

Audit Report

Unused Facilities and Capacity at
Social Security Administration
Headquarters

A-15-13-13103 / March 2014

OIG

Office of the Inspector General
SOCIAL SECURITY ADMINISTRATION

MEMORANDUM

Date: March 28, 2014 **Refer To:**

To: The Commissioner

From: Inspector General

Subject: Unused Facilities and Capacity at Social Security Administration Headquarters (A-15-13-13103)

The attached final report presents the results of our audit. Our objectives were to (1) identify unused office space in buildings at the Social Security Administration Headquarters location, (2) determine whether the Agency had a plan to freeze its real estate footprint, and (3) determine whether the Agency was meeting the objectives of its plan.

If you wish to discuss the final report, please call me or have your staff contact Steven L. Schaeffer, Assistant Inspector General for Audit, at (410) 965-9700.



Patrick P. O'Carroll, Jr.

Attachment

Unused Facilities and Capacity at Social Security Administration Headquarters

A-15-13-13103



March 2014

Office of Audit Report Summary

Objective

Our objectives were to (1) identify unused office space in buildings at the Social Security Administration (SSA) Headquarters location, (2) determine whether the Agency had a plan to freeze its real estate footprint, and (3) determine whether the Agency was meeting the objectives of its plan.

Background

SSA's Headquarters has been located in Woodlawn, Maryland, since 1960. Approximately 13,000 of SSA's 68,000 employees work at its Headquarters facilities. These employees perform many of SSA's core functions in 9 buildings at the Headquarters campus and 14 buildings in the surrounding area.

In May 2012, President Obama implemented a "Freeze the Footprint" (FTF) policy, which states that in each year, an agency shall not increase the size of its domestic real estate inventory.

In response to FTF, SSA is examining its rent costs and outlying building leases to develop strategies to reduce its footprint. In January 2012, SSA embarked on a plan to "... create a flexible, secure, and sustainable campus environment for SSA." Specifically, the plan's goal was to (1) reduce SSA's real estate footprint, rent, and operating costs; (2) respond to future organizational and operational changes; (3) promote the best use of Headquarters space and land; (4) provide a safe and secure environment; (5) meet sustainability and energy reduction goals; and (6) create a beautiful campus.

Our Findings

During our walkthroughs, we identified empty workstations and workstations that SSA used to store such items as office supplies, boxes, obsolete computer equipment, and furniture. We also identified large areas of open space the Agency was not using.

Additionally, we identified off-campus leased space that SSA was not fully occupying. However, SSA was paying for all this space, regardless of occupancy.

Finally, we determined that SSA was taking steps to reduce its real estate footprint and associated costs, in accordance with Federal initiatives. SSA also has a plan to consolidate multiple components in single locations on the Headquarters campus so it can terminate existing leases for some outlying buildings. We concluded that SSA was meeting the objectives of its plan and was creating systems to better manage its office space.

Our Recommendation

We recommend that SSA explore opportunities to use vacant space in the Woodlawn Office Complex and Security West buildings to house components and expedite the termination of outlying leases.

SSA agreed with our recommendation.

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ABBREVIATIONS

AFGE	American Federation of Government Employees
DCHR	Deputy Commissioner for Human Resources
DCO	Deputy Commissioner of Operations
FTF	Freeze the Footprint
GSA	General Services Administration
NCC	National Computer Center
OAG	Office of Acquisition and Grants
OFSM	Office of Facilities and Supply Management
OIG	Office of the Inspector General
ORM	Office of Realty Management
SSA	Social Security Administration
WOC	Woodlawn Office Complex

OBJECTIVE

Our objectives were to (1) identify unused office space in buildings at the Social Security Administration Headquarters location, (2) determine whether the Agency had a plan to freeze its real estate footprint, and (3) determine whether the Agency was meeting the objectives of its plan.

BACKGROUND

SSA's Headquarters has been located in Woodlawn Maryland, since 1960. Approximately 13,000 of SSA's 68,000 employees work at the Agency's Headquarters facilities. These employees perform many of SSA's core functions in 9 buildings on the Headquarters campus¹ and 14 buildings in the surrounding vicinity. The General Services Administration (GSA) owns the campus buildings and leases the outlying buildings for SSA. The GSA-owned buildings comprise about 3 million square feet of office space housing approximately 7,000 employees. The leased outlying buildings comprise about 2.3 million square feet of office space housing approximately 6,000² employees. The Office of Facilities and Supply Management (OFSM) oversees facilities Agency-wide and directs the Agency's national real property program including short- and long-range facilities planning, design, construction, and leasing of central office facilities. See Appendix B for a breakdown per employee of each building. Table 1 displays the Headquarters main campus and outlying buildings.

