Peace Corps
Strategic Sustainability Performance Plan
2011

Section 1: Agency Policy and Strategy

I. Agency Policy Statement

The Federal Government is the largest consumer of energy in the United States, and the Peace Corps is committed to supporting Executive Order 13514, Federal Leadership in Environmental, Energy, and Economic Performance. The Peace Corps contributes to global environmental impacts with its presence of employees, facilities, and vehicles located in the United States and 77 countries worldwide.

On January 14, 2010, Peace Corps' Director Williams emphasized the Agency's comprehensive commitment to sustainability by "greening the agency in terms of projects, operations at our overseas posts, and overall infrastructure." Although EO 13514 applies to activities and resources in the United States, Peace Corps intends to demonstrate its commitment and leadership by applying the principles of EO 13514 to both domestic and international operations related to:

- Energy efficiency and greenhouse gas emissions
- Water conservation
- Waste management
- Sustainable acquisition and green purchasing
- Electronics stewardship

James Pimpedly
Senior Sustainability Officer
U.S. Peace Corps

II. Sustainability and the Agency Mission

Sustainability is fundamental to the Peace Corps Mission. For over 50 years, the Peace Corps has assisted foreign countries in achieving their economic and social development goals by providing Volunteers to support education, business development, health, agriculture, the environment, and community development. Environmental degradation and climate change disproportionately impact developing countries, and Peace Corps Volunteers play a unique role in helping local governments, organizations, communities, and individuals improve their abilities to sustainably manage resources and meet their needs. Today, Peace Corps Volunteers work in a wide range of projects that support the environment, protect watersheds, prevent deforestation, support sustainable agriculture, and promote sound resource management. Increasingly, Volunteers are engaging in projects that address emerging environmental issues, such as helping communities to adapt to climate change and adopt alternative fuel solutions like solar, wind, and hydropower.

As a Federal agency, Peace Corps seeks to be an example for its Volunteers and host country partners by applying the same principles in its own operations, reducing its environmental impact and demonstrating good stewardship of resources through sound sustainable management.

Size and Scope of Operations	Number	Comment
Total # Employees	3,200	Global number of employees, including contractors.
Total Acres Land Managed	0	
Total # Facilities Owned	0	
Total # Facilities Leased (GSA lease)	12	All located in the U.S.
Total # Facilities Leased (Non-GSA)	449	All located overseas.
Total Facility Gross Square Feet (GSF)	2,583,158	Includes all facilities in the U.S. and overseas.
Operates in # of Locations throughout U.S.	9	
Operates in # of Locations outside of U.S.	77	
Total # Fleet Vehicles Owned	685	All located overseas.
Total # Fleet Vehicles Leased	23	All located in the U.S.
Total # Exempted-Fleet Vehicles (Tactical, Emergency, etc.)	N/A	
Total Operating Budget FY 2010 ($MIL)	400.0	
Total # Contracts Awarded FY 2010	674	
Total Amount Contracts Awarded FY 2010 ($MIL)	172.3	
Total Amount Spent on Energy Consumption FY 2010 ($MIL)	N/A	Peace Corps occupies only fully-serviced, leased facilities in the U.S. and does not pay energy costs.
Total BTU Consumed per GSF	N/A	Peace Corps occupies only fully-serviced, leased facilities in the U.S.
Total Gallons of Water Consumed per GSF	N/A	Peace Corps occupies only fully-serviced, leased facilities in the U.S.
Total Scope 1&2 GHG Emissions (Comprehensive) FY 2008 Baseline MMTCO2e	64.8	Includes only emissions from domestic sources.
Total Scope 1&2 GHG Emissions (Subject to Agency Scope 1&2 Reduction Target) FY 2008 Baseline MMTCO2e	64.8	
Total Scope 3 GHG Emissions (Comprehensive) FY 2008 Baseline MMTCO2e	1,164.6	Includes only emissions from domestic sources.
Total Scope 3 GHG Emissions (Subject to Agency Scope 3 Reduction Target) FY 2008 Baseline MMTCO2e	1,164.6	

III. Greenhouse Gas Reduction Goals

Scope 1 Targets

Peace Corps has established a 20% reduction target for Scope 1 greenhouse gas (GHG) emissions by 2020, relative to the FY 2008 baseline. As the Agency has no domestic facilities subject to GHG targets, its strategy for reducing Scope 1 emissions relies on reducing fuel consumption by domestic fleet vehicles. While Peace Corps' global fleet totals 675 vehicles, only 23 of these vehicles are in the United States and included in the GHG inventory. Peace Corps will meet its emissions reduction goals by reducing travel and continuing to use more fuel-efficient or alternative fuel vehicles. While overseas operations are currently not included in the GHG targets, Peace Corps is also right-sizing its overseas vehicle fleet and increasing the percentage of smaller, fuel-efficient vehicles.

Scope 2 Targets

Peace Corps occupies only fully-serviced, leased facilities in the U.S., and does not purchase any electricity, steam, or heat for its domestic operations. The Agency will continue to collaborate with property owners and seek ways to reduce energy use in its domestic facilities.

