

SMALL BUSINESS ADMINISTRATION

2017 Strategic Sustainability Performance Plan

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Policy Statement

The Small Business Administration's (SBA) Strategic Sustainability Performance Plan (SSPP) offers a blueprint and a framework for the Agency to execute its mission in a manner that preserves the environment and demonstrates a commitment to creating a clean energy economy. The SBA will lead by example in achieving its sustainability goals by:

- Tracking and reducing its greenhouse gas emissions
- Partnering with the General Services Administration to make sustainable improvements to SBA's existing facilities and to select sustainable facilities in the future
- Increasing the SBA's acquisition of Alternative Fuel Vehicles
- Increasing the SBA's energy and water efficiency
- Reducing the amount of refuse generated and promoting the recycling of a wide variety of products
- Leveraging acquisitions to foster a market for sustainable goods and products
- Promoting electronics stewardship and the purchase of efficient electronics
- Increasing the agency's resilience to the impacts of climate change
- Increasing the agency's communications with SBA staff and the public regarding the importance of these efforts and their role in a clean energy economy

SBA will integrate its sustainability goals into existing management processes. The Office of the Chief Operating Officer will be the lead office pursuing these efforts under the direction of the Chief Sustainability Officer.

SBA will comply with environmental and energy statutes, regulations and Executive Orders (EOs), and will implement EO 13693 by executing and reporting on the goals in this Strategic Sustainability Performance Plan.

Joseph P. Loddo
Chief Sustainability Officer

Date

Executive Summary

1) Vision

The U.S. Small Business Administration's (SBA) Strategic Sustainability Performance Plan offers a blueprint and a framework for the SBA to execute its mission in a manner that preserves the environment and in the process demonstrates a commitment to creating a clean energy economy. In FY 2016, and the first half of FY 2017, the SBA achieved significant progress towards the goals outlined by EO 13514. Notably, in FY 2016 SBA reduced its Scope 3 greenhouse gas emissions by 12.6% from its FY2015 emissions. SBA also reduced its Scope 1 and 2 greenhouse gas emissions by 50% from FY2015.

In FY 2017 and FY 2018 SBA plans to continue on this ambitious path by implementing the new requirements established by EO 13693. The SBA has proposed targets for reducing its Scope 1 greenhouse gas emissions from the agency's vehicle fleet by 35% and its Scope 3 greenhouse gas emissions from employee travel and commuting by 40% by FY 2025. SBA's Scope 3 emissions are already below the 2025 target, and are on track to be even further reduced. To achieve its Scope 1 goal the agency intends to continue its efforts to ensure the agency's fleet is as fuel efficient as possible while raising the proportion of the agency's fleet that is composed of alternative fuel vehicles, zero emissions vehicles, or plug-in hybrids. To achieve its Scope 3 goal the agency plans to continue promoting low-emissions commuting by supporting the use of mass transit, carpools and bike commuting. In addition, the SBA has continued to implement strict caps on travel spending that keep emissions from government travel low. The SBA looks forward to pursuing these goals alongside the other requirements outlined by EO 13693.

2) Leadership

SBA's Office of the Chief Operating Officer, under the leadership of the agency's Chief Operating Officer (COO) is leading the implementation of SBA's Sustainability Program. The COO is also the Chief Sustainability Officer for the agency. The Office of the COO coordinates the development and implementation of this plan, and the SBA's Greenhouse Gas Inventory on an annual basis. The Office of the COO also manages the agency's internal sustainability website. The facilities, vehicle fleet, and property management for the agency are all functions associated with the Office of the COO which allows for streamlined sustainability policy development in these areas. In addition, the Office of the Chief Information Officer, Office of Human Resource Solutions and the Office of Disaster Planning and Risk Management, which manages the agency's Continuity of Operations program, are sub-offices under the Office of the COO which facilitates cooperation on topics such as electronics stewardship, Continuity of Operations, climate change adaptation, and telework. The Office of the COO frequently collaborates with the GSA on facilities related projects because the GSA leases all of the SBA's facilities on behalf of the SBA. Likewise, the Office of the COO works closely with the Office of the Chief Financial Officer on sustainable procurement.

Performance Summary Review

a. Greenhouse Gas Reduction

- i) **Progress.** SBA's FY 2016 Scope 3 greenhouse gas emissions were 51% below the agency's FY 2008 baseline and a 12.6% reduction from its FY 2015 emissions.
- ii) **Challenges.** The major challenge the SBA faces regarding its Scope 1 and 2 emissions is that SBA cannot report most of its emissions due to its occupancy of leased facilities. After FY 2015, the SBA will terminate this voluntary reporting and focus on ensuring its leases over 10,000 SF require disclosures of energy usage data required to calculate emissions in accordance with EO 13693
- iii) **Strategies and Planned Actions.** SBA uses the Federal Energy Management Program (FEMP) GHG emissions report to track its fleet emissions and inputs them in its annual GHG Inventory. SBA is starting to achieve greater progress in this area because of a fleet right-sizing effort in FY 2013 and improvements to the SBA's vehicle replacement processes that are ensuring AFVs or low-GHG emissions vehicles are procured whenever possible. Much of the reduction was achieved through lowered commuter emissions. SBA continues to encourage telework, carpooling, mass transit commuting, and bicycle commuting to maintain emissions at these low levels. In addition, caps on travel spending have contributed to significant decreases in emissions from travel. SBA's emissions from ground travel have decreased by 75% since FY 2008 and its emissions from air travel have decreased by 50% since FY 2008.

b. Sustainable Buildings

- iv) **Progress.** SBA's footprint remains below the Freeze the Footprint baseline established in 2012. Many SBA facilities are located in green and/or LEED-certified buildings.
- v) **Challenges.** As a fully-leased agency, and in most cases not the majority building tenant, SBA does not have control over building improvements and upgrades.
- vi) **Strategies and Planned Actions.** SBA integrates its efforts to reduce its agency rent footprint with its efforts to increase the sustainable features of its facilities. In FY 2015 SBA also conducted a review of its recent leases to ensure GSA's standard sustainable building clauses were included. The results of the review showed that the standard sustainable building clauses were included in the majority of leases. In FY 2017 and FY 2018 the SBA will focus its efforts on collaborating with the GSA to comply with new requirements for leased facilities over 10,000 SF as well as placing an increased emphasis on procuring sustainable materials and furnishings when renovating leased space.

c. Fleet Management

- vii) **Progress.** In March of 2014 SBA had 106 AFVs (96 gas/ethanol vehicles and 10 hybrid vehicles) which comprised 69% of its fleet. As of May 2017, SBA has 123

AFVs (95 gas/ethanol vehicles, 12 hybrid electric vehicles and 16 low greenhouse gas vehicles) which make up 77% of the agency's fleet.