¹ There are 11 buildings on the Headquarter campus; however, 2 buildings, the Utility Building and Child Care Center, do not support SSA's core functions.

² This number of employees includes approximately 1,700 employees that will be in the Wabash building.

Table 1: Headquarters and Outlying Buildings

Headquarters Buildings (GSA-owned) ³	Outlying Buildings (Leased Buildings)
Altmeyer	Rutherford Business Center
Robert M. Ball	Woodlawn Office Complex
Annex	Security West Building
East High Rise	Windsor Corporate Park 2
East Low Rise	Preston Gateway, Building
West High Rise	Oak Meadows
West Low Rise	Executive Park West
Supply Building	Boulevard Place ⁴
National Computer Center	Meadows East
	Windsor Corporate Park 1
	Rolling Road Commerce Center ⁵
	Dunleavy Building
	Rolling Heights ⁶
	Wabash Building

The Altmeyer, Robert M. Ball, West High/Low Rise, East High/Low Rise, and Annex buildings make up the core office space on the west side of the main campus. Bridges and enclosed walkways connect these buildings. The 5-story National Computer Center (NCC) is the primary building on the east side of the main campus. SSA built the NCC in 1979 as a data center dedicated to housing computer equipment. The Agency is building a new data center 30 miles from the main campus in Urbana, Maryland, to replace the computer server-related functions at the NCC. SSA expects the new data center to be complete in January 2016 and plans to renovate the third floor of the NCC after the data center function moves to Urbana. The Agency estimates it will add approximately 500 seats to the campus because of renovations associated with the NCC.⁷

The largest leased building SSA occupies is the Security West building, which is located west of the main campus. Security West has more than 800,000 rentable square feet of office space and approximately 2,600 employees. The remainder of the outlying building leases range from about

³ The Metro West building is in downtown Baltimore. It is GSA-owned and solely occupied by SSA. Metro West will be out of SSA's inventory of buildings in spring 2014 following the completion of the Wabash building.

⁴ After our fieldwork, this lease terminated in January 2014 and is no longer in SSA's inventory of real estate.

⁵ After our fieldwork, this lease terminated in December 2013 and is no longer in SSA's inventory of real estate.

⁶ Id.

⁷ Since the NCC's infrastructure is over 30 years old, it no longer meets the demands of a modern data center or as office space. Therefore, such issues as the ventilation capacity and energy efficiency are not adequate for the building.

20,000 to 160,000 rentable square feet and are used for office space and storage. SSA's new Wabash Avenue Building is in northern Baltimore. It will replace the Metro West building in January 2014. The Wabash building lease is for 20 years, set to expire in 2034.

Federal Mandates for Agencies Not to Increase Real Estate

In May 2012, President Obama implemented a "Freeze the Footprint" (FTF) policy.⁸ This policy mandates that agencies not increase the size of their civilian real estate inventory, subject to certain exceptions. The policy also states that Agencies must move aggressively to dispose of excess Government-held properties and make more efficient use of the Government's real estate assets.

SSA's Initiatives

In response to FTF, SSA is examining its rent costs and outlying building leases to develop footprint reduction strategies. According to the Agency, other factors that drive its initiatives are (1) Executive Orders for agencies to reduce their real estate portfolios, (2) SSA personnel re-alignments, (3) hiring freezes, and (4) potential rent savings. In January 2012, SSA embarked on a plan to "... create a flexible, secure, and sustainable campus environment for SSA, balanced with efficient leased occupancies in the Woodlawn area."⁹ Specifically, the goal is to (1) reduce SSA's real estate footprint, rent, and operating costs; (2) respond to future organizational and operational changes; (3) promote the best use of Headquarters' space and land; (4) provide a safe and secure environment; (5) meet sustainability and energy reduction goals; and (6) create a beautiful campus.