The Agency does purchase electricity for offices and staff residences at its overseas posts; however, reporting of emissions from international operations are not required at this time. Peace Corps expects to begin an overseas energy efficiency program and will develop internal targets and reduction strategies beginning in FY 2012.

Scope 3 Targets

Peace Corps has set a goal to reduce Scope 3 emissions by 20% by FY 2020, relative to the FY 2008 baseline. Peace Corps intends to reach these targets by promoting alternative transportation for employee commuting, increasing telework, and reducing business travel where possible, including the use of telecommunications solutions.

IV. Plan Implementation

The Office of Management has the responsibility for creating and implementing the Strategic Sustainability Performance Plan. The Chief of Administrative Services, who is the Agency's Senior Sustainability Officer (SSO), oversees implementation and communications about sustainability programs. In FY 2011, Peace Corps hired a full-time Management Analyst who dedicates at least 50% of time and effort to supporting sustainability planning, integration, and implementation. Peace Corps has also instituted a Senior Sustainability Steering Committee, to include representatives from the Offices of Innovation, Global Operations, Acquisition and Contract Management, the Chief Information Officer, and the Chief Financial Officer, which will promote integration into overall Agency planning and develop methods for implementation and dissemination to the field. Since FY 2009, Peace Corps has also had the support of an employee Green Team to provide input and promote sustainability initiatives in their respective offices.

From the goals set forth in the Strategic Sustainability Performance Plan, the Office of Management creates an annual Green Action Plan, which incorporates the goals from Executive Order 13514 and

all other previous federal requirements. This Action Plan, which serves as a roadmap to identify the most critical and practical steps to implement the Performance Plan, focuses on:

- Facilities
- Fleet management
- Procurement
- Business travel
- Employee commuting

Throughout the Action Plan, three critical principles inform implementation:

- Promoting awareness of conservation methods through communication and education
- Changing the culture and philosophy of energy and resource use
- Integrating energy goals in facility management and space planning

The Senior Sustainability Officer will provide the Associate Director of Management with yearly GHG reduction targets to be included in his or her annual performance plan. If resources are needed to reach emissions targets, the SSO will request agency resources through the Office of the Chief Financial Officer.

Critical Planning Coordination Table

Originating Report / Plan	Scope 1 & 2 GHG Reduction	Scope 3 GHG Reduction	Develop and Maintain Agency Comprehensive GHG Inventory	High-Performance Sustainable Design/Green Buildings	Regional and Local Planning	Water Use Efficiency and Mgmt	Pollution Prevention and Waste Elimination	Sustainable Acquisition	Electronic Stewardship and Data Centers	Agency Specific Innovation
GPRA Strategic Plan	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Agency Capital Plan	No	No	No	No	No	N/A	N/A	No	No	No
A-11 300s	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Annual GHG Inventory and Energy Data Report	Yes	Yes	Yes	No	No	No	No	No	No	No
EISA Section 432 Facility Evaluations/Project Reporting/Benchmarking	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Budget	Yes	Yes	No	Yes	Yes	N/A	Yes	Yes	No	No
Asset Management Plan / 3 Year Timeline	Yes	Yes	No	Yes	N/A	N/A	N/A	Yes	No	No
Circular A-11 Exhibit 53s	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
OMB Scorecards	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
DOE's Annual Federal Fleet Report to Congress and the President	Yes	Yes	No	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Data Center Consolidation Plan	No	No	No	No	No	N/A	N/A	No	No	No
Environmental Management System	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Instructions for Implementing Climate Change Adaptation Planning	No	No	No	No	No	N/A	N/A	N/A	No	No
Other (reports, policies, plans, etc.)	Yes	Yes	No	Yes	Yes	N/A	N/A	Yes	No	Yes

V. Evaluating Return on Investment

The Peace Corps is a small agency with extremely limited resources. Therefore, GHG reduction projects must be designed to take into consideration the initial cost and return on investment (ROI). With our mission focused almost exclusively outside the United States, most domestic projects to reduce GHG emissions will only require a simple economic lifecycle cost and ROI analysis. Consideration will be given to social and environmental benefits, and these benefits must be weighed against monetary investment costs. All large expense projects involving capital expenditures must have a cost benefit analysis that includes identifying any social or environmental benefits and/or how it relates to the Agency mission. For smaller projects, we will prioritize those that have the highest return on investment, or the biggest environmental impact with the lowest cost. As we expand our projects outside the United States, we will develop criteria to evaluate ROI incorporating monetary, environmental, and mission-specific costs and benefits.

VI. Transparency

Peace Corps communicates information and progress to staff via the Agency intranet, regular email communications to employees about sustainability achievements and initiatives, specific events to promote sustainability goals, and open Green Team meetings where employees can both gain information and provide feedback. The Agency intranet has a specific section on sustainability and Green Team resources, where employees can find comprehensive information about the Agency sustainability plans, issues specific to Peace Corps, and planned activities.

Externally, the Strategic Sustainability Performance Plan is available on the Internet, and Peace Corps will consider ways to further inform the public about sustainability initiatives, goals, and progress.