- viii) **Challenges.** SBA frequently requests AFVs that do not require special fuel, such as hybrids; however, GSA often does not have these vehicles in stock. In response to this challenge and the lack of availability of Flex Fuel stations, SBA has begun to acquire low greenhouse gas vehicles as a means of ensuring the agency will meet its AFV goals. The lack of readily available hybrid and other AFVs in GSA's vehicle inventory that do not depend on special fuels, as well as the higher cost of these vehicles in comparison to others, makes it difficult for SBA to acquire AFVs that are practical for the area in which they are located. The lack of fueling stations for the vehicles that need special fuels to achieve their maximum efficiency compounds this challenge.
- ix) **Strategies and Planned Actions.** SBA plans to continue building on this progress in the future by increasing its numbers of AFVs, and continually examining the usage of its current vehicles to identify opportunities for vehicle eliminations. These efforts will result in additional cost savings and improved environmental outcomes, in addition to the progress SBA has made to date.

d. Water Use Efficiency and Management

- x) **Progress.** Because SBA is a fully lease-serviced agency; there are no metrics currently available regarding Agency water use rates.
- xi) **Challenges.** As an agency whose primary water use comes from office buildings leased through GSA and owned by private landlords or other agencies, SBA is very constrained in its ability to directly control its water efficiency.
- xii) **Strategies and Planned Actions.** SBA has identified lease clauses from GSA's template leases that focus on water conservation and the SBA is working to ensure these clauses are included in leases for the SBA's facilities. Finally, SBA is working to raise the awareness of its employees about the need to conserve water through agency-wide communication methods.

e. Pollution Prevention and Waste Reduction

- xiii) **Progress.** SBA does not directly produce pollution other than municipal solid waste and the emissions associated with its office buildings and its vehicle fleet. SBA does not utilize any toxic chemicals in its operations and all cleaning chemicals are owned and managed by the owners of SBA's leased facilities. In FY2016, SBA recycled 573.92 pounds of electronics via the U.S. Postal Service's small electronics recycling program.
- xiv) **Challenges.** As an agency whose primary water use comes from office buildings leased through GSA and owned by private landlords or other agencies, SBA is very constrained in its ability to directly control its waste management in that often private landlords do not always offer building recycling programs.
- xv) **Strategies and Planned Actions.** SBA is working to increase the amount of glass, metal and plastic recycled by its employees, to increase the recycling of construction debris, to reuse government property whenever possible, and to expand the implementation of a small electronics recycling program in a partnership with the

U.S. Postal Service in FY 2016 and FY 2017. SBA recently received recognition for innovation from the Environmental Protection Agency's Region III Federal Green Challenge for its early adoption of the U.S. Postal Service's small electronics recycling program.

f. Sustainable Acquisition

- xvi) **Progress.** SBA included sustainable procurement clauses in XX actions in FY 2015.
- xvii) **Challenges.** SBA only purchases a limited amount of goods and services that are covered by the sustainable acquisitions requirements.
- xviii) **Strategies and Planned Actions.** SBA continues to work to increase its procurement of sustainable goods. The SBA also continued the implementation of its green procurement training requirement for CORs and Purchase Card holders in FY 2017. Finally, the SBA continues to use FSSI BPAs to procure sustainable goods and services including copiers, wireless internet service, office supplies and shipping services.

g. Electronic Stewardship and Data Centers

- xix) **Progress.** SBA is steadily increasing its efforts to achieve its data center consolidation goals and to improve its electronics stewardship. SBA's Data Center management and consolidation is controlled by the agency's requirements to evaluate and consolidate Data Centers under OMB's Data Center Consolidation Initiative. In FY16, SBA migrated many systems to The Cloud, reducing Agency reliance on in-house data centers.
- xx) **Challenges.**
- xxi) **Strategies and Planned Actions.** SBA continues to pursue its small electronics recycling partnership with the U.S. Postal Service and the SBA will investigate an expansion of this program as well as the increased use of UNICOR for electronics recycling in FY 2017 and FY 2018.

h. Renewable Energy

- xxii) **Progress.** N/A
- xxiii) **Challenges.** SBA's ability to increase its renewable energy consumption is integrally related to its facilities management system. Because SBA is a tenant in leased facilities owned by private landlords and other agencies, SBA is not in a good position to install or purchase renewable energy directly.
- xxiv) **Strategies and Planned Actions.** SBA has identified lease clauses from GSA's template leases that focus on energy conservation and the SBA is working to ensure these clauses are included in all future leases for SBA facilities.

i. Climate Change Resilience

- xxv) **Progress.** SBA has continued to develop measures identified in the 2014 Climate Change Adaptation Plan and the 2015 Strategic Sustainability Performance Plan to

enhance the resilience of both SBA and small businesses across the country. SBA has participated in the development of and adopted standards such as the Federal Flood Risk Management Standard and guidelines for the wildland-urban interface impacting the application of our various loan programs. These loan programs also require the application of local building codes to repairs and new construction. The Disaster Loan Program provides optional funds for mitigation purposes, including “safe rooms.” Efforts in support of PrepareMyBusiness.org continue; options to support expand the resilience of small businesses is constantly under review.

- xxvi) **Challenges.** SBA’s mission is to support small business and can do little to effectively *mandate* action by small business towards resiliency. Most significantly, small businesses are limited in how much investment they can make in developing resilience. SBA attempts to highlight simple, inexpensive actions capable of yielding significant improvements for small businesses.
- xxvii) **Strategies and Planned Actions.** SBA is a member of the Mitigation Framework Leadership Group (MitFLG), which continues to develop standards such as Federal Flood Risk Management Standard (FFRMS), a flexible framework to increase resilience of federally funded projects against flooding and help preserve the natural values of floodplains. SBA will adapt and adopt those standards as appropriate. SBA will update its emergency response procedures and protocols to account for projected climate change, including extreme weather events, through its annual review of its Continuity of Operations Plan (outlining internal activities to preserve mission essential functions) and Disaster Preparedness and Operations Plan (outlining actions to be taken in support of small businesses and others. SBA is focusing on enhancing small business resilience as it supports an interagency effort led by the National Security Council to improve the national capability to effect economic recovery following disaster. While, to date, SBA has identified no specific climate change risks through its developing Enterprise Risk Management program, as that program continues to evolve climate change impacts such as rising sea levels and extreme weather conditions will receive additional consideration.

j. Energy Performance Contracts

xxviii) **Progress.** N/A

xxix) **Challenges.** SBA leases all of its facilities through GSA and many of the buildings SBA occupies are owned by private landlords. SBA would not receive an appropriate return on its investment from ESPCs because these improvements in efficiency benefit the building landlords who pay for all utilities, and provide no financial benefit to the agency, while incurring significant implementation costs.

xxx) **Strategies and Planned Actions.** SBA has identified lease clauses from GSA’s template leases that focus on energy conservation and the SBA is working to ensure these clauses are included in all future leases for SBA facilities.

3) Progress On Administration Priorities

- a. **President’s Performance Contracting Challenge:** SBA had no established targets toward the President’s Challenge, including new targets for FY 17 and 18.
- b. **Electric and Zero Emission Vehicles:** Outline plans to integrate zero emission and plug-in hybrid vehicles into the agency fleet over the next four years. Include annual

milestones and targets for ZEV/PHEV acquisitions, as well as associated charging infrastructure.

- c. **Climate Preparedness and Resilience:** In response to risk management requirements of Executive Order 13653 the SBA has taken several measures to ensure that climate change related risks are identified and assessed and that the SBA collaborates with other agencies in managing broad risks to the United States as a whole. The SBA's risk management framework consists of three components: the Disaster Preparedness and Recovery Plan, Continuity of Operations Planning, and the new Enterprise Risk Management Program. Through these mechanisms, as well as individual meetings with different program offices, the SBA identified three impacts from climate change that needed to be analyzed to identify their implications for SBA's mission and programs. The following impacts were identified: sea level rise and increased storm surges, increased temperatures and increased severe weather events. In addition, the SBA examined the possible impacts of climate change on the agency's real property portfolio and identified ways in which the SBA will collaborate with other agencies to support climate change risk management across the government.