SSA officials believe a successful strategy will consolidate and place multiple components in single locations at the Headquarters campus. Doing so will allow SSA to terminate leases for outlying buildings. Accordingly, SSA has begun co-locating components and planning to terminate leases for outlying buildings. For example, the Office of Acquisition and Grants (OAG) is located in the Boulevard Place building in Woodlawn, Maryland. SSA will terminate the Boulevard Place lease from its real estate portfolio and bring OAG's 135 employees to the first floor of the Robert M. Ball building on the main campus. This new location will be near a major entrance, which will simplify access for individuals with whom OAG has contracted to perform work. Boulevard Place has 31,812 usable square feet. OAG's new location in the Robert M. Ball building will provide 19,877 usable square feet. The annual rent cost at Boulevard Place is \$839,144. However, since OAG is moving to the main campus, the annual savings will be the amount of rent that will no longer be paid for the Boulevard Place building. SSA will realize savings on this relocation in OAG's first year on the main campus. SSA estimates OAG will move to its new location in the second quarter of FY 2014.

⁸ OMB Memorandum M-12-12. Section 3 - Real Property (May 11, 2012).

⁹ Social Security Administration, *Headquarters Master Plan, Woodlawn, Maryland, Master Plan Report Final*, September 6, 2013, B. Goals of the Plan, p.7.

Finally, in efforts to continue administering SSA's nationwide space management program, SSA has appointed Senior Real Property Officers. The Officer's responsibilities are to (1) direct the nation-wide SSA Space Management Program, (2) request space from GSA, (3) notify GSA in instances where space is no longer needed, (4) request GSA to modify or waive standards set forth for the accommodation of physically handicapped persons, and (5) approve Occupancy Agreements.

Analyses Conducted

To meet our objectives, we performed the following steps.

1. Gained an understanding of SSA's plans to reduce rental costs and its footprint, including its strategy to consolidate and co-locate multiple components in single locations on the Headquarters' main campus.
2. Walked through all the Headquarters' main campus buildings and outlying SSA buildings in Woodlawn, Maryland, to identify unused office space. We performed these walk-throughs from July through September of 2013.
3. Walked through all Headquarters' main campus buildings and determined whether components were using empty workstations as storage space. We performed these walk-throughs from July through September of 2013.

RESULTS OF REVIEW

1. During our walkthroughs, we identified empty workstations and workstations that were being used to store such items as office supplies, boxes, obsolete computer equipment, and furniture. We also identified instances where SSA was not using large areas of open space in the Security West building.
2. We identified instances where SSA was not fully occupying off-campus leased buildings; however, it was paying rent to occupy the space.
3. We determined that SSA was taking steps to reduce costs and comply with FTF. Additionally, SSA developed a plan to consolidate multiple components in single locations on the Headquarters campus, allowing existing leases for outlying buildings to be terminated. Although its plan was not complete, SSA was meeting its objectives. Finally, SSA was creating systems to better manage office space.

Vacant Workstations, Workstations Used as Storage Space, and Unused Open Space

During our walkthroughs of SSA's main campus buildings, we identified workstations that were not occupied or being used. Table 2 lists the buildings and the number of vacant workstations.

Table 2 – Buildings with Vacant Workstations¹⁰

Building	Vacant Workstations	Total Square Foot¹¹	Price per Square Foot	Total Annual Cost to Agency for Vacant Workstation
Robert M. Ball	121	7,865	\$10.50	\$82,583
West High Rise	50	3,250	\$11.98	\$38,935
Annex	171	11,115	\$9.04	\$100,480
East Low Rise	29	1,885	\$8.42	\$15,872
East High Rise	58	3,770	\$8.26	\$31,140
Total	429	27,885		\$269,010

Vacant workstations often represent space a component has available to fill personnel vacancies. They also provide flexibility to move personnel within a component. We noted that some of the empty workstations were non-contiguous to other workstations. We believe SSA could use these vacant workstations to get optimal use of its office space.

Also, during our walkthroughs, we identified instances where components used vacant workstations to store such items as office supplies, boxes, obsolete computer equipment, and furniture. Table 3 lists the buildings where we identified workstations used for storage.

¹⁰ These numbers are fluid and can change as organizational and employment statuses change.

¹¹ We noted various types of workstations; therefore, we performed our calculation of square footage using the DD workstation to provide the most conservative estimate. The DD workstation is 65 square feet. See Appendix D *DD Workstation* for a diagram of the DD workstation.