Section 2: Performance Review & Annual Update

I. Summary of Accomplishments

Peace Corps has initiated and implemented several projects that demonstrate its commitment to not only achieve the goals of Executive Order 13514, but also reach beyond the requirements to further advance sustainability at the Agency. Accomplishments include:

- **Scope I greenhouse gas reduction:** The Agency reduced emissions from Scope 1 sources by 22% between FY 2008 and FY 2010.
- **Waste reduction:** In FY 2011, Peace Corps expanded the waste management program at its headquarters office to include composting. Food waste and compostable paper products are now sorted and sent to a non-profit, educational urban farm outside of Washington, DC, increasing the amount of materials the Agency diverts from the waste stream.

- **Sustainable design:** Peace Corps is using efficient space design to reduce its footprint and consolidating its Washington, DC operations within its headquarters building. In FY 2011, the Agency updated the renovation and design plan to allow for the closure of a second satellite office, further reducing square footage beyond the original goal. Peace Corps has completed renovation of half of the headquarters building and will close one of the two designated offices by the end of FY 2011.
- **Overseas sustainability initiative:** Peace Corps has begun to expand its sustainability program to include its overseas operations in 77 countries. In FY 2011, the Agency began collecting baseline data on global operations; completed energy, waste, and water use audits at three overseas posts; and developed materials and resource guides to inform and educate posts on how to green operations.

II. Goal Performance Review

Goal 1: Scope 1 & 2 Greenhouse Gas Reduction

Peace Corps has established a 20% reduction target for Scope 1 greenhouse gas emissions by 2020, relative to the FY 2008 baseline.

Buildings

Peace Corps is not required to set goals in this area, because the Agency owns no facilities and all domestic office space is located in fully-serviced, leased buildings.

Vehicles

Goal description: Increase the number of alternate fuel vehicles (AFVs) to over 50% of the domestic fleet and reduce miles traveled by encouraging teleconferencing, WebEx, and other technological communication options, achieving a 20% reduction in Scope 1 emissions by 2020.

Agency lead for goal: The Office of Management, Administrative Services Division has overall responsibility for fleet management and works in conjunction with other divisions to promote adoption of technology that reduces the need for ground travel.

Implementation and methods: The Chief of Administrative Services, Office of Management, has direct responsibility for vehicles leased at the headquarters office. At the nine Regional Recruiting Offices (RROs), vehicles are managed by each office's Administrative Officer. The Office of Management communicates Agency goals to the RROs and encourages Administrative Officers to lease high fuel economy vehicles, alternative fuel vehicles (AFVs), and flex-fuel vehicles (FFVs) whenever possible.

Positions: Management and reporting for the vehicle fleet is a collateral duty of the Chief of Administrative Services, the Administrative Officers in each of the Regional Recruiting Offices, and administrative and operations staff in the Facilities Management Division.

Agency Status: Between FY 2008 and FY 2010, Peace Corps reduced emissions from fuel combustion by 22%, exceeding its goal. Based on this performance, the Agency has decided to

adjust yearly targets through FY 2015. The percentage of AFVs in the domestic fleet is currently 26%; of a total of 23 vehicles, four are E85 FF and two are gas hybrids.

Return on Investment: Not applicable.

Highlights: Although not required under EO 13514, the Agency has initiatives underway to reduce emissions from facilities both in the U.S. and overseas. Peace Corps has redesigned its headquarters office space using sustainable design principles, discussed under Goal 3: High-Performance Sustainable Design/Green Buildings & Local and Regional Planning. The Agency also plans to reduce emissions at overseas facilities, discussed under Goal 8: Agency Innovation & Government-wide Support.

Beginning in FY 2011, Peace Corps has also established a goal to optimize its international fleet of 685 vehicles, most of which are high capacity models such as SUVs. The Agency will evaluate the number and types of vehicles in each location and increase the percentage of smaller, fuel efficient models to reduce fuel consumption and, as a result, greenhouse gas emissions.

	SCOPE 1&2 GHG TARGET	Unit	FY 10	FY 11	FY 12	FY 13	FY 14	FY 15	...	FY 20
Buildings	Energy Intensity Reduction Goals (BTU/SF reduced from FY03 base year)	%	N/A	N/A	N/A	N/A	N/A	N/A		N/A
Buildings	Planned Energy Intensity Reduction (BTU/SF reduced from FY03 base year)	%	N/A	N/A	N/A	N/A	N/A	N/A	...	N/A
Buildings	Renewable Electricity Goals (Percent of electricity from renewable sources)	%	N/A	N/A	N/A	N/A	N/A	N/A		N/A
Buildings	Planned Renewable Electricity Use (Percent of electricity from renewable sources)	%	N/A	N/A	N/A	N/A	N/A	N/A	...	N/A
Fleet	Petroleum Use Reduction Targets (Percent reduction from FY05 base year)	%	10	12	14	16	18	20		30
Fleet	Planned Petroleum Use Reduction (Percent reduction from FY05 base year)	%	10	12	14	16	18	20	...	30
Fleet	Alternative Fuel Use in Fleet AFV Target (Percent increase from FY05 base year)	%	61	77	95	114	136	159		N/A
Fleet	Planned Alternative Fuel Use in Fleet AFV (Percent increase from FY05 base year)	%	29	29	33	33	38	38	...	52
Fleet	Senior Executive Fleet Replaced with Low-GHG, High Efficiency Vehicles (Percent replaced from FY08 base year)	%	0	0	100	N/A	N/A	N/A	...	N/A
	Other as defined by agency								...	
	Total Scope 1&2 GHG Emissions (Comprehensive)	MMT CO2e	50.4	48	48	48	48	48	...	45
	Total Scope 1&2 GHG Emissions (Subject to Agency Scope 1&2 GHG Reduction Target)	MMT CO2e	50.4	48	48	48	48	48	...	45
	Overall Agency Scope 1 & 2 Reduction (reduced from FY08 base year)	%	22	25	25	25	25	25	...	20

Goal-specific items:

Buildings

Peace Corps is not required to set goals in this area, because the Agency owns no facilities and all domestic office space is located in fully-serviced, leased buildings.