Size & Scope of Agency Operations

Agency Size and Scope	FY 2015	FY 2016
Total Number of Employees as Reported in the President's Budget	3392	3669
Total Acres of Land Managed	0	0
Total Number of Buildings Owned	0	0
Total Number of Buildings Leased (GSA and Non-GSA Lease)	183	185
Total Building Gross Square Feet (GSF)	1,365,555	1,238,046
Operates in Number of Locations Throughout U.S.	165	169
Operates in Number of Locations Outside of U.S.	0	0
Total Number of Fleet Vehicles Owned	0	0
Total Number of Fleet Vehicles Leased	160	158
Total Number of Exempted-Fleet Vehicles (Tactical, Law Enforcement, Emergency, Etc.)	0	0
Total Amount Contracts Awarded as Reported in FPDS (\$Millions)	Unk.	Unk.

Agency Progress and Strategies to Meet Federal Sustainability Goals

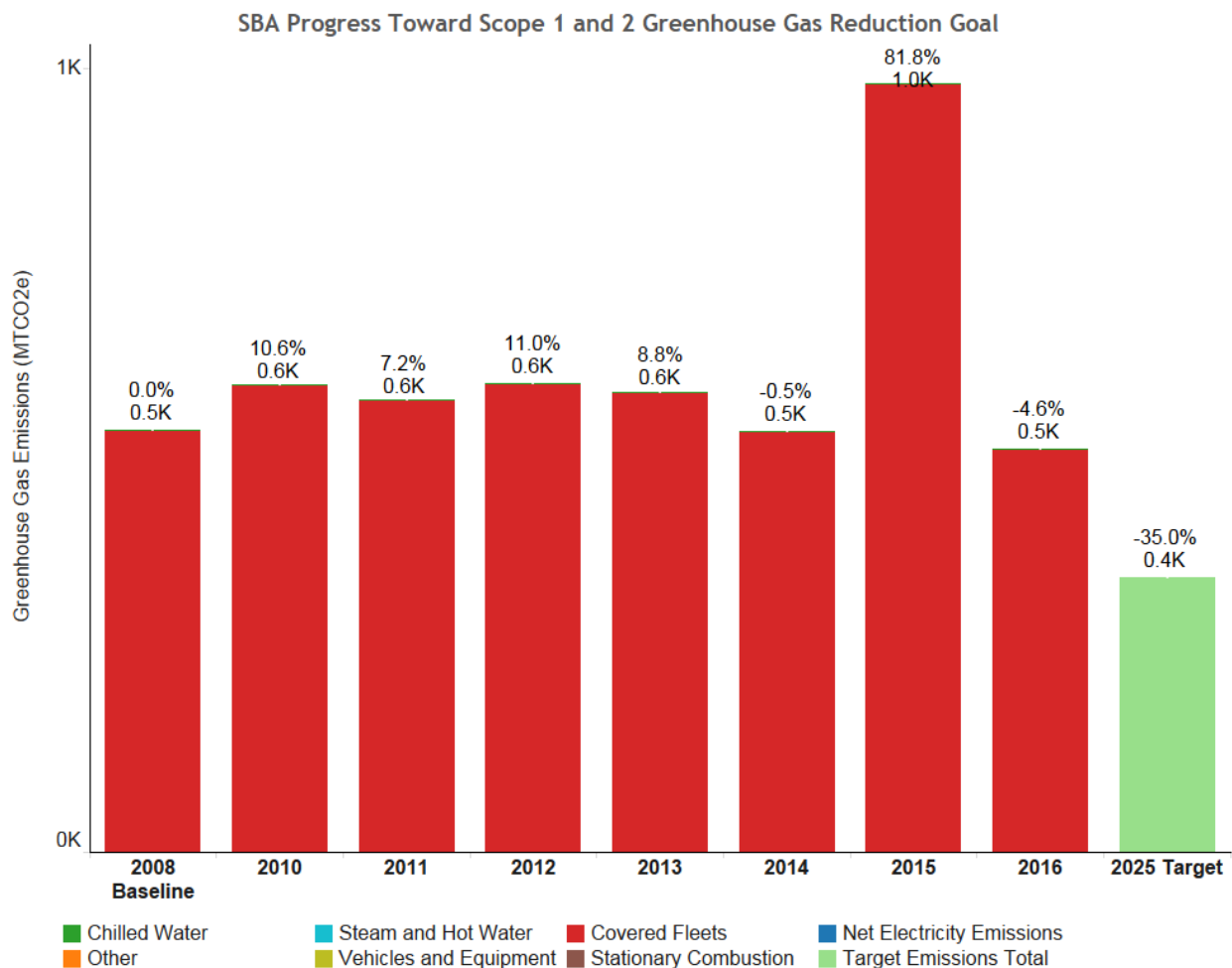
This section provides an overview of progress through FY 2015 on sustainability goals contained in Executive Order 13514, *Federal Leadership in Environmental, Energy, and Economic Performance*, and agency strategies to meet the new and updated goals established by Executive Order 13693, *Planning for Federal Sustainability in the Next Decade*.

Goal 1: Greenhouse Gas (GHG) Reduction

Scope 1 & 2 GHG Reduction Goal

E.O. 13693 requires each agency to establish a Scope 1 & 2 GHG emissions reduction target to be achieved by FY 2025 compared to a 2008 baseline. SBA’s 2025 Scope 1 & 2 GHG reduction target is 35%.