Table 3 – Buildings with Workstations Used as Storage Areas¹²

Buildings	Vacant Workstations Used as Storage	Total Square Footage ¹³	Price per Square Footage	Total Annual Cost to Agency for Vacant Workstation Used for Storage
Robert M. Ball	36	2,340	\$10.50	\$24,570
West High Rise	5	325	\$11.98	\$3,894
Annex	54	3,510	\$9.04	\$31,730
East Low Rise	9	585	\$8.42	\$4,926
East High Rise	37	2,405	\$8.26	\$19,865
Total	141	9,165		\$84,985

As stated, vacant workstations could represent space to fill personnel vacancies.

SSA Paying Rent for Underused Office Space in Outlying Buildings

During our walkthroughs of SSA's outlying buildings, we identified space that SSA was not fully occupying; however, SSA was paying rent to occupy the space. Most of these buildings have leases that will end within the next 3 years. However, there are two buildings that have extended leases that will end in approximately 5 years. Table 4 shows buildings whose leases will expire within the next 3 years:

¹² These numbers are fluid and can change as organizational and employment statuses change.

¹³ We noted various types of workstations; therefore, we performed our calculation of square footage using the DD workstation to provide the most conservative estimate. The DD workstation is 65 square feet. See Appendix D DD Workstation for a diagram of the DD workstation.

Table 4: Underused Office Space in Outlying Buildings with Leases Expiring Within the Next 3 Years

Building	Lease End Date	Rentable Square Feet	Amount of Building Occupied	Number of Occupants in Building	GSA Termination Rights ¹⁴	Total Annual Rent
Meadows East 4 th Floor ¹⁵	1/31/2015	70,004	1/2	45	None	\$1,981,113
Dunleavy	11/15/2014	75,075	1/4	107	90 days	\$1,395,582
Windsor Park 1	11/9/2014	36,119	1/2	152	90 days	\$901,924
Windsor Park 2	2/28/2017	33,600	1/3	52	6 months	\$918,245
Oak Meadows, 2 nd Floor	11/5/2015	19,570	1/2	34	270 days 2nd floor	\$501,602
Total		234,368		390		\$5,698,466

SSA is not fully using the above-listed leased space. We observed that several buildings were only one-half or one-quarter occupied. SSA plans to begin moving most of the components in these buildings to the main campus in 2014. However, the opportunity exists for some of this space to be vacated and the lease terminated earlier than the lease end date. For instance, the Dunleavy building has three components that only fill one-quarter of the space. The lease for this building expires at the end of 2014, and GSA has a 90-day termination right. These components are Offices of the (1) Deputy Commissioner of Operations – Immediate Claims Taking Unit (DCO), (2) Inspector General - Office of Investigations (OIG) , and (3) Deputy Commissioner for Human Resources - Office of Personnel (DCHR). The Agency plans to move DCO to the Wabash building on March 31, 2014. OIG plans to move from the Dunleavy building to the Meadows East building in April 2014. Finally, the Agency plans to move DCHR to the second floor of the Annex building; however, the Agency has not established a move date. These components could be moved to temporary space on campus to terminate the Dunleavy lease.

The fourth floor of the Meadows East building has two components that fill only half of the floor. SSA has no plans to move these components to its main campus. The Meadows East building fourth floor lease ends in 2015. However, we believe the remainder of this space could be used temporarily to facilitate the termination of other leases.

¹⁴ This column represents the termination rights between GSA and the lessor. However, SSA may relinquish space with 120 days' notice to GSA.

¹⁵ The Meadows East building has four floors. All the floors are fully occupied by SSA components except the fourth floor, which is only half occupied. The remainder of the fourth floor is vacant.

Underused Office Space with Leases Expiring Within the Next 5 Years

The Woodlawn Office Complex (WOC) and the Security West building have extended leases that will end in approximately 5 years. We identified underused office space in these buildings. Table 5 shows buildings whose leases will expire within the next 5 years.

**Table 5: Underused Office Space in WOC and Security West
with Leases Expiring Within the Next 5 Years**

Building	Lease End Date	Rentable Square Feet	Amount of Building Occupied	Number of Occupants in Building	GSA Termination Rights ¹⁶	Total Annual Rent
WOC	12/31/2018	160,810	1/2	380	None	\$2,838,396
Security West	10/31/2018	820,676	All	2,642	None	\$15,402,836
Total		981,486		3,022		\$18,241,232

As shown above, SSA only occupies half of the WOC but pays rent for the whole building. Further, the employees at the WOC will move to the Wabash building in March 2014; however, SSA stated it would continue leasing the whole building to use the building's 25 training rooms.