Fleet

Peace Corps leases all domestic vehicles, and the Office of Management encourages incorporation of more low emitting vehicles and AFVs into the fleet at the time of lease renewals. In certain cities and areas of travel, the availability of alternative fuel is limited, which has hindered the ability to increase the use of alternative fuel. The availability of AFVs for lease in some locations presents a challenge to increasing the percentage of AFVs in the fleet.

- **Petroleum use in fleet vehicles:** Peace Corps has been successful in reducing petroleum use by reducing travel and promoting alternative transportation such as rail for regional trips.
- **Use of alternative fuels in fleet AFVs and FFVs:** A small percentage of staff, primarily regional recruiters in satellite offices, use fleet vehicles. Peace Corps makes employees who drive Agency vehicles aware of the types of vehicles in the fleet and encourages them to use alternative fuels when available.
- **Optimize use of vehicles and right-size fleet / increase use of low emission and high fuel economy vehicles:** The number and types of vehicles in the fleet are reviewed at the time of lease renewal to confirm needs and identify opportunities for right-sizing or incorporation of specific vehicles.
- **Senior executive fleet:** The Agency has only one executive vehicle, which it plans to replace with a gas hybrid in FY 2012.
- **Shuttle buses:** Not applicable. The Agency operates no shuttle buses.
- **Training:** With a small number of staff involved in fleet management, the Agency has taken advantage of free training opportunities offered by the Federal Energy Management Program (FEMP).
- **Alternative fuel infrastructure:** Development of domestic infrastructure is not linked to the Agency's core mission, and Peace Corps does not have the capacity to engage in this area.

Goal 2: Scope 3 Greenhouse Gas Reduction & Develop and Maintain Agency Comprehensive Greenhouse Gas Inventory

Scope 3 Greenhouse Gas Reduction

Goal description: Reduce Scope 3 GHG emissions from employee commuting, employee business travel, and contracted wastewater disposal by 20% by 2020, by promoting alternative commuting methods, telework, alternate work schedule programs, and the use of communications technology to reduce the need for travel.

Agency lead for goal: The Office of Management, Administrative Services Division oversees Agency travel and commuting programs and collaborates with other divisions to encourage methods to reduce the need for travel. The division of Human Resources Management is responsible for employee telework and alternative work schedule programs.

Implementation and methods: *Employee commuting:*   Peace Corps promotes and subsidizes commuting by methods that have a reduced environmental impact. Transit subsidies are provided to employees who use public transportation and shared vans or commuter buses. Since FY 2010, employees who commute by bicycle are eligible to receive a nontaxable commuter benefit to subsidize bike maintenance, equipment, and repair needs, and the Agency provides secure bike parking, showers, and locker facilities. Peace Corps also offers priority parking within the headquarters parking garage to employees who carpool.

The Agency transit coordinator educates employees about commuter programs and external organizations that support and promote carpooling through rewards, matching services, and guaranteed emergency rides home. Information is presented at new employee orientation, available on a dedicated page on the Agency intranet, and promoted through communications campaigns and office events, for example "Bike to Work" or "Car Free" days.

Telework and alternative work schedules: Peace Corps continues to support employee telework and alternative work schedules (AWS) when possible. Currently, 15% of domestic employees telework and almost 7% have an alternative work schedule. In response to the Telework Enhancement Act of 2010, Peace Corps is examining and expanding opportunities for telework, which has included evaluating each position to determine eligibility for telework and ensuring that employee telework participation is measured to track impacts and growth of the program. Peace Corps anticipates growth in the number of employees teleworking in FY 2012 and, as a result, a decrease in commuting.

Business Travel: Because Peace Corps' core function is to recruit, place, and support more than 8,000 volunteers serving overseas, business travel is critical to achieving its mission. Most domestic travel included in the GHG inventory involves travel by recruiters to regional cities, travel by incoming volunteers to a stateside training prior to departure overseas, and travel of overseas staff being deployed to post. The levels of travel are dependent on the number of Volunteers and critical staffing needs, and ability to affect these emissions sources is limited.

For local and regional business travel, the Agency actively promotes the use of public transportation whenever possible. Peace Corps also supports adoption of new technology to facilitate communications that reduce the need for travel, for example, the Recruiting Office has adopted WebEx as a method to carry out remote recruiting and training sessions.

Positions: Administration of transit programs and business travel planning are collateral duties of staff within the Office of Management, Administrative Services Division. Implementation of the telework and AWS programs are collateral duties of Human Resources staff.

