

Social Security Administration

Sustainability Report and Implementation Plan 2020

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Social Security Administration
2020 Sustainability Report and Implementation Plan

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Executive Summary

The mission of the Social Security Administration (SSA) is to deliver quality Social Security services to the public. Sustainability is an integral part of this mission, by enabling agency staff to do their job more cost-effectively and be responsible stewards of the health of our employees, the public we serve, and our environment. To accomplish its mission, SSA directly manages 11 headquarters (HQ) facilities plus five other facilities across the country, through delegated authority from the General Services Administration (GSA), which total approximately 7.7 million square feet and two data centers. The HQ buildings are Altmeyer, Annex, Child Care Center, East High Rise, East Low Rise, West High Rise, West Low Rise, Perimeter East, Perimeter East Utility, Robert M. Ball, and the Supply Building. The five regional buildings are the Frank Hagel Federal Building, Harold Washington Social Security Center, Joseph P. Addabbo Federal Office Building, Mid Atlantic Social Security Building, and the Wilkes-Barre Data Operations Center. The data centers are housed in the National Support Center and Second Support Center. Of these, two facilities totaling approximately 370,000 square feet are excluded from energy goals. In FY 2019, the agency procured approximately \$1.7 billion in goods and services, had 496 fleet vehicles, and employed over 60,000 people.

SSA has made great advancements in sustainability – meeting all statutory requirements. This Sustainability Report and Implementation Plan describes the ways that SSA continues to improve sustainability performance. FY 2019 performance highlights include the following:

Facility Energy Efficiency

Progress in energy efficiency has been steady, as the agency not only met, but also exceeded, the 30% energy reduction requirement by FY 2015, required by the Energy Independence and Security Act (EISA) of 2007. In FY 2019, the agency remained above the 30% required energy reduction as required by EISA and has reduced energy use by 14.9% since FY 2015. SSA reduced its energy use by 0.1% from FY 2018.

Renewable Energy

To meet renewable energy targets, SSA pursues a combination of on-site renewable power and purchases from renewable sources. Of our delegated sites, three have on-site photovoltaic (PV) systems and at four sites, the agency purchases electricity from renewable resources using power purchase agreements (PPAs). For FY 2019, 15.8% of SSA's electricity use was from renewable sources, well exceeding the Energy Policy Act requirement of 7.5%. While the agency does not have any plans to expand on-site renewable energy generation, SSA continues to pursue increased renewable energy use through purchased renewable energy.

Transportation/Fleet Management

Starting in 2015, SSA implemented a three-pronged approach to sustainable fleet management: vehicle acquisition, vehicle placement, and vehicle monitoring. Together, the program aims to reduce cost, reduce petroleum consumption, increase alternative fuel use, and right size our fleet. In FY 2019, SSA achieved a 53.17% petroleum reduction from the 2005 baseline. We are showing a slight increase in overall petroleum consumption by 0.4% from FY 2018. Since the 2005 baseline, petroleum consumption decreased, however, SSA did not show an increase in alternative fuel from FY 2018 to FY 2019. For vehicles that operate away from alternative fuel infrastructure the agency has started to place dedicated low greenhouse gas (GHG) vehicles in these locations to assist in GHG reduction.

Sustainable Acquisition/Procurement

SSA provides agency-specific sustainable acquisition policy in its Acquisition Handbook, Green Purchasing Plan, and Micro-purchasing Manual, which are in the process of being updating to align with Executive Order 13834. The policies include requiring purchasing preferences for recycled content products, Energy Star® qualified products, Federal Energy Management Program-designated products, BioPreferred and biobased USDA-designated products, and EPA programs. The agency also continues to focus on improving the procurement of sustainable products and services that meet or exceed sustainable acquisition requirements through training, reminders, and acquisition

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reviews. To improve the accuracy of sustainable acquisition data, SSA continues to participate in intra-agency sustainable acquisition groups. In FY 2019, \$24.7 million of SSA's contract actions had statutory environmental requirements, translating to 1.27% of contract actions and 1.57% of obligations (in dollars).

SSA will continue to focus on improving sustainability performance by decreasing petroleum fuel used by its fleet vehicles. The agency is also committed to continually updating its acquisition processes to include the latest Federal sustainability priorities, as well as ensuring that computers and monitors use minimal energy and are disposed of in an environmentally-sound manner. By making additional strategic sustainability improvements, SSA will be able to more efficiently and responsibly deliver quality services to the public, while protecting the environment.