Chart: Progress toward Scope 1 & 2 GHG Reduction Goal



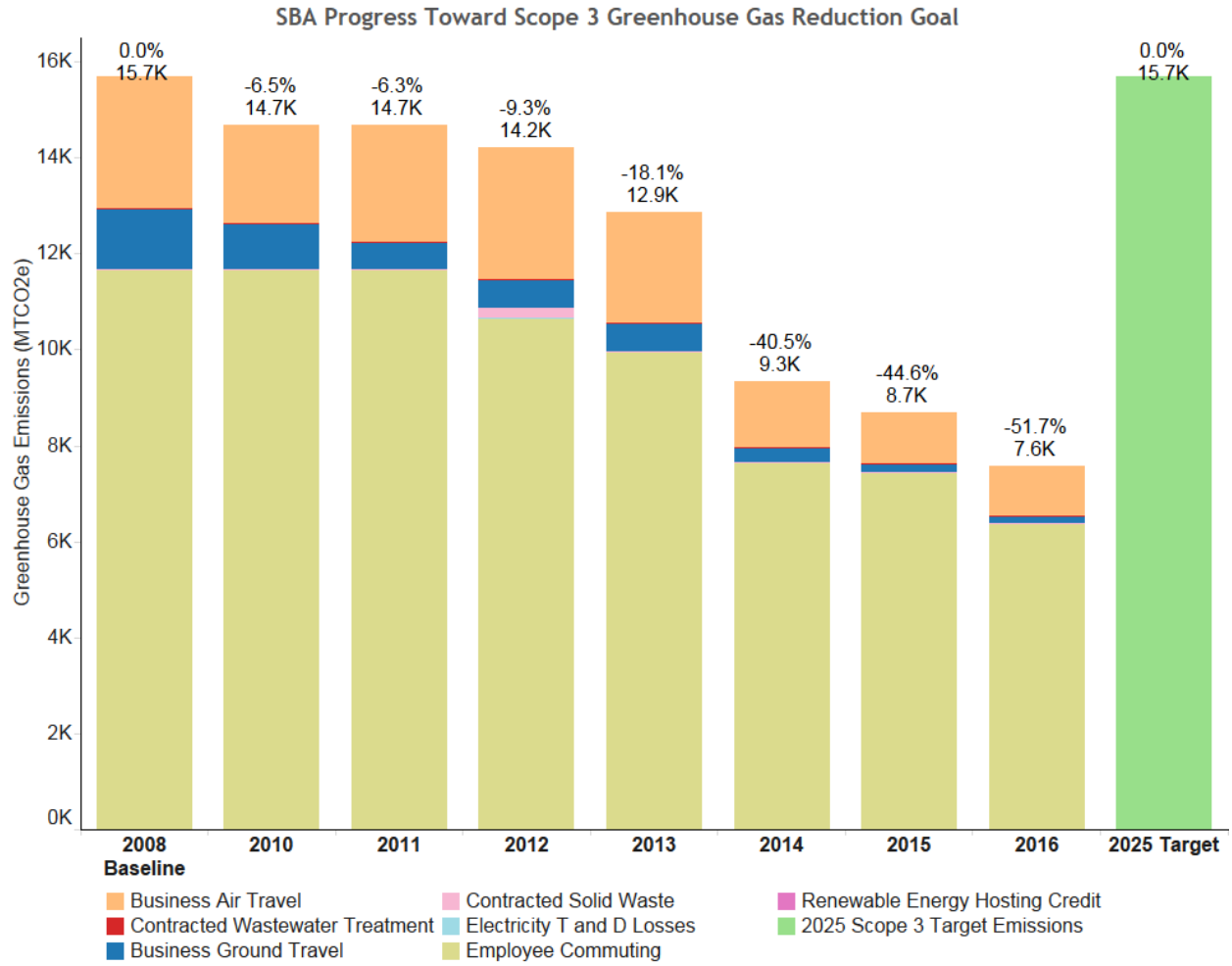
Scope 1 & 2 GHG Reduction Strategies

Strategy	Strategy Narrative	Targets and Metrics
<p>Use the Federal Energy Management Program (FEMP) GHG emission report to identify/target high emission categories and implement specific actions to address high emission areas identified.</p>	<p>SBA's only mandatorily reported source of Scope 1&2 GHG emissions is the agency's vehicle fleet. SBA uses the FEMP GHG emission report to track its fleet emissions. SBA's fleet management targets will result in reductions in Scope 1 emissions that will be reflected in the FEMP GHG emission report.</p>	<p>The SBA will use the FY 2016 greenhouse gas inventory to continue monitoring its fleet emissions. The inventory will also be used to gauge whether recent efforts to: (1) increase the number of AFVs and low greenhouse gas emissions vehicles within the SBA's fleet and; (2) to closely follow GSA's vehicle replacement schedules are successfully reducing emissions.</p>
<p>Identify and support management practices or training programs that encourage employee engagement in addressing GHG reduction.</p>	<p>SBA is currently revising its fleet management Statement of Policy. The revised version will include increased emphasis on the procurement of AFVs, low greenhouse gas emissions vehicles, zero emissions vehicles and plug-in hybrids among other efforts to reduce the emissions from SBA's fleet.</p>	
<p>Determine unsuccessful programs or measures to be discontinued to better allocate agency resources.</p>	<p>Previously, the SBA has voluntarily reported Scope 3 emissions from some of its leased facilities. Because of new requirements under EO 13693, the General Services Administration has been charged with reporting emissions from leased facilities over 10,000SF. In order to avoid duplicative reporting, the SBA will no longer report voluntary emissions from its larger leased buildings.</p>	<p>SBA will no longer collect and report voluntary Scope 3 emissions from its leased facilities in FY 2017.</p>

Scope 3 GHG Reduction Goal

E.O. 13693 requires each agency to establish a Scope 3 GHG emission reduction target to be achieved by FY 2025 compared to a 2008 baseline. SBA's 2025 Scope 3 GHG reduction target is 40%.

Chart: Progress Toward Scope 3 GHG Reduction Goal



Scope 3 GHG Reduction Strategies

Strategy	Strategy Narrative	Targets and Metrics
Reduce employee business ground travel.	The SBA has followed guidance from the Campaign to Cut Waste and greatly reduced employee business ground travel since FY 2012 through the use of caps on travel funding.	Reduce employee business ground travel.
Reduce employee business air travel.	The SBA has followed guidance from the Campaign to Cut Waste and greatly reduced employee business ground travel since FY 2012 through the use of caps on travel funding.	Achieve a reduction of at least 5% in employee business air travel
Use an employee commuting survey to identify opportunities and strategies for reducing commuter emissions.	SBA uses its annual Commuter Survey to track the agency's emissions over time and to identify strategies to reduce emissions. For example, in FY 2015 SBA asked a series of customized questions regarding bikeshare programs to gauge employee interest in this mode of transportation, where it is available.	Use employee commuting survey to identify opportunities and strategies for reducing commuter emissions.
Increase & track number of employees eligible for telework and/or the total number of days teleworked.	SBA significantly increased the number of teleworking employees. As of the end of CY15, 1327 out of 3392 employees (approximately 40%) teleworked at least one day a week.	Increase number of employees eligible for telework and increase percentage of teleworking employees to over 50%.
Include requirements for building lessor disclosure of carbon emission or energy consumption data and report Scope 3 GHG emissions for leases over 10,000 rentable square feet.	SBA will collaborate with GSA to ensure that new leases over 10,000 SF include requirements for the disclosure of greenhouse gas emissions related data.	Plan to begin FY 2016: Report scope 3 greenhouse gas emissions for leases over 10,000 E.O. 3(h)(v) rentable square feet.

Goal 2: Sustainable Buildings

Building Energy Conservation Goal

The Energy Independence and Security Act of 2007 (EISA) requires each agency to reduce energy intensity 30% by FY 2015 as compared to FY 2003 baseline. Section 3(a) of E.O. 13693 requires agencies to promote building energy conservation, efficiency, and management and reduce building energy intensity by 2.5% annually through the end of FY 2025, relative to a FY 2015 baseline and taking into account agency progress to date, except where revised pursuant to Section 9(f) of E.O. 13693.

Chart: Progress toward Facility Energy Intensity Reduction Goal

No Data Available

Building Energy Conservation Strategies

Strategy	Strategy Narrative	Targets and Metrics
Redesign interior space to reduce energy use through daylighting, space optimization, and sensors and control systems.	The SBA is developing and implementing space standards for its office space facilities. The SBA is also implementing the Reduce the Footprint guidance issued by the OMB and the GSA.	SBA has submitted its Real Property Efficiency Plan which will establish the SBA's goals for space utilization and space reduction for FY 2018-FY 2022. This plan contains numerous space optimization requirements.

Building Efficiency, Performance, and Management Goal

Section 3(h) of E.O. 13693 states that agencies will improve building efficiency, performance, and management and requires that agencies identify a percentage of the agency's existing buildings above 5,000 gross square feet intended to be energy, waste, or water net-zero buildings by FY 2025 and implementing actions that will allow those buildings to meet that target. SBA's 2025 target is 15% above 5,000 gross square feet.