Agency Status: Scope 3 emissions increased 19% in FY 2010 from the FY 2008 baseline. The increase is attributed to significant growth in agency operations during that time period. The number of Volunteers sent overseas annually grew from 3,959 to 4,628 (17%), and consequently, the number of domestic employees increased to support expanded operations. These increases had a direct effect on employee commuting and business travel, as well as wastewater disposal, which is calculated as a

factor of the number of employees. Based on this performance, the Agency has decided to adjust yearly targets through FY 2015.

Greenhouse Gas Inventory:

Goal description: Create and maintain a GHG Inventory Management Plan (IMP) and complete an annual GHG Inventory for domestic operations.

Agency lead for goal: The Office of Management, Administrative Services Division.

Implementation and methods: Peace Corps created its Inventory Management Plan concurrent with the collection of data and development of its first GHG Inventory, submitted in January 2011. Data is collected and verified by the Management Analyst for sustainability in conjunction with the points of contact responsible for providing raw data. In FY 2010, the Agency used standard tools and methodologies provided by FEMP.

Positions: Creation of the IMP and the GHG inventory is a collateral duty of the Chief of Administrative Services (Senior Sustainability Officer) and Management Analyst for sustainability programs in the Office of Management.

Agency Status: Peace Corps' first IMP and GHG inventory were completed and submitted to the Council on Environmental Quality (CEQ) in January 2011.

Highlights: Peace Corps participates in the Council on Environmental Quality's working group considering voluntary reporting of international emissions.   While there are significant challenges to data collection at overseas posts, Peace Corps is beginning its own initiative to begin tracking emissions overseas and setting internal goals for reductions, described under Goal 8.

SCOPE 3 GHG TARGET	Units	FY10	FY11	FY12	FY13	FY14	FY15	...	FY20
Total Scope 3 GHG Emissions (Comprehensive)	MMTCO2e	1385.6	1300	1250	1200	1150	1100		930
Total Scope 3 GHG Emissions (Subject to Agency Scope 3 GHG Reduction Target)	MMTCO2e	1385.6	1300	1250	1200	1150	1100		930
Overall Agency Scope 3 Reduction (reduced from FY08 base year)	%	-19	-11	-7	-3	2	6		20
Other, as defined by agency	%								

Goal Specific Items:

- *Federal employee travel:* Peace Corps promotes and subsidizes commuting by methods that have a reduced environmental impact, including public transportation, rail, commuter bus, shared vans, bicycle, and carpooling.
- *Contracted waste disposal:* Not applicable. Peace Corps occupies only fully-serviced leased buildings in the U.S.
- *Transmission and distribution losses from purchased energy:* Not applicable. Peace Corps purchases no energy in the U.S.
- *Improving data collection and accuracy:*   In FY 2011, Peace Corps will adopt the GSA Travel Management Information System (MIS), which will allow for greater accuracy of GHG accounting for air travel.   In completing the FY 2010 inventory, the Agency found that existing methods of tracking ground travel, which included rental car reservations and entries on travel

reimbursement forms, were not a reasonable source of data for the purposes of accounting for GHG emissions. The Agency intends to explore ways to begin capturing this data for future inventories.

- *Methods to calculate emissions:*   In all categories, Peace Corps used standard tools and methodologies provided by FEMP, including the basic commuter survey tool.
- *Development of the FY 2010 Greenhouse Gas Inventory:*   Peace Corps created its Inventory Management Plan concurrent with data collection and development of the GHG Inventory submitted in January 2011. Due to the small size of the agency, all travel, fleet, and facility data is held within the Administrative Services Division, which has responsibility for completing the inventory. In place of second or third party verification, data verification was conducted by the Management Analyst for sustainability in conjunction with points of contact who provided the raw data. The Agency reviews data from the GHG Inventory when developing the annual sustainability plan to evaluate progress against goals, to help determine reasons for reaching or not reaching yearly targets, and to reassess targets as needed.

Goal 3: High-Performance Sustainable Design/Green Buildings & Regional and Local Planning

Peace Corps is not required to set goals in this area, because the Agency owns no facilities and all domestic office space is located in fully-serviced, leased buildings; however, Peace Corps' headquarters renovation project supports sustainable design principles.

Highlights:

To reduce its footprint and improve space efficiency, Peace Corps will consolidate all Washington, DC operations into its headquarters office building. Plans to close one satellite office have been updated, and Peace Corps now intends to close two local satellite offices, reducing square footage by a total of 16%.

In developing plans to renovate the headquarters facility, efficient space design was used to allow a greater utilization of the existing space, allowing for the elimination of 26,700 square feet of satellite office space in two separate locations. Because the headquarters building is a fully-serviced lease, it is not included in Peace Corps' GHG inventory; however, the reduction in space, along with specific sustainable design elements, will result in lower GHG emissions. The design includes low-walled cubicles, which reduce the need for artificial light and facilitate air circulation, lowering demand on the heating and cooling systems. Eco-friendly materials were chosen, including cubicles made from recycled raw materials and low- or no-VOC paint and carpeting. Excess materials from the renovation to date have been disposed of via the rePurpose program, which redistributes modular systems and miscellaneous furniture to nonprofit and governmental organizations, with the remaining materials either recycled or disposed of in an environmentally friendly way.