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Implementation Summary: Facility Management

1. FACILITY ENERGY EFFICIENCY

FY 2019 Energy Intensity Progress (Btu/GSF):

33.7% reduction from FY03

0.1% reduction from FY18

FY 2020-FY 2021 Plan:

0.5% reduction in FY20 from FY19

0.5% reduction in FY21 from FY20

SSA plans to review possible energy and water conservation measures (ECM) and put them into our asset management plan for consideration.

Implementation Status

SSA continues to utilize advanced metering systems and analyze system data to develop reduction goals where feasible. As opportunities arise, SSA will pursue low and no cost energy conservation measures (ECM) to improve efficient building operations. ECMs that were previously identified, but not pursued due to other priorities, will be considered again each year. Additional ECMs that will be considered if future funding allows include:

1. Building Control upgrade for Frank Hagel Federal Building (FHFB).
2. Pipe Insulation Replacement (horizontal piping throughout the building.) for Mid Atlantic Social Security Center (MATSSC)
3. Building Automation System Control (BAS) Upgrade for Perimeter East (PEB) and Utility buildings.
4. BAS for the headquarters buildings. A study has been funded to upgrade the BAS and future funding will complete the project.

SSA also works with GSA to comply with energy-efficiency performance standards and design standards for new buildings and major renovations.

The agency has been optimizing space on its headquarters campus, with the ultimate goal of moving employees from costly-leased space to Federal space to our headquarters buildings. While this eliminates the energy used at the discontinued leases, these facilities were not part of the EISA Energy Intensity Goal Subject Building's target and were not included in the metrics reported above. Optimization of the main headquarters campus had preliminary roll out in targeted areas beginning around calendar year 2016. However, SSA put in ECMs that took care of any increase due to the space optimization. SSA moved forward with further optimization of the main headquarters campus began after the implementation of the new standard furniture workstation (cubicle), which measures approximately 6x6. This started in 2018 and continues. Any increase in energy/utility cost at main campus due to acclimatization and the increased occupant load should be offset by the reduced cost of our outlying leased buildings.

Priority Strategies & Planned Actions

The agency expects occupancy of the main campus to significantly increase (by 1,200 to 1,600 occupants) beginning at the end of calendar year 2023 or early calendar year 2024, when SSA plans to vacate one of its large leased facilities adjacent to the main campus. Over the next 10 years (until approximately 2034), SSA expects to increase occupancy by another 600-800 occupants by vacating additional leased building space and moving occupants to the main campus. Any increase in energy/utility cost at the main campus due to the increased occupant load should be significantly offset by the reduced cost of outlying leased buildings, though this will not be reflected in the above metrics. These future plans may be impacted by the COVID-19 pandemic.

GSA is in the process of renovating approximately 200,000 gross square feet of space in the Altmeyer Building at the SSA headquarters in Baltimore. This modernization supports the agency's space optimization efforts by targeting a utilization rate (UR) of 150 usable square feet (USF) per person. Currently, we are on track to achieve a UR within the GSA recommended range of 150 to 200 USF per person, which will result in a net gain of approximately 300-350 seats

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in the modernized building. Due to the current pandemic the projected seating capacity may be impacted. The new building will be LEED Silver certified, with a focus on energy efficiency and occupant safety and comfort, and will meet current health, safety, and accessibility standards. The new building will include energy efficient lighting and controls, a new heating, ventilation, and air conditioning (HVAC) equipment, and an overall building design that is compliant with modern day energy efficiency standards. The project is scheduled for completion in FY 2021.

2. EFFICIENCY MEASURES, INVESTMENT, AND PERFORMANCE CONTRACTING

FY 2019 Performance Contracting – Investment value and number of new projects awarded:

\$0M/0 projects in FY19

FY 2020-FY 2021 Plan:

\$0M/0 projects in FY20

\$0M/0 projects in FY21

SSA doesn't currently have an overarching strategy and approach to utilizing performance contracting at this time.

Implementation Status

SSA previously met its goal of \$20 million in energy savings performance contracts (ESPC), all of which was awarded prior to the end of calendar year 2016. SSA uses multiple procurement methods to award contracts and will continue to identify future opportunities to use ESPCs when feasible.