During our walkthrough of the Security West building, we identified 280 empty workstations and 29 empty workstations used as storage areas. These workstations represent approximately 20,000 square feet of unused space. We also identified several large areas of open space that SSA was not using to seat employees or as work areas for the respective components. These open spaces represented space that components once used to receive mail and prepare documents to mail. Table 6 shows the amount of open space for each floor of the Security West building. Currently, most of this space is unused.

¹⁶ This column represents the termination rights between GSA and the lessor. However, SSA may relinquish space with 120 days' notice to GSA.

Table 6 – Security West Open Space by Floor

Floor	Total Square Footage of Floor	Underused Open Space
First floor	240,713	8,832
Second floor	248,722	19,189
Second Floor Tower	52,498	3,027
Third Floor Tower	52,498	5,926
Fourth Floor Tower	52,498	4,733
Fifth Floor Tower	52,498	6,131
Sixth Floor Tower	52,498	4,707
Seventh Floor Tower	52,498	835
TOTALS	804,423	53,380¹⁷

Open space that is not used to seat employees or as work areas for the components at the Security West building represents 53,380 square feet of unused space.

In light of the vacant space in the WOC and Security West buildings and their extended lease end dates, SSA should explore opportunities to use the vacant space to house components and terminate other outlying leases. For instance, the components in the Oak Meadows building, whose lease ends in 2015, could be moved to either the WOC or Security West building. SSA should continue exploring similar opportunities to expedite the termination of outlying leases.

SSA Steps to Reduce Rent Costs and Shrink Footprint

SSA developed strategies to reduce its real estate costs and footprint. In February 2012, SSA began a 15-year plan for the 275.65-acre Headquarters campus, including 3 million rentable square feet of space in the 9 Government-owned campus buildings and 2.3 million rentable square feet of leased space in 14 properties in the Woodlawn vicinity. The plan includes the development and analysis of data collected from (1) interviews, (2) existing documentation, (3) executive orders, and (4) policies. SSA took these steps to evaluate existing conditions, opportunities, and constraints of the campus facilities. Among the critical planning factors considered were the following.

- Security and Public Access
- Infrastructure/Utilities
- Environmental Conditions
- Sustainability

¹⁷ The square footage of open space was provided by the Office of Facilities and Supply Management.

- Transportation (including proposed Maryland Transit Authority Red Line)
- Space Use
- Land Use
- Workplace Delivery
- Local Zoning and Development Plans
- Economic Factors

As a result, SSA was exploring new ways to minimize its footprint or renovating space in the (1) West High Rise, (2) Robert M. Ball, (3) Annex, and (4) NCC buildings. These actions are facilitating SSA's plans to terminate many of its leases among the 14 off-campus buildings. SSA's plan is to move components from off-campus buildings to the main campus beginning in 2014. This will reduce the Agency's rent and operating costs. Currently, there are about 23 components with approximately 4,300 employees in the off-campus buildings. To date, SSA has successfully moved four components out of off-campus buildings. See Appendix C for SSA's plans concerning outlying leases.

Furthermore, the Office of Realty Management (ORM), a component of OFSM, stated that it is establishing systems to better identify, manage, and monitor component office space to consolidate surrounding leases. ORM plans to establish SharePoint sites and other automated processes to streamline the way it collects, maintains, and reports rent budget data. ORM estimates that these processes will be completed in 2014.

CONCLUSIONS

During our walkthroughs of SSA's Headquarters main campus buildings, we identified 429 workstations that were not occupied or being used. We also identified 141 vacant workstations SSA was using to store office supplies, boxes, obsolete computer equipment, and furniture. We noted that some of the empty workstations and workstations being used as storage areas were non-contiguous to other workstations.

In the Security West building, we identified 280 empty workstations and 29 vacant workstations being used as storage areas. Additionally, we identified 53,380 square feet of open space in the Security West building that was not being used to seat employees or as work areas.

During our walkthroughs of SSA's outlying buildings, we identified instances where some leased space was not fully occupied, but SSA was paying rent for the entire space. There were approximately 600 SSA employees in these buildings. Considering the number of vacant workstations on the main campus and the available space in the WOC and Security West building, SSA should explore opportunities to use this vacant space to house components and terminate other leases.