GOAL 3 Targets	Units	FY10	FY11	FY12	FY13	FY14	FY15	...	FY20
Owned Buildings	%	N/A	N/A	N/A	N/A	N/A	N/A		N/A
FRPP-Reported Leased Buildings	%	N/A	N/A	N/A	N/A	N/A	N/A		N/A
Total Buildings	%	N/A	N/A	N/A	N/A	N/A	N/A		N/A
Other (Buildings), as defined by agency									
Other (Reg/Local Planning), as defined by agency									

Goal 4: Water Use Efficiency and Management

Peace Corps is not required to set goals in this area, because the Agency owns no facilities and all domestic office space is located in fully-serviced, leased buildings.

Water Use Efficiency & MGMT	Units	FY10	FY11	FY12	FY13	FY14	FY15	...	FY20
Potable Water Reduction Targets (gal/SF reduced from FY07 base year)	%	N/A	N/A	N/A	N/A	N/A	N/A		N/A
Planned Potable Water Reduction (gal/SF reduced from FY07 base year)	%	N/A	N/A	N/A	N/A	N/A	N/A		N/A
Industrial, Landscaping, and Agricultural Water Reduction Targets (gal reduced from FY10 base year)	%	N/A	N/A	N/A	N/A	N/A	N/A		N/A
Planned Industrial, Landscaping, and Agricultural Water Reduction (gal reduced from FY10 base year)	%	N/A	N/A	N/A	N/A	N/A	N/A		N/A
Other, as defined by agency									

Goal 5: Pollution Prevention and Waste Reduction

Peace Corps is not required to set goals in this area, because the Agency owns no facilities and all domestic office space is located in fully-serviced, leased buildings; however, Peace Corps has several new and existing programs that address waste reduction.

Highlights:

Peace Corps has created policies and programs for reducing waste generation and increasing diversion of materials from the waste stream. These include implementing composting, increasing recycling, and reducing paper consumption from printing.

Waste diversion through composting and recycling: In FY 2011, Peace Corps instituted composting at its headquarters office and expanded the types of plastics which can be recycled, reducing the quantity of waste going to landfills. Four Regional Recruiting Offices also have composting programs. To promote proper waste disposal, waste management policies are included in new employee orientation, and the Agency continues to promote proper waste sorting through employee education and communications. The Agency is currently developing a plan with the Office of Global Operations, expected to be implemented in FY 2012, to reduce waste and increase recycling and composting at our overseas facilities.

Reducing paper consumption: Peace Corps has already reduced paper consumption by 25% at its headquarters office by setting printing equipment to print double-sided by default. The Agency intends to reduce domestic consumption by an additional 5% in FY 2012. Default duplex printing will be implemented in all domestic and overseas field offices where equipment has this capability.

Pollution Prevention & Waste Reduction	Units	FY10	FY11	FY12	FY13	FY14	FY15	...	FY20
Non-Hazardous Solid Waste Diversion Targets (Non-C&D)	%	N/A	N/A	N/A	N/A	N/A	N/A		N/A
C&D Material & Debris Diversion Targets	%	N/A	N/A	N/A	N/A	N/A	N/A		N/A
If agency uses on-site or off-site waste-to-energy, estimated total weight of materials managed through waste-to-energy	Tons or Pounds	N/A	N/A	N/A	N/A	N/A	N/A		N/A
Number of sites or facilities with on-site composting programs	#	5	6	6	7	7	8		8
Number of sites or facilities recycling through off-site composting programs	#	N/A	N/A	N/A	N/A	N/A	N/A		N/A
If agency has on-site or off-site composting programs, estimated total weight of materials diverted to composting	Tons or pounds	N/A	N/A	N/A	N/A	N/A	N/A		N/A
% of agency-operated offices/sites with a recycling program	%	100	100	100	100	100	100		100
If agency offices located in multi-tenant buildings, % of those buildings with a recycling program	%	100	100	100	100	100	100		100
% of agency-operated residential housing with recycling programs	%	N/A	N/A	N/A	N/A	N/A	N/A		N/A
Other, as defined by agency									

Goal-specific items:

Peace Corps is not required to set goals in this area; however, in accordance with the requirements of EO 13514, Peace Corps has done the following:

- *Reduce printing paper use:* Peace Corps has successfully reduced paper consumption at its headquarters, as mentioned above, by setting equipment to print double-sided by default. This will be implemented in all domestic and overseas field offices where equipment has this capability.
- *Use of paper containing at least 30% postconsumer fiber:* All printing and copy paper purchased domestically meets the requirement of at least 30% postconsumer fiber content.
- *Diversion of compostable and organic materials from the waste stream*: In FY 2011, Peace Corps instituted composting at its headquarters office. Four Regional Recruiting Offices also have established on-site compost collection.

Goal 6: Sustainable Acquisition

Goal description: Ensure 95% of new contract actions, including task and delivery orders under new contracts and existing contracts, require the supply or use of products and services that are energy efficient (Energy Star or FEMP-designated), water efficient, biobased, environmentally preferable (excluding EPEAT-registered products), non-ozone depleting, contain recycled content, or are non-toxic or less toxic alternatives. Update agency affirmative procurement plans, policies and programs to ensure that all mandated federally designated products and services are included in all relevant acquisitions.