Guiding Principles for Sustainable Federal Buildings

Section 3(h) of E.O. 13693 also states that agencies will identify a percentage, by number or total GSF, of existing buildings above 5,000 GSF that will comply with the *Guiding Principles for Sustainable Federal Buildings (Guiding Principles)* by FY 2025.

Although SBA owns no buildings and is a fully-leased agency, SBA's FY 2025 target is 15% of buildings above 5,000 gross square feet.

Chart: Percent of Buildings Meeting the Guiding Principles

No Data Available

Sustainable Buildings Strategies

Strategy	Strategy Narrative	Targets and Metrics
Include criteria for energy efficiency as a performance specification or source selection evaluation factor in all new agency lease solicitations over 10,000 rentable square feet.	SBA will work with the GSA to ensure all new lease solicitations over 10,000 SF include criteria for energy efficiency as performance specification or source selection evaluation factor.	All new and renewed leases over 10,000 SF include criteria for energy efficient performance.
Implement space utilization and optimization practices and policies.	The SBA is developing and implementing space standards for its office space facilities. The SBA is also implementing the Reduce the Footprint guidance issued by the OMB and the GSA. SBA's goal is right-sizing the agency portfolio by FY2021	SBA has submitted its Real Property Efficiency Plan which will establish the SBA's goals for space utilization and space reduction for FY 2017-FY 2021. This plan contains numerous space optimization requirements.

Goal 3: Clean & Renewable Energy

Clean Energy Goal

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

Renewable Electric Energy Goal

E.O. 13693 Section 3(c) requires that renewable energy account for not less than 10% of total electric energy consumed by an agency in FY 2016-17; 15% in FY 2018-19; 20% in FY 2020-21; 25% in FY 2022-23; and 30% by 2025.

Chart: Use of Renewable Energy as a Percentage of Total Electric Energy

No Data Available

Clean and Renewable Energy Strategies

Strategy	Strategy Narrative	Targets and Metrics
N/A	These strategies do not apply to the SBA because the SBA acquires all of its facilities through full-service leases provided by the GSA.	N/A

Goal 4: Water Use Efficiency & Management

Potable Water Consumption Intensity Goal

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

Industrial, Landscaping and Agricultural (ILA) Water Goal

E.O. 13693 section 3(f) also requires that agencies reduce ILA water consumption, measured in gallons, by 2% annually through FY 2025 relative to a FY 2010 baseline.

Chart: Progress toward the Potable Water Intensity Reduction Goal

No Data Available

Water Use Efficiency & Management Strategies

Strategy	Strategy Narrative	Targets and Metrics
Install high efficiency technologies, e.g. WaterSense fixtures.	The GSA requires lessors to use high efficiency plumbing equipment and WaterSense technologies in buildings leased by the SBA.	Continue to use leases requiring lessors to use high efficiency plumbing equipment and WaterSense technologies for leases initiated in FY 2017 and beyond.
Develop and implement programs to educate employees about methods to minimize water use.	The SBA uses multiple programs to educate employees about sustainability, including water conservation. The SBA publishes "green tips of the month" in the SBA's daily e-newsletter to all employees. SBA's Sustainability Program also publishes periodic reminders to all employees	Include tips on water conservation in agency-wide publications at least monthly throughout FY2018

<p>Where appropriate, identify and implement regional and local drought management and preparedness strategies that reduce agency water consumption</p>	<p>When drought is impacting a particular region, the SBA collaborates with the appropriate GSA Regional Account Manager to ensure facilities leased by SBA have access to resources and recommendations regarding water conservation.</p>	<p>The SBA will collaborate with GSA Regional Account Managers as appropriate in FY 2018.</p>
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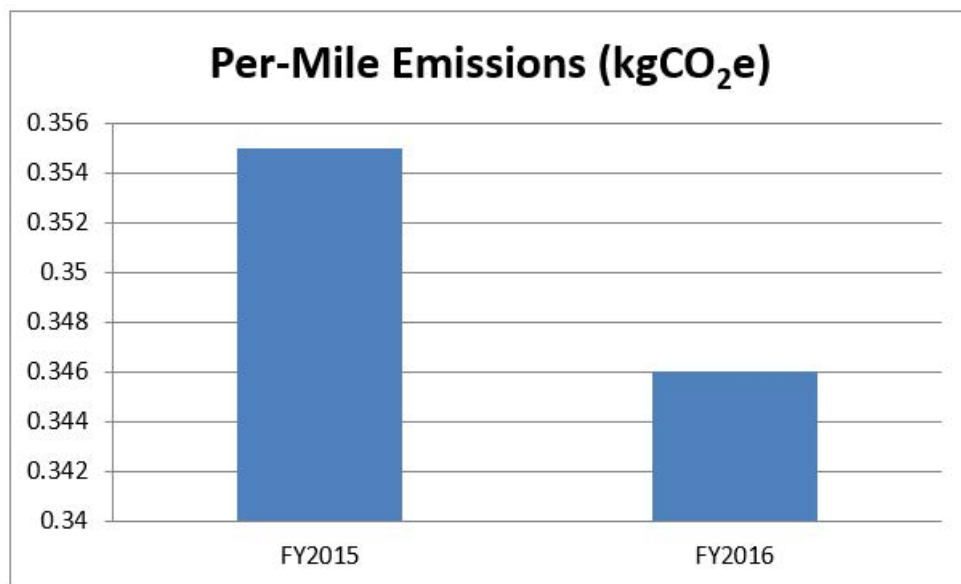
Goal 5: Fleet Management

Fleet Per-Mile Greenhouse Gas (GHG) Emissions Goal

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

E.O. 13693 Section 3(g)(i) requires that agencies determine the optimum fleet inventory, emphasizing eliminating unnecessary or non-essential vehicles. The Fleet Management Plan and Vehicle Allocation Methodology (VAM) Report are included as appendices to this plan.

Chart: Fleet-wide Per-mile GHG Emissions



Fleet Alternative Fuel Consumption Goal

Agencies should have exceeded an alternative fuel use that is at least 5% of total fuel use. In addition, E.O. 13423, *Strengthening Federal Environmental, Energy, and Transportation Management*, required that agencies increase total alternative fuel consumption by 10% annually from the prior year starting in FY 2005. By FY 2016, agencies were to have increased alternative fuel use by 175.3% relative to FY 2005. In addition, OMB has asked all agencies to achieve a minimum of 5% alternative fuel use of their total fuel consumption.

In FY 2016, SBA's use of alternative fuel (E85) equaled 0.95% of total fuel use and decreased 29% from FY2015. However, SBA has increased its alternative fuel use by 608.4% since FY 2005.

Fleet Management Strategies

Strategy	Strategy Narrative	Targets and Metrics
Collect and utilize agency fleet operational data through deployment of vehicle telematics.	The SBA leases all of its vehicles from the GSA and will collaborate with the GSA to implement this requirement.	Deploy vehicle telematics by FY2018.
Ensure that agency annual asset-level fleet data is properly and accurately accounted for in a formal Fleet Management Information System as well as submitted to the Federal Automotive Statistical Tool reporting database, the Federal Motor Vehicle Registration System, and the Fleet Sustainability Dashboard (FLEETDASH) system.	The SBA leases all of its vehicles from the GSA. SBA monitors the status of its fleet through its Fleet Management System that consists of Drive Thru and the Federal Automotive Statistical Tool (FAST) reporting database. SBA also recently requested to be included in FLEETDASH.	SBA will begin using FLEETDASH in FY 2017.
Optimize and right-size fleet composition, by reducing vehicle size, eliminating underutilized vehicles, and acquiring and locating vehicles to match local fuel infrastructure.	SBA completed a right-sizing in FY 2013. However, the SBA continues to use the VAM to monitor the size of the SBA's fleet. In addition, the SBA is piloting the use of car sharing to reduce the need for government vehicles and local travel in personally owned vehicles. The pilot has already resulted in the elimination of 1 government vehicle.	Reduce additional government vehicles in FY2018 and FY2019.
Use a FMIS to track real-time fuel consumption throughout the year for agency-owned, GSA-leased, and commercially-leased vehicles.	The SBA currently uses Drive Thru and will use FLEET DASH in the future to measure fuel consumption throughout the year.	Obtain access to FLEET DASH and begin quarterly monitoring by end of FY 2015.