Finally, we determined that SSA was complying with Federal initiatives to freeze its real estate footprint and had plans to consolidate multiple components on the Headquarters campus, allowing termination of existing leases of outlying buildings. Although its plan is not complete, SSA is meeting the objectives of its plan. Additionally, SSA is creating systems to better manage its office space.

RECOMMENDATION

We recommend that SSA explore opportunities to use vacant space in the WOC and Security West buildings to house components and expedite the termination of outlying leases.

AGENCY COMMENTS

SSA agreed with our recommendation. SSA also provided technical comments, which we incorporated, as appropriate. The Agency's comments can be found in Appendix E.

APPENDICES

Appendix A – SCOPE AND METHODOLOGY

For this review, we performed five steps to meet our objectives. Specifically, we:

1. Gained an understanding of Social Security Administration (SSA) plans to reduce rental costs and its footprint, including its strategy to consolidate and co-locate multiple components in single locations on the Headquarters campus.
 - Met with individuals from the Office of Facilities and Supply Management to discuss SSA's plans and strategies to reduce rental costs and its footprint in accordance with "Freeze the Footprint" initiative.
 - Reviewed SSA's Master Plan to understand SSA's detailed plans that will be implemented on the Headquarters campus.
 - Reviewed applicable public laws and regulations.
2. Walked through all Headquarters buildings and outlying SSA buildings in Woodlawn, Maryland, to identify unused office space.
 - We identified workstations, offices, open spaces that were not being used by the respective components.
 - We inquired about SSA plans (if any) to use the unused space.
3. Walked through all Headquarters buildings and determined whether components were using empty workstations for storage.
 - We identified workstations that the respective components were not using to house a staff member but instead were being used to store supplies, computer equipment, old furniture, etc.
 - We inquired about any SSA plans to use the unused space.
4. Analyzed occupancy agreements.
 - Reviewed the occupancy agreements for on-campus and outlying buildings to determine the (1) lease start and end dates, (2) rentable and useable square footage, (3) cost per square foot, and (4) annual rent cost per building.
 - Determined what buildings have termination rights.

We conducted our audit between March and October 2013 at SSA Headquarters in Woodlawn, Maryland. We tested the data obtained for our review and determined them to be sufficiently reliable to meet our objectives. We conducted this performance audit in accordance with generally accepted government auditing standards. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objectives. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objectives.

Appendix B – DETAIL OF HEADQUARTERS AND OUTLYING BUILDINGS

Headquarters Buildings (GSA-owned)	Square Footage	Number of Employees ¹	Square Footage Per Employee	Outlying Buildings (Leased Buildings)	Square Footage	Number of Employees	Square Footage Per Employee
Altmeyer	213,176	409	521	Rutherford Business Center	16,231	27	601
Robert M. Ball	1,059,705	2,945	360	Woodlawn Office Complex	160,810	380	423
Annex	439,412	997	441	Security West Building	824,563	2,642	312
East High Rise	138,239	401	345	Windsor Corporate Park 2	33,600	52	646
East Low Rise	118,089	228	518	Preston Gateway Building	144,386 ²	7	
West High Rise	193,698	318	609	Oak Meadows	48,190	204	236
West Low Rise	55,965	81	691	Executive Park West	48,374	223	217
Supply Building	126,794 ³	61		Boulevard Place ⁴	33,721	137	246
National Computer Center	546,749	1,364	401	Meadows East	123,027	275	447

¹ These are the number of employees as of April 2012. SSA stated that as of the date of this report, it does not have updated staffing counts. Further, SSA stated that the campus population has shrunk by approximately 300 employees since April 2012 (approximately 5 percent). However, SSA did not know specifically in which buildings the workforce reductions took place.

² The majority of the square footage of this building is dedicated to storage/warehousing; therefore, we did not calculate the square footage per person.

³ Id.

⁴ After our fieldwork, this lease terminated in January 2014 and is no longer in SSA's inventory of real estate.

Headquarters Buildings (GSA-owned)	Square Footage	Number of Employees ¹	Square Footage Per Employee	Outlying Buildings (Leased Buildings)	Square Footage	Number of Employees	Square Footage Per Employee
Utility Building	42,052 ⁵	37		Windsor Corporate Park 1	36,119	152	238
Child Care Center	33,058	46	719	Rolling Road Commerce Center⁶	55,927	78	717
				Dunleavy Building	75,075	107	702
				Rolling Heights⁷	149,500	0	
				Wabash Building	515,005	1,665	309

⁵ The majority of the square footage of this building is dedicated to storage/warehousing; therefore, we did not calculate the square footage per person.