Agency lead for goal: The Office of Acquisition and Contract Management (OACM), in conjunction with the Office of the Chief Information Officer (OCIO) for electronics equipment purchases.

Implementation and methods: The OACM will develop an environmentally preferable purchasing plan and conduct training for all headquarters OACM staff, purchase card holders, and contracting officials during Q4, FY 2011. The OACM will ensure that sustainable acquisition requirements are incorporated into necessary contracting documents. Staff training programs will be developed and conducted on an ongoing basis, to include workshops in the U.S. and online training for staff located overseas.

Positions: Implementation will be carried out by the Director of OACM in conjunction with existing OACM staff as a collateral duty.

Agency Status: Peace Corps plans to develop its environmentally preferable purchasing plan by the end of FY 2011, and anticipates reaching 95% compliance in FY 2012.

Return on Investment: Not applicable.

SUSTAINABLE ACQUISITION	Units	FY10	FY11	FY12	FY13	FY14	FY15	...	FY20
New Contract Actions Meeting Sustainable Acquisition Requirements	%	0	5	95	95	95	95		95
Energy Efficient Products (Energy Star, FEMP-designated, and low standby power devices)	%	N/A	N/A	N/A	N/A	N/A	N/A		N/A
Water Efficient Products	%	N/A	N/A	N/A	N/A	N/A	N/A		N/A
Biobased Products	%	N/A	N/A	N/A	N/A	N/A	N/A		N/A
Recycled Content Products	%	N/A	N/A	N/A	N/A	N/A	N/A		N/A
Environmentally Preferable Products/Services (excluding EPEAT - EPEAT in included in Goal 7)	%	N/A	N/A	N/A	N/A	N/A	N/A		N/A
SNAP/non-ozone depleting substances	%	N/A	N/A	N/A	N/A	N/A	N/A		N/A
Other, as defined by agency									

SUSTAINABLE ACQUISITION CONTRACT REVIEW	1st QTR FY 11	2nd QTR FY 11	3rd QTR FY 11 (planned)	4th QTR FY 11 (planned)
Total # Agency Contracts	157	184	**113**	to be determined
Total # Contracts Eligible for Review	157	184	113	to be determined
Total Contracts Eligible Contract Reviewed (i.e., 5% or more eligible based on previous OMB guidance)	0	0	to be determined	to be determined
# of Compliant Contracts	0	0	to be determined	to be determined
Total % of Compliant Contracts	0	0	to be determined	to be determined

Notes on the contract review table: No contracts were reviewed in the first half of FY 2011, because the affirmative procurement program had not yet been established; the Agency will develop contract review procedures by Q4 of FY 2011.

Goal-specific items:

The Agency has not yet met its goal of instituting affirmative procurement in FY 2011 due to a shift in office operating procedures and staff turnover. Peace Corps intends to begin a sustainable acquisition program before the end of FY 2011 with full compliance in FY 2012. This will include developing an environmentally preferable purchasing plan and conducting training for all headquarters staff in the Office of Acquisitions and Contract Management, purchase card holders, and contracting officials during Q4, FY 2011.

Peace Corps currently only tracks data for purchase of energy-efficient electronics equipment covered under Goal 7. The Agency is not currently tracking procurement of water efficient products, biobased products, recycled content products, or SNAP/Ozone-depleting substances, therefore percentages of purchases meeting these criteria are unknown. As part of the development of an affirmative procurement program, by FY 2012 the Agency will review internal procedures to determine tracking methods for the relevant categories.

Goal 7: Electronic Stewardship and Data Centers

Goal description: Establish and implement an Agency-wide policy and guidance to ensure:

- Acquisition of electronic products and equipment that are EPEAT-registered, ENERGY STAR-qualified, and FEMP-designated where required
- Use of power management features to minimize energy use
- Implementation of technology solutions to reduce printing
- Environmentally sound disposition of excess equipment
- Energy efficient management of the data center

Agency lead for goal: The Office of the Chief Information Officer (OCIO).

Implementation and methods: *Acquisition of qualified equipment:* All equipment purchases are handled centrally by the OCIO, which evaluates potential models for environmental performance and chooses ENERGY STAR-qualified and EPEAT-registered products whenever possible.

Power management and energy reduction: The OCIO is responsible for selecting equipment with energy-saving and power management features, and providing ongoing technical support to all domestic and overseas offices to ensure that power management features are in effective use where possible on computers, monitors, printers, and multi-functional devices.

Technology solutions to reduce printing: As a standard practice, the OCIO purchases printers and multifunctional devices that have duplex capability and sets equipment to print duplex as the default, saving substantial amounts of paper. This practice will be expanded to all domestic field offices and all overseas offices as duplex-capable equipment is phased in, with support of technical personnel from the OCIO.