Goal 6: Sustainable Acquisition

Sustainable Acquisition Goal

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

Biobased Purchasing Targets

The Agricultural Act of 2014 requires that agencies establish a targeted biobased-only procurement requirement. E.O. 13693 section 3(iv) requires agencies to establish an annual target for increasing the number of contracts to be awarded with BioPreferred and biobased criteria and the dollar value of BioPreferred and biobased products to be delivered and reported under those contracts in the following fiscal year.

Note: to meet the requirement of the Agricultural Act of 2014 (2014 Farm Bill), all agencies should include targets, even if they achieved 95% biobased purchasing compliance in FY 2015.

Chart: Percent of Applicable Contracts Containing Sustainable Acquisition Requirements

No Data Available

Sustainable Acquisition Strategies

Strategy	Strategy Narrative	Targets and Metrics
Establish and implement policies to meet statutory mandates requiring purchasing preference for recycled content products, ENERGY STAR qualified and FEMP-designated products, and Biopreferred and biobased products designated by USDA.	All procurement packages developed by SBA employees must include environmental considerations, where applicable. In FY 2014 SBA conducted 37 actions valued at nearly \$3,000,000 that included environmental clauses including 2 actions for environmentally preferable products and services.	The SBA does not conduct many acquisitions that trigger environmental consideration requirements. However, the SBA will continue to monitor the number and value of contracts on an annual basis that include the environmentally preferable preference.
Reduce copier and printing paper use and acquiring uncoated printing and writing paper containing at least 30 percent postconsumer recycled content or higher.	The SBA's OCIO is developing standards for common IT purchases including printers and copiers that will reduce paper usage through mandatory duplexing and other requirements.	OCIO is developing standards for common IT purchases such as printers and copiers that will mandate duplexing capabilities for implementation in FY 2016.

<p>Review and update agency specifications to include and encourage products that meet sustainable acquisition criteria.</p>	<p>All procurement packages developed by SBA employees must include environmental considerations, where applicable. In FY 2014 SBA conducted 37 actions valued at nearly \$3,000,000 that included environmental clauses including 35 actions for with requirements for energy efficient products and services.</p>	<p>The SBA will continue to monitor the number and value of contracts on an annual basis that include energy efficiency requirements. In addition, SBA's OCIO is developing standards for common IT purchases such as laptops and printers that will mandate energy efficient purchases in FY 2016.</p>
<p>Identify opportunities to reduce supply chain emissions and incorporate criteria or contractor requirements into procurements.</p>	<p>All procurement packages developed by SBA employees must include environmental considerations, where applicable. In FY 2014 SBA conducted 37 actions valued at nearly \$3,000,000 that included environmental clauses including 35 actions for with requirements for energy efficient products and services.</p>	<p>The SBA will continue to monitor the number and value of contracts on an annual basis that include energy efficiency requirements. In addition, SBA's OCIO is developing standards for common IT purchases such as laptops and printers that will mandate energy efficient purchases in FY 2016.</p>

Goal 7: Pollution Prevention & Waste Reduction

Pollution Prevention & Waste Reduction Goal

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

Pollution Prevention & Waste Reduction Strategies

Strategy	Strategy Narrative	Targets and Metrics
Reduce waste generation through elimination, source reduction, and recycling.	All SBA facilities offer at least some level of recycling. SBA will work with GSA to determine if additional service for recycling can be provided.	Increased recycling where available.
Implement integrated pest management and improved landscape management practices to reduce and eliminate the use of toxic and hazardous chemicals and materials.	The GSA includes standard requirements that new leased space acquired for the SBA use integrated pest management.	The SBA will continue to include this clause in its lease solicitations.

Goal 8: Energy Performance Contracts

Performance Contracting Goal

E.O. 13693 section 3(k) requires that agencies implement performance contracts for Federal buildings. E.O. 13693 section 3(k)(iii) also requires that agencies provide annual agency targets for performance contracting. SBA's commitment under the President's Performance Contracting Challenge is not available in contracts awarded by the end of calendar year 2016. SBA's targets for the next two fiscal years are:

FY 2018: N/A
FY 2019: N/A

SBA leases all of its facilities through GSA and a majority of the buildings SBA occupies are owned by private landlords. SBA would not receive an appropriate return on its investment from energy performance contracts because these improvements in efficiency benefit the building landlords, who pay for all utilities, and provide no financial benefit to the agency, while incurring significant implementation costs.

Chart: Progress toward Target under the President's Performance Contracting Challenge

No Data Available

Performance Contracting Strategies

Strategy	Strategy Narrative	Targets and Metrics
N/A	As a fully-leased agency, SBA has little to no control over management of the buildings in which its offices reside.	N/A

Goal 9: Electronics Stewardship & Data Centers

Electronics Stewardship Goals

E.O. 13693 Section 3(l) requires that agencies promote electronics stewardship, including procurement preference for environmentally sustainable electronic products; establishing and implementing policies to enable power management, duplex printing, and other energy efficient or environmentally sustainable features on all eligible agency electronic products; and employing environmentally sound practices with respect to the agency's disposition of all agency excess or surplus electronic products.

Agency Progress in Meeting Electronics Stewardship Goals

SBA does not have agency-wide systems in place to track performance for this goal.

Data Center Efficiency Goal

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

Electronics Stewardship Strategies

Strategy	Strategy Narrative	Targets and Metrics
Implement automatic duplexing and other print management features on all eligible agency computers and imaging equipment; measure and report compliance.	SBA shared copiers and printers all offer automatic duplexing	

Data Center Efficiency Strategies

Strategy	Strategy Narrative	Targets and Metrics
Identify, consolidate and migrate obsolete, underutilized and inefficient data centers to more efficient data centers or cloud providers; close unneeded data centers.	SBA has moved to numerous cloud-based applications	

Goal 10: Climate Change Resilience

E.O. 13653, *Preparing the United States for the Impacts of Climate Change*, outlines Federal agency responsibilities in the areas of supporting climate resilient investment; managing lands and waters for climate preparedness and resilience; providing information, data and tools for climate change preparedness and resilience; and planning.

E.O. 13693 Section 3(h)(viii) states that as part of building efficiency, performance, and management, agencies should incorporate climate-resilient design and management elements into the operation, repair, and renovation of existing agency buildings and the design of new agency buildings. In addition, Section 13(a) requires agencies to identify and address projected impacts of climate change on **mission critical** water, energy, communication, and transportation demands and consider those climate impacts in operational preparedness planning for major agency facilities and operations. Section 13(b) requires agencies to calculate the potential cost and risk to mission associated with agency operations that do not take into account such information and consider that cost in agency decision-making.