⁶ Subsequent to our fieldwork, this lease terminated in December 2013 and is no longer in SSA's inventory of real estate.

⁷ Id.

Appendix C – SSA CONSOLIDATION PLAN

Outlying Buildings (Leased Buildings)	Square Footage	Components	Number of Employees	Lease Expiration Date	Target Move Date	GSA Termination Rights	Has the Component Moved Yet?	Planned Re-Location
Rutherford Business Center	16,231	Mail Facility	27	8/31/2019	NA	270 days	NA	SSA has no plans to relocate this mail function.
Woodlawn Office Complex	160,810	DCO/OIO	380	12/31/2018	3/31/2014	No termination rights	No	DCO/OIO will move to the Wabash Building. However, the training center will remain at the WOC.
Security West Building	824,563	ODO/OMOS	2,642	10/31/2018	NA	No termination rights	NA	SSA has no plans to relocate the components in this building.
Windsor Corporate Park 2	33,600	DCOMM/OPI	35	2/28/2017	12/31/13	6 months	No	This component will move to the West High Rise Building
		DCOMM/OCPT	17	2/28/2017	3/15/2014		No	This component will move to the West High Rise Building
Preston Gateway Building	144,386	Warehouse	7	11/28/2015	NA	270 days	NA	There are no plans to relocate this warehouse function.
Oak Meadows	48,190	DCRDP/OMVE	170	4/3/2015	NA	90 days for the 1st floor and 270 days for the 2nd floor ¹	No	Currently, a location on main campus has not been determined.
		DCQP-Balto. Field Office	34	11/5/2015	NA		No	Currently, a location on main campus has not been determined.

¹ SSA has two leases for the Oak Meadows Building, the first floor and the second floor.

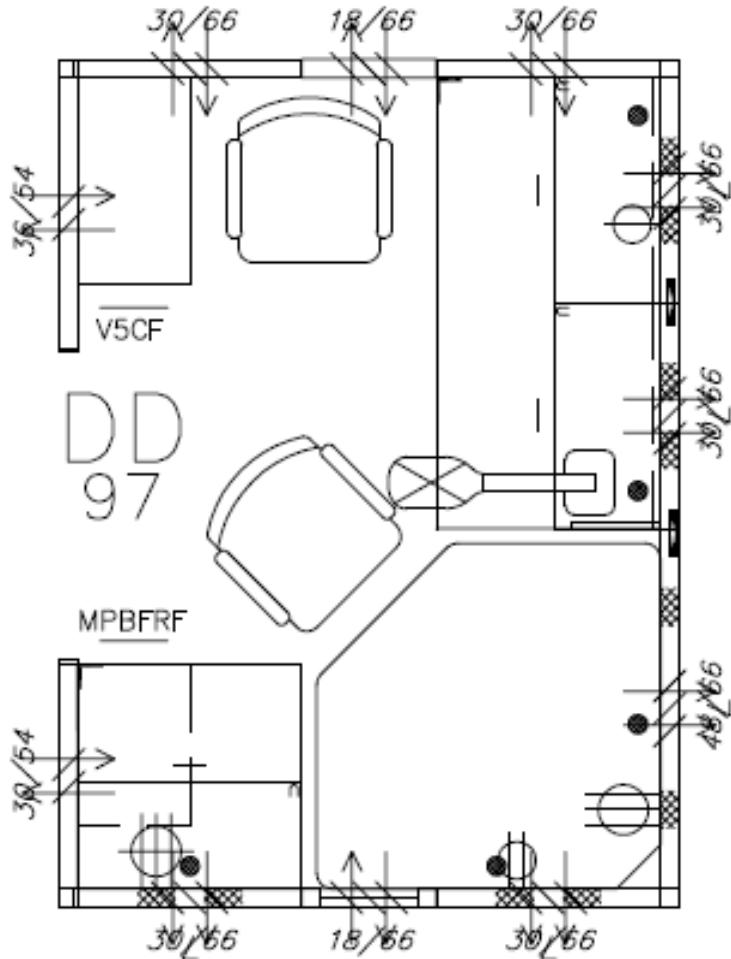
Outlying Buildings (Leased Buildings)	Square Footage	Components	Number of Employees	Lease Expiration Date	Target Move Date	GSA Termination Rights	Has the Component Moved Yet?	Planned Re-Location
Executive Park West	48,374	DCDAR/OAO	209	9/23/2015	3/31/2014	60 days	No	DCDAR/OAO will move to the Wabash Building.
		DCDAR/CCPB5	14	9/23/2015	3/31/2014		No	DCDAR/CCPB5 will move to the Wabash Building
Boulevard Place	33,721	DCBFM/OAG	137	7/31/2015	1/10/2014	90 days	No	This component will move to the Robert M. Ball Building
Meadows East	123,027	DCQP/DIB	0	1/31/2015	6/30/2013	90 days for the 1 st and 2 nd floors and no termination rights for the 3 rd and 4 th floors ²	Yes	This component has moved to the East High Rise Building
		DCS/OTSO	75	1/31/2015	NA		No	Currently, a location on main campus has not been determined. Approximately 26 employees will be relocated to 2 nd floor NCC in March 2014.
		DCRDP/ORES	45	1/31/2015	NA		No	Currently, a location on main campus has not been determined.
		OIG/OA/OI	156	1/31/2015	NA		No	Currently, a location on main campus has not been determined.
Windsor Corporate Park 1	36,119	DCDAR/OAO	130	11/9/2014	3/31/2014	90 days	No	This component will move to the Wabash Building.
		DCDAR/SAU	22	11/9/2014	3/31/2014		No	This component will move to the Ball Building