Priority Strategies & Planned Actions

The agency does not currently have any plans to perform additional performance contracting to achieve energy, water, building modernization, and infrastructure goals.

3. RENEWABLE ENERGY

FY 2019 Renewable Electricity Use:

15.8% of total electricity in FY19

FY 2020-FY 2021 Plan:

7.5% of total electricity in FY20

7.5% of total electricity in FY21

SSA meets its annual renewable energy targets through a combination of on-site renewable power and purchases from renewable sources.

Implementation Status

The agency has on-site photovoltaic (PV) systems at three of its delegated sites:

- National Support Center (NSC) has a one megawatt (MW) system,
- Frank Hagel Federal Building (FHFB) has a 367 kilowatt (kW) system, and
- Joseph P. Addabbo Federal Building (Addabbo) has an 80kW system.

SSA also purchases electricity from renewable resources using power purchase agreements (PPA) at four of its delegated sites:

- 5 % at Wilkes-Barre Data Operations Center (WBDOC),
- 10% at Mid-Atlantic Social Security Center (MATSSC),
- 20% at Harold Washington Social Security Center (HWSSC), and
- 20% at Addabbo.

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For FY 2019, SSA purchased 15,000 MWh of renewable energy certificates (REC), bringing the total renewable energy and REC purchases to 24,296.2 MWh, resulting in 15.8% of total electric use, exceeding the Energy Policy Act of 2005 goal of 7.5%. Without the purchase of RECs, 6.0% of total electric use was renewable.

Priority Strategies & Planned Actions

SSA has no current plans to install additional on-site renewable projects. The agency will continue to purchase renewable energy by way of PPAs. SSA will also continue to purchase RECs at headquarters facilities as feasible. As the current PPAs end, the agency will ask GSA to increase the percentage of renewable power in the replacement contracts.

4. WATER EFFICIENCY

FY 2019 Water Intensity Progress (Gal/GSF):

41.4% reduction from FY07

0.8% reduction from FY18

FY 2020-FY 2021 Plan:

0.0% reduction in FY20 from FY19

0.0% reduction in FY21 from FY20

Implementation Status

In FY 19, SSA reduced its water usage by 41.4% compared to FY 07 and is far above previous mandates of 20%. SSA uses water management to maintain the desired level of service at lowest life cycle cost under its operations and maintenance program. The agency also considers opportunities for water conservation when planning energy efficiency improvements. SSA meets all statutory requirements related to storm water management and continues to reclaim condensate water, ground water seepage, and rainwater for reuse as graywater and landscaping irrigation at HWSSC in Chicago and FHFB in Richmond, CA.

In addition, SSA has been optimizing space on its headquarters campus, with the ultimate goal of reducing costly leased space and moving employees to Federal space on our headquarters campus. While this eliminates the water used under the discontinued leases, these facilities were not included in the metrics reported above. As a result, the agency has been facing a gradual increase in water usage from the additional employees moved on our headquarters campus, though this has been balanced by increased water efficiency to result in an overall reduction from FY18.

Priority Strategies & Planned Actions

SSA's buildings consist almost entirely of office buildings. The agency uses water in restrooms, drinking fountains, kitchens, irrigation systems, and cooling towers. As a result of EISA facility evaluations, SSA has performed many water conservation measures (WCM) in the past that include low cost and no cost water conservation measures that has resulted in 41.4% reduction in water usage. SSA has no current plans to perform additional WCMs to reduce water use in FY20 or FY21. If future energy and water audits identify additional WCMs, SSA will pursue them, if feasible. Any increase in utility cost at main campus due to the increased occupant load should be significantly offset by the reduced cost of outlying leased buildings, though this will not be reflected in the metrics above.

5. HIGH PERFORMANCE SUSTAINABLE BUILDINGS

FY 2019 Sustainable Buildings Progress:

0 sustainable Federal buildings

0.0% of buildings / 0.0% of gross square footage (GSF)

FY 2020-FY 2021 Plan:

N/A in FY20

N/A in FY21

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Implementation Status

Any new construction, modernization, and major renovation projects performed on behalf of SSA are handled by GSA.

Priority Strategies & Planned Actions

SSA will continue to work with GSA to incorporate green building specifications on major projects.