Climate Change Resilience Strategies

Strategy	Strategy Narrative	Targets and Metrics
<p>Strengthen agency <i>external</i> mission, programs, policies and operations (including grants, loans, technical assistance, etc.) to incentivize planning for, and addressing the impacts of, climate change.</p>	<p>SBA is a member of the Mitigation Framework Leadership Group (MitFLG), which has coordinated an interagency effort to create the new Federal Flood Risk Management Standard (FFRMS), a flexible framework to increase resilience of federally funded projects against flooding and help preserve the natural values of floodplains.</p>	<p>Currently, SBA is developing its plan for implementing Executive Order 13690, Establishing a Federal Flood Risk Management Standard and a Process for Further Soliciting and Considering Stakeholder Input</p>
<p>Update and strengthen agency <i>internal</i> mission, programs, policies, and operations to align with the Guiding Principles, including facility acquisition, planning, design, training, and asset management processes, to incentivize planning for and addressing the impacts of climate change.</p>	<p>SBA fully considers the impacts of climate change when it conducts annual updates of its Continuity of Operations Plan and Disaster Preparedness and Recovery Plan. Climate change has been one of the elements considered as SBA has developed its Enterprise Risk Management program over the past couple of years. To date, the Enterprise Risk Board has not added a climate risk as part of its draft risk registry.</p>	<p>As this registry evolves into mature risk profile, in accordance with OMB guidance, SBA will continue to consider climate change as a potential source of risk for the agency.</p>
<p>Update emergency response, health, and safety procedures and protocols to account for projected climate change, including extreme weather events.</p>	<p>Yes. The SBA's Continuity of Operations planning includes consideration of impacts from severe weather events.</p>	<p>Each updated plan in FY 2017 and FY 2018 will include updated reviews of these impacts.</p>

<p>Ensure climate change adaptation is integrated into both agency-wide and regional planning efforts, in coordination with other Federal agencies as well as state and local partners, Tribal governments, and private stakeholders.</p>	<p>The SBA is working to provide additional resources on climate change adaptation for its Office of Field Operations staff who are located across the United States.</p>	<p>The SBA will develop an internal website with information and tools for field employees by the end of FY 2018.</p>
<p>Ensure that vulnerable populations potentially impacted by climate change are engaged in agency processes to identify measures addressing relevant climate change impacts.</p>	<p>The SBA has issued grants to Small Business Development Centers, SCORE offices and Women’s Business Centers in 13 states impacted by Hurricane Sandy to provide business resiliency training and counseling.</p>	<p>The SBA is seeking to continue this program, but the ability to extend it is currently uncertain.</p>

Appendix A - VAM Report and Fleet Management Plan

Small Business Administration

This report compares the most recent VAM Summary provided by your agency against the actual inventory (for years available) and planned inventory numbers reported by your agency during the annual FAST data call. It is expected that these two data sets will follow each other over the life of the VAM as your agency works toward an optimal fleet. Significant differences between the two (greater than 20%) will be highlighted in yellow and should be addressed in your Fleet Management Plan and Budget Summary document to be submitted to GSA/OMB each year.

Vehicle	Diesel	Ethanol	Gasoline	Hybrid	Total
LD Minivan 4x2 (Passenger)	0	18	3	0	21
LD Pickup 4x2	0	2	0	0	2
LD SUV 4x2	0	7	5	0	12
LD SUV 4x4	0	15	17	0	32
LD Van 4x2 (Passenger)	0	1	0	0	1
MD SUV	0	1	0	0	1
MD Van (Cargo)	1	0	0	0	1
Sedan/St Wgn Compact	0	11	13	11	35
Sedan/St Wgn Midsize	0	27	0	0	27
Sedan/St Wgn Subcompact	0	13	12	1	26
Grand Total	1	95	50	12	158

2016 Fleet Management Plan

A. Introduction to the Agency and the Role of the Fleet in Completing the Agency Mission

The U.S. Small Business Administration (SBA) was created in 1953 as an independent agency of the federal government to aid, counsel, assist and protect the interests of small business concerns, to preserve free competitive enterprise and to maintain and strengthen the overall economy of our nation. The SBA helps Americans start, build and grow businesses. Through an extensive network of field offices and partnerships with public and private organizations, SBA delivers its services to people throughout the United States, Puerto Rico, the U. S. Virgin Islands and Guam. SBA's primary program functions include: access to capital, entrepreneurial development, government contracting, advocacy, and disaster assistance. These programs receive a variety of administrative support services including facilities management, IT support, financial management, procurement management and human resources support. For a small agency, SBA is very geographically dispersed. SBA has district offices in all 50 states, the District of Columbia, Guam and Puerto Rico. In some larger states, SBA has multiple district offices and SBA also has regional offices located throughout the country. In addition, SBA's Office of Disaster Assistance and Office of Capital Access have several large loan servicing centers located throughout the country. In fulfillment of the Inspector General Act, the Small Business Administration (SBA) has an Office of Inspector General (OIG) which provides auditing, investigative, and other services to support and assist the SBA in achieving its statutory mission.

SBA's vehicle fleet supports the agency's mission by allowing SBA's workforce to conduct outreach in the communities where America's small business owners and entrepreneurs are located. The vast majority of SBA's vehicle fleet is associated with SBA's dispersed field offices. These vehicles increase the mobility of field office staff so that they can reach out to a variety of businesses, collaborate with SBA's resource partner network, and communicate with the many financial institutions that offer SBA loans. This is particularly important in large states with low population density, such as Montana, or in car oriented urban areas with high demand for SBA's services, such as Los Angeles. SBA balances its use of vehicles to ensure that it is optimally configured and provides vehicles where they are most needed. As such, some field offices, such as the Illinois District Office, don't have vehicles. SBA's OIG also utilizes vehicles throughout the country to conduct their statutorily mandated investigative activities. SBA's executive fleet consists of two vehicles that are located at SBA Headquarters in Washington, DC.

B. Criteria for Assigning and Justifying Vehicles

The factors used by SBA to determine whether the acquisition of a vehicle will be approved include: the mission of the requesting office; the number of employees in the requesting office, the statement of need from the requesting office; whether the office already has other vehicle(s) assigned to it; historical usage; and the geographic, population and transportation characteristics of the area served by the office. SBA's Standard Operating Procedure (SOP) on the Personal Property Management Program covers the SBA Fleet Management Program, and requires that all requests for vehicles be made in writing to staff

in the Office of Administrative Services. Each request is subject to approval by the Director of the Office of Administrative Services.

All vehicles are assigned to offices, rather than individuals or job classifications. The only exception to this rule is for the executive fleet (1 vehicle) assigned to SBA's Administrator and Deputy Administrator.

SBA's SOP on the Personal Property Management Program contains specific requirements and criteria for home-to-work transportation. All home-to-work requests must be submitted by a Management Board member or District Director and they may only be approved by high level staff members from a specific list of Associate Administrators and Office Directors. SBA rarely grants these requests.