² SSA has two leases for the Meadows East Building, the (1) first floor and second floor, and the (2) third and fourth floor.

Outlying Buildings (Leased Buildings)	Square Footage	Components	Number of Employees	Lease Expiration Date	Target Move Date	GSA Termination Rights	Has the Component Moved Yet?	Planned Re-Location
Rolling Road Commerce Center	55,927	DCDAR/NHC	0	12/22/2013	9/1/2013	120 days	Yes	This component moved to the Dulaney Center in Towson, MD.
		DCRDP/ODEPP	78	12/22/2013	12/1/2013		Yes	This component moved to the Annex Building on 11/25/2013. The lease terminated on 12/22/2013.
Dunleavy Building	75,075	DCO/ICTU/IIT	81	11/15/2014	3/31/2014	90 days	No	DCO/ICTU/IIT will move to Wabash.
		OIG/OI	6	11/15/2014	4/2014		No	OIG/OI plans to move to Meadows East Building in April 2014.
		DCHR/OPE	20	11/15/2014	Late 2014		No	OPE will move to 2 nd floor Annex in 11/2014.
Rolling Heights	149,500	DCO/OCO	0	12/20/2014	8/1/2013	120 days	Yes	This component relocated to the Security West Building on 8/1/2013. The lease at the Rolling Heights Building terminated on 12/20/2013.

Appendix D– DD WORKSTATION

The following shows the current DD workstation layout. This workstation is found throughout SSA campus buildings. The standard DD is 65 square feet.



Appendix E – AGENCY COMMENTS



MEMORANDUM

Date: February 25, 2014

Refer To: S1J-3

To: Patrick P. O'Carroll, Jr.
Inspector General

From: Katherine Thornton 
Deputy Chief of Staff

Subject: Office of the Inspector General Draft Report, "Unused Facilities and Capacity at SSA Headquarters" (A-15-13-13103)--INFORMATION

Thank you for the opportunity to review the draft report. Please see our attached comments.

Please let me know if we can be of further assistance. You may direct staff inquiries to Gary S. Hatcher at (410) 965-0680.

Attachment

**COMMENTS ON THE OFFICE OF THE INSPECTOR GENERAL DRAFT REPORT,
“UNUSED FACILITIES AND CAPACITY AT SOCIAL SECURITY
ADMINISTRATION HEADQUARTERS” (A-15-13-13103)**

Recommendation 1

We recommend that SSA explore opportunities to use vacant space in the Woodlawn Office Complex and Security West buildings to house components and expedite the termination of outlying leases.

Response

We agree. We recently briefed agency executives on the Master Housing Plan, which addresses our long-term space utilization for all headquarters facilities.

Appendix F – MAJOR CONTRIBUTORS

Victoria Vetter, Director, Financial Audit Division

Judith Kammer, Audit Manager, Financial Audit Division

Ronald Anderson, Senior Auditor

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