY09
Water	Installed gray water recovery system for cooling tower make-up water and toilet flushing.	FY09
Energy	Install high efficiency lighting throughout the campus	FY03
Energy	Install Energy Star rated motors throughout the campus	FY05 FY09
“	Installed building automation system (BAS) throughout the campus	FY06
Energy	Installed photovoltaic panels for lighting at the supply building	FY06
Energy/Water	Building renovation obtained LEED certification for the operations and annex building.	FY07
Energy	Installed electronic lighting controls throughout the campus	FY07
Energy	Install high voltage capacitors for energy savings	FY08
Energy	Installed motion sensors in the operations building	FY08
Energy	Study: use hydrogen fuel cells to power computer rooms	FY10
Energy	Energy/Water Audit	FY10

APPENDIX C

AGENCY PERFORMANCE PLAN

THIS DOCUMENT IS AVAILABLE AT THE FOLLOWING LINK

<http://www.socialsecurity.gov/budget/ANNUAL%20PERFORMANCE%20PLAN.pdf>

APPENDIX D

ACRONYMNS/ABBREVIATIONS

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Appendix D  
Acronyms and Abbreviations

AFV	Alternative Fuel Vehicle
ARRA	American Recovery and Investment Act of 2009
BTU or Btu	British Thermal Unit
C&D	Construction and Demolition
CBA	Cost Benefit Analysis
CFL	Computer for Learning
CIO	Chief Information Office
ECM	Energy Conservation Measure
EISA	Energy Independence and Security Act
EMS	Environmental Management System
EO	Executive Order
EPA	Environmental Protection Agency
EPCRA	Emergency Planning and Community Right-to-Know Act
EPEAT	Electronic Product Environmental Assessment Tool
ESPC	Energy Services Performance Contract
EUL	Enhanced Use Lease
FTE	Full Time Employee
FY	Fiscal Year
GHG	Greenhouse Gas
GSA	General Services Administration
GSF	Gross Square Feet
IPM	Integrated Pest Management
LCCA	Life-Cycle Cost Benefit Analysis
LEED	Leadership in Environmental and Engineering Design
LEPC	Local Emergency Planning Committee
mtCO <sub>2</sub> e	Metric tons of Carbon Dioxide Equivalent
NEPA	National Environmental Policy Act
O&M	Operations and Maintenance
OMB	Office of Management and Budget
PPA	Power Purchase Agreement
PSC	Program Service Center
PUE	Power Usage Efficiency
SAS	Space Allocation Standards
SBIP	Sustainable Building Implementation Plan
SERC	State Emergency Response Commission
SF	Square Feet
SFO	Solicitation for Offers
SSO	Senior Sustainability Officer
T&D	Transmission and Distribution
UESC	Utility Energy Services Contract