The Agency is planning to implement several technology systems that will further reduce paper consumption. In FY 2012, Peace Corps will implement a new Volunteer Lifecycle Management System to collect, process, and manage Volunteer applications. Applicants will apply on-line and all

information and communication will remain electronic throughout the recruiting and selection process, eliminating the current need to print each Volunteer application file. With approximately 10,000 applications per year, full implementation of the system is expected to significantly reduce paper consumption. Peace Corps is also currently piloting the use of the externally-hosted Microsoft Office 365 SharePoint Online as a platform for business automation. As part of the pilot, two to three test projects that include document libraries and electronic forms automation will be deployed. Through online form submission and electronic document sharing and collaboration, the Agency expects to reduce the need for printing. Upon the completion of the pilot in March 2012, Peace Corps will determine whether to go forward with Agency-wide implementation for the full range of business processes.

Disposition of excess equipment: Peace Corps regularly disposes of excess domestic electronic equipment through the U.S. Health and Human Services Administration, which has responsibility for ensuring that equipment is either repurposed or disposed of in an environmentally sound way. Equipment switched out during the recent domestic refresh was disposed of by *Anything IT*, a private vendor.

Energy efficient management of the data center: Peace Corps has only one data center, with 35% virtualization. To maximize energy efficiency, the data center layout has been reorganized to improve air circulation, reduce hotspots, and improve effectiveness of the existing cooling system. In FY 2011, the Agency will increase to 60-65% virtualization, and it anticipates 100% virtualization in FY 2012.

Positions: Existing staff in the Office of the CIO carry out planning and implementation of projects related to electronics acquisition and management. Staff in the Operation and Infrastructure Division oversees acquisition of equipment, power management, and data center management. Technology applications and software acquisition is carried out by the Application Systems Team. Regular disposition of excess equipment is overseen by the Office of Management.

Agency Status: In FY 2010, the Agency began a refresh of computer equipment at both domestic and field offices. The standard desktop model is both ENERGY STAR-qualified and EPEAT-Gold registered; standard monitors chosen are either ENERGY STAR-qualified and EPEAT Gold-registered or in the process of receiving these designations. Newly-purchased printers, multi-functional devices, audio/visual equipment, and other electronics chosen are also ENERGY STAR-qualified. Power management is currently implemented for monitors, printers, copiers, and multi-functional devices, representing 50% of agency computer equipment. Peace Corps plans to move to a Windows 7 system, which will allow full power management capability for 100% of computers and laptops, in FY 2012. Duplex printing, which has reduced paper consumption by 25% at the headquarters office, is being implemented at all field offices as new equipment is deployed. Approximately 85% of equipment currently has duplex capability. While Agency practices support the goals under electronics stewardship, there are currently no Agency-wide formal policies. Peace Corps will address this gap by developing these policies in FY 2012.

Return on Investment: Not applicable.

ELECTRONIC STEWARDHIP & DATA CENTERS	Units	FY10	FY11	FY12	FY13	FY14	FY15
% of electronic product acquisition covered by current Energy Star specifications that must be energy-star qualified	%	100	100	100	100	100	100
% of covered electronic product acquisitions that are EPEAT- registered	%	100	100	100	100	100	100
% of covered electronic product acquisitions that are FEMP- designated	%	N/A	N/A	100	100	100	100
% of agency, eligible PC, Laptops, and Monitors with power management actively implemented and in use	%	50	50	100	100	100	100
% of agency, eligible electronic printing products with duplexing features in use	%	85	85	90	90	90	90
% of electronic assets covered by sound disposition practices	%	100	100	100	100	100	100
% of agency data centers independently metered, advanced metered, or sub-metered to determine monthly (or more frequently) Power Utilization Effectiveness (PUE)	%	N/A	N/A	N/A	N/A	N/A	N/A
Reduction in the number of agency data centers	%	N/A	N/A	N/A	N/A	N/A	N/A
% of agency data centers operating with an average CPU utilization greater than 65%	%	N/A	N/A	N/A	N/A	N/A	N/A
Maximum annual weighted average Power Utilization Effectiveness (PUE) for agency.	%	N/A	N/A	N/A	N/A	N/A	N/A

Goal-specific items:

- ***Acquisition of EPEAT-registered, ENERGY STAR-qualified, and FEMP-designated electronic office products:*** All equipment purchases are handled centrally by the OCIO, which evaluates potential models for environmental performance and chooses ENERGY STAR-qualified and EPEAT-registered products whenever possible. There is currently no tracking of purchases of FEMP-designated products; this will be instituted in FY 2012.
- ***Policy to ensure use of power management, duplex printing, and other energy efficient or environmentally preferred options:*** The OCIO promotes use of power management, duplex printing, and energy saving options as a standard practice, and will develop a formal policy and guidance in FY 2012. Currently, the Agency purchases printers and multifunctional devices that have duplex capability and sets equipment to print duplex as the default. This practice will be expanded to all domestic field offices and all overseas offices as duplex-capable equipment is phased in. The OCIO also provides ongoing technical support to all domestic and overseas offices to ensure that power management features are in effective use where possible on computers, monitors, printers, and multi-functional devices. The operating system currently in use for all PCs and laptops, Windows XP, does not provide the capability to implement power management while allowing remote access required for necessary security patches and updates, limiting the use of power management features. Peace Corps plans to move to the Windows 7 operating system, which will allow full power