GSA is in the process of renovating approximately 200,000 gross square feet of space in the Altmeyer Building at the SSA headquarters in Baltimore. This modernization supports the agency's space optimization efforts by targeting a utilization rate (UR) of 150 usable square feet (USF) per person. Currently, we are on track to achieve a UR within the GSA recommended range of 150 to 200 USF per person, which will result in a net gain of approximately 300-350 seats in the modernized building. The new building will be LEED Silver certified, with a focus on energy efficiency and occupant safety and comfort and will meet current health, safety, and accessibility standards. The new building will include energy efficient lighting and controls, a new HVAC equipment, and an overall building design that is compliant with modern day energy efficiency standards. The project is scheduled for completion in FY 2021.

6. WASTE MANAGEMENT AND DIVERSION

FY 2019 Non-hazardous Waste Management and Diversion:

1,098.29 metric tons of non-hazardous solid waste generated*
62.72% diverted and 37.28% sent to treatment and disposal facilities

FY 2020-FY 2021 Plan:

0.0% reduction planned in non-hazardous solid waste generated in FY20 from FY19
60% diverted and 40% sent to treatment and disposal facilities in FY20

0.0% reduction planned in non-hazardous solid waste generated in FY21 from FY20
60% diverted and 40% sent to treatment and disposal facilities in FY21

**not including construction and demolition waste*

SSA's buildings consist almost entirely of office buildings. We will continue to recycle as much as feasible, improve purchasing practices, and implement waste minimization strategies.

Implementation Status

SSA recycled 62.72% of non-hazardous solid waste in FY 2019. The agency is in full compliance with all Emergency Planning and Community Right-to-Know Act (EPCRA) reporting requirements, as well as all Federal, state, interstate, and local requirements. SSA uses refrigerant recovery systems at all delegated facilities and inventories all hydrofluorocarbon (HFC) uses and purchases. The agency also includes a requirement for contractors to provide quantities of HFCs used for all new contracts that involve HFCs and provides training to all new HVAC employees on the use of HFC recycling equipment.

SSA continues to update chemical inventories in all SSA headquarters shops, which are tracked through the SDSpro software, and conducts an annual inventory of excess and unused chemicals in our shops. The agency also continues to improve chemical purchasing and implement waste minimization strategies. In addition, SSA mandates training on the use of recycling equipment for all HVAC and contract personnel, both in house and contractors.

Priority Strategies & Planned Actions

SSA plans to continue to send less than 50% of waste to treatment and disposal facilities in FYs 2020 and 2021. The agency will continue to recycle aluminum cans, plastic bottles, white paper, mixed paper, magazines, newspaper, phone books, cardboard, batteries, scrap metal, fluorescent lamps, and electronic ballasts.

The agency will report EPCRA as required and continue to conduct annual inventories of excess and unused products in our shops at headquarters. SSA will also continue to research additional ways to increase recycling and have its

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Waste Minimization Workgroup identify areas with excess chemicals, improve chemical purchasing, and implement minimization strategies. The agency will continue to track fugitive HFC emissions, make changes and repairs, as necessary, and inventory HFC uses and purchases annually in the SSA GHG inventory.

As part of the process of renovating approximately 200,000 gross square feet of space in the Altmeyer Building, GSA is currently on track to hit the 50% minimum recycling threshold for construction waste, for 1 LEED point. The original attempt was to hit the 75% threshold for 2 LEED points, but the terra cotta removed ended up not being recyclable, and the amount was significant enough to bring the effort down into the low 50% range.

Implementation Summary: Fleet Management

1. TRANSPORTATION / FLEET MANAGEMENT

FY 2019 Petroleum Reduction Progress (Gal):

53.17% reduction in petroleum fuel since 2005
0.4% increase in petroleum fuel since FY18

FY 2020-FY 2021 Plan:

3.0% reduction in FY20 from FY19
5.0% reduction in FY21 from FY20

FY 2019 Alternative Fuel Use Progress (Gal):

2,708.58% increase in alt fuel since 2005
17.15% decrease in alt fuel since FY18

FY 2020-FY 2021 Plan:

3.0% increase in FY20 from FY19
5.0% increase in FY21 from FY20

Implementation Status

SSA's vehicle fleet consists of 496 vehicles of various types, including 29 heavy-duty vehicles and buses, 20 medium-duty vehicles, 197 light-duty vehicles (minivans, pickup, etc.), and 250 sedans. The agency uses these vehicles throughout its 10 regions and at headquarters to support its diverse mission. Employees use passenger vehicles for official business when conducting investigations or retirement, survivors, and disability interviews with the American public.

Starting in 2015, SSA implemented a three-pronged approach to ensure it maintains the following fleet efficiencies: reducing cost, reducing petroleum consumption, increasing alternative fuel use, and right sizing our fleet.

- **Vehicle Acquisition:** The agency's primary sourcing strategy for acquiring vehicles is through GSA Fleet. When comparing the cost of owned vehicles to the cost of leased vehicles, SSA has found that it is more beneficial and cost effective to lease vehicles through GSA Fleet versus owning vehicles. Leasing vehicles through GSA Fleet allows the agency to maintain a newer, healthier, and more fuel-efficient fleet without the maintenance costs. Using GSA Fleet also allows SSA to take advantage of acquiring the latest technology in alternative fuel vehicles. Since 2015, SSA started reducing vehicle body size across the agency, with the preferred vehicle of choice being compact sedans and compact sport utility vehicles (SUV). As a result, SSA achieved savings in vehicle lease costs by reducing the vehicle's body size and a reduction in fuel costs by acquiring vehicles with greater miles per gallon. The agency's acquisition strategy also allowed it to achieve a 93 percent EISA compliance percentage in FY 2019.
- **Vehicle Placement:** The agency strategically places, to the maximum extent possible, all newly acquired vehicles in areas with supporting fuel type infrastructures. All vehicles located within 5 miles or 15 minutes of an E85 fueling station will receive an E85 capable flex fuel vehicle. Vehicles outside of an E85 radius will receive a low GHG dedicated gasoline vehicle. SSA is currently encouraging the implementation of plug-in hybrid vehicles in areas where it makes sense. Currently, the FHFB in Richmond, CA, has charging stations in place for plug-in hybrid vehicles.
- **Vehicle Monitoring:** Since May 2016, SSA has installed telematics devices in 80 of its vehicles. Through GPS technology, the fleet telematics system shows the status of each vehicle, such as when a vehicle is started up and shut down, as well as its idling status, location, speed, mileage, need to refuel, etc. The agency uses this

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technology to reduce costs by monitoring driver behavior and vehicle performance. SSA is currently encouraging all components to install telematics devices in vehicles where it makes sense.

In FY 2019, SSA achieved a 53.17% petroleum reduction from the 2005 baseline. We are showing a slight increase in overall petroleum consumption by 0.4% from FY 2018. Since the 2005 baseline, petroleum consumption decreased, however, SSA did not show an increase in alternative fuel from FY 2018 to FY 2019 because the Office of the Inspector General operates 60% of the agency's fleet. Due to their mission, they often operate away from alternative fuel infrastructure. In many cases, the agency has started to place dedicated low GHG vehicles in those locations to assist in GHG reduction.

Priority Strategies & Planned Actions

SSA intends to continue with the strategy outlined above regarding vehicle acquisition, placement, and monitoring, while promoting maximum use of alternative fuel and the acquisition of alternative fuel vehicles, where appropriate, through 2025. For FY 2020, the agency plans to achieve 89% EISA compliance for vehicle acquisitions.

Implementation Summary: Cross-Cutting Operations

1. SUSTAINABLE ACQUISITION / PROCUREMENT

FY 2019 Sustainable Acquisition Progress:

1.27% of contract actions and 1.57% of obligations (in dollars), for a total of 24.7M in contract actions with statutory environmental requirements

SSA increased its total contract actions percentage by over .4% from FY 2018. We met our total contract action goal of 1% for FY 2019.

Our total obligations percentage decreased. SSA attributes this to the fact that the majority of the dollars SSA spent in FY 2019 fell under product service codes (PSC) where environmental attributes are not applicable. These PSCs include information technology (IT) services, IT software, court reporting, medical consulting, and professional services.

FY 2020-FY 2021 Plan:

1.5% of contract actions and 1.8% of obligations (in dollars)

1.7% of contract actions and 2% of obligations (in dollars)

SSA's policy is to acquire the most environmentally sound products and services that will meet our programmatic needs. SSA requires the acquisition team to advance sustainable acquisition to ensure 95% of new contract actions for products or services comply with Federal regulations and directives. To achieve this, SSA requires the acquisition team to consider sustainable acquisition during the market research, acquisition planning, award, and post-award procurement stages.

Implementation Status

SSA provides agency-specific sustainable acquisition policy in its Acquisition Handbook, Green Purchasing Plan, and Micro-purchasing Manual, which are in the process of being updated to align with Executive Order 13834. The policies include requiring purchasing preferences for recycled content products, Energy Star® qualified products, Federal Energy Management Program-designated products, BioPreferred and biobased USDA-designated products, and EPA programs. The policy also requires all purchasers to consider Federal Strategic Sourcing Initiatives and Best in Class contract vehicles that provide products that meet or exceed sustainable acquisition requirements. In addition, agency policies require compliance with Federal regulations to maximize the substitution of alternatives to ozone-depleting substances.

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SSA instructs staff to consider sustainable attributes for products that use energy, janitorial-related products, and paper products (SSA requires a minimum of 30% recycled content paper acquisitions.).

The agency set a biobased purchasing target of 22 contract actions worth \$4.4M for FY 2019. Although we fell short of our dollar value target (we awarded \$2.8M in biobased actions), we exceeded our contract actions target by awarding 105 biobased purchases. As previously stated, we attribute this to the majority of our acquisitions falling under non-biobased-related PSCs.

The agency issues quarterly reminders and hold forums to educate contract-related staff about their sustainable acquisition roles and responsibilities. SSA's contract writing system includes a mandatory *Green Purchasing* field that allows contracting officers to select the appropriate sustainable acquisition attribute for a procurement. SSA also runs and examines the Federal Procurement Data System-Next Generation *Sustainability Standard Report* to track compliance with sustainable acquisition requirements. SSA also requires that contracting staff include sustainability requirements in Contractor Performance Assessment Reporting System evaluations.

Priority Strategies & Planned Actions

SSA plans to continue to focus on improving the procurement of sustainable products and services that meet or exceed sustainable acquisition requirements by:

- Conducting targeted training of agency contracting staff,
- Continuing to issue roles and responsibilities reminders, and
- Reviewing acquisitions for appropriate sustainable procurement requirements.

During FYs 2020 and 2021, SSA will implement this strategy by instituting updates to the Acquisition Handbook, Green Purchasing Plan, and Micro-purchasing Manual. The agency will issue announcements and hold training to re-introduce these revised policies.

In addition, the agency has a biobased purchasing target of 23 contract actions worth \$4.6M for FY 2020.

2. ELECTRONICS STEWARDSHIP

FY 2019 Electronics Stewardship Progress:

100% of newly purchased or leased equipment met energy efficiency requirements

100% of electronic equipment disposed using environmentally sound methods*

**Reuse, donation, recycling, transfer, sale, or demanufacturing.*

Implementation Status

SSA will continue the procurement of sustainable and energy-efficiency electronics; enforce power management and strategies to minimize consumption of energy and supplies; and dispose of assets in accordance with Federal policy (reuse, donation, transfer, sale, de-manufacturing, or recycling). SSA will continue to meet an Electronics Stewardship goal of 100%. Power management continues to be enabled on all eligible monitors, PCs, and laptops via Active Directory Group Policy Object settings.

Priority Strategies & Planned Actions

SSA will continue to meet and Electronics Stewardship goal of 100%. We will continue to enforce Power Management settings via Active Directory Group Policy Object settings. We expect no change in performance and/or quantifiable results.

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3. GREENHOUSE GAS EMISSIONS

FY 2019 Scope 1&2 Greenhouse Gas (GHG) Emissions:

- 53% reduction from FY 2008
- 12.84% increase from FY 2018

Implementation Status

Purchased electricity and on-site combustion make up over 95% of Scopes 1 and 2 GHG emissions, so energy efficiency has been the agency's top priority for reducing these emissions. Emissions from fleet are less than 5% of Scopes 1 and 2 GHG emissions. SSA relies on energy assessments to inform decisions on strategies to reduce energy consumption. The agency also utilizes advanced metering systems and analyzed system data to develop GHG reduction goals, where feasible. As part of its operating and maintenance practices, SSA adjusts equipment cycling to provide efficient operation, thereby reducing annual emissions.

Priority Strategies & Planned Actions

SSA will continue to track and report scope 1 and 2 GHG emissions. The agency will also continue to research and attend webinar training sessions to encourage employee engagement and further reduce GHG emissions.

Agency Priorities and Highlights

AGENCY IDENTIFIED PRIORITIES

NOTABLE PROJECTS AND HIGHLIGHTS