C. Explanation of Fleet Size, Fleet Cost Changes and their Relation to VAM Projections

According to the VAM, SBA's optimal fleet is 170 vehicles. SBA's current fleet consists of 158 vehicles which is well below the ceiling created by the VAM. In FY 2013 and FY 2014, SBA conducted a right-sizing exercise for its fleet vehicles assigned to the Office of Field Operations that resulted in this lower total. In March of 2016 SBA had 106 AFVs (93 gas/ethanol vehicles and 9 hybrid vehicles) which comprised 72% of its fleet. As of March 2017, SBA has 118 AFVs (93 gas/ethanol vehicles, 9 hybrid electric vehicles and 16 low greenhouse gas vehicles) which make up 74% of the agency's fleet. SBA has been able to make this progress by replacing gasoline vehicles with low greenhouse gas vehicles that are more widely available than gas/ethanol vehicles and hybrids.

Fig. 1 Change in Total Number of Vehicles

Year	Total Number of Vehicles
2011 Baseline	170
2017	158

D. Description of Efforts to Control Fleet Size and Cost

In early 2013, SBA conducted a fleet right-sizing effort in its Office of Field Operations that resulted in the elimination of 15 vehicles based on utilization, cost and the mission of the impacted office. SBA also eliminated one vehicle from its Headquarters facility. In the future, SBA plans to continue assessing its fleet for additional opportunities to decrease the size of vehicles, replace non-AFV vehicles with AFV vehicles and eliminate cars that are underutilized. SBA's FY 2017 fleet budget is \$870,027.61 and the agency anticipates it will remain stable in FY 2018.

E. Explanation of How Law Enforcement Vehicles are Categorized

SBA does not have any vehicles categorized as law enforcement vehicles.

F. Justification of Restricted Vehicles

As of March 2017, 84% of SBA's fleet is composed of midsize or compact cars, 16% is composed of Light Duty vehicles, and the SBA leases only 1 Mid Duty van. According to SBA's SOP for the Personal Property Management Program, any requests for vehicles larger than Class III midsize vehicles must be submitted in writing to the Director of the Office of Administrative Services. Appropriate justifications for larger vehicles include frequent needs to bring a large number of staff members to outreach events, the number of employees in the office, and the need to transport large display items. SBA intends to reduce the number of large vehicles in its fleet inventory in the future.

SBA has posted its executive fleet on its public website at the following link: [Link To Executive Fleet Page](#). SBA does not have any limousines in its inventory.

G. Description of Vehicle Replacement Strategy and Results

SBA has already exceeded its optimal fleet inventory goal, in terms of the total number of vehicles, by reducing its fleet to 158 vehicles in the agency fleet in comparison with the goal of 170. SBA intends to meet the requirement to acquire only AFV vehicles by the end of 2019 and SBA currently ensures any non-AFVs that are replacement eligible are replaced with AFVs.

SBA frequently requests AFVs that do not require special fuel, such as hybrids; however, GSA often does not have these vehicles in stock. In response to this challenge and the lack of availability of Flex Fuel stations, SBA has begun to acquire low greenhouse gas vehicles as a means of ensuring the agency will meet its AFV goals.

SBA only obtains its vehicles through leases with GSA. SBA relies on GSA because its leasing system is consistent throughout the U.S. and its tools for managing vehicle inventories are very useful to SBA. By relying on GSA, SBA does not have to incur as many administrative costs in managing its fleet as it would if it used non-government sources.

H. Description of the agency-wide Vehicle Management Information System

SBA uses GSA's fleet management tools, including Drive Thru, FAST and the VAM as its Vehicle Management Information System. Because all of SBA's vehicles are leased through GSA, Drive Thru is an excellent tool for tracking SBA's inventory and usage data. Drive Thru data can also be easily integrated into FAST, the VAM, and the sustainability reporting tools such as the Greenhouse Gas Inventory and Strategic Sustainability Performance Plan.

I. Plans to Increase the Use of Vehicle Sharing

SBA Headquarters has expressed interest to GSA in participating in a federal government car sharing pilot. In addition, the Office of Field Operations is currently exploring the possibility of using car sharing at some of its facilities.

J. Impediments to Optimal Fleet Management

One of the challenges facing SBA relates to AFV vehicles. The lack of readily available hybrid and other AFVs in GSA's vehicle inventory that do not depend on special fuels, as well as the higher cost of these vehicles in comparison to others, makes it difficult for SBA to acquire AFVs that are practical for the area in which they are located. The lack of fueling stations for the vehicles that need special fuels to achieve their maximum efficiency compounds this challenge.

K. Data Anomalies and Possible Errors

Beginning in FY 2013, SBA greatly improved the quality of its fleet data and has maintained high standards since this time.

L. Summary

SBA has accomplished several important goals related to its fleet in FY 2017. SBA exceeded its goal for its optimum fleet size by maintaining a fleet of 158 vehicles which is below its optimum fleet size of 170 vehicles. In addition, AFV vehicles represent 75% of the agency's total fleet as of March 2017. These efforts demonstrate SBA's commitment to meeting the goals of the Presidential Memorandum on Federal Fleet Performance as well as the fleet sustainability goals outlined in E.O. 13514. SBA plans to continue building on this progress in the future by increasing its numbers of AFVs, and continually examining the usage of its current vehicles to identify opportunities for vehicle eliminations. These efforts will result in additional cost savings and improved environmental outcomes, in addition to the progress SBA has made to date.

M. Contact Information.

- Primary Point of Contact: Tina Johnson, tina.johnson@sba.gov, 202-205-7976.
- Fleet Manager: Andrea Levenberry, andrea.levenberry@sba.gov, 202-205-7040.
- Office of the Chief Financial Officer: Matthew Pascarella, matthew.pascarella@sba.gov, 202-205-6102.

Appendix B - Multi-Modal Access Plan

SBA does not currently have a Multi-Modal Access Plan

Appendix C - Agency Climate Change Adaptation Planning

Agency: Small Business Administration

Point(s) of Contact: (John Valliere, Office of Disaster Preparedness, 202-205-6251, John.Valliere@sba.gov)

FY2018 Climate Adaptation and Resilience Actions:

Category	Action/Next Step	Target Outcome or Milestone	Responsible Office
Data, Analysis, Information and Tools	Climate change has been one of the elements considered as SBA has developed its Enterprise Risk Management program over the past couple of years. To date, the Enterprise Risk Board has not added a climate risk as part of its draft risk registry. In FY 2018 Q1, Enterprise Risk Board will specifically consider climate risk in relation to its risk registry.	As this registry evolves into a mature risk profile, in accordance with OMB guidance, SBA will continue to consider climate change as a potential source of risk for the agency. Annual review will be included, as justified.	ODP/RM
Facilities, Infrastructure, and Operational Preparedness	The SBA Continuity of Operations planning includes consideration of impacts from severe weather events. In FY 2018 Q1, SBA will review its business impact analysis annex, including consideration of climate impacts.	Updated plan (to be published Mar 2018) will include updated reviews of these impacts.	ODP/RM
Facilities, Infrastructure, and Operational Preparedness	SBA's Disaster Preparedness and Recovery Plan addresses services provided to communities post-disaster. It is routinely updated annually, to include potential impacts of climate change. The 2018 update will be informed by the update of the Continuity of Operations business impact analysis.	Updated plan (to be published Jun 2018) will include updated information on these impacts.	ODP/RM

Other Questions for Response:

Were there challenges or obstacles that kept your agency from meeting its Climate Adaptation and Resilience Priority Actions over the past year (agencies should refer to their 2016 SSPP Goal 10 and M-16-09 Survey on Agency Climate Adaptation Plan)? If so, please discuss any corrective actions taken and the agency's revised plan forward.

N/A

What are the major challenges or known barriers to achieving the Actions listed above?

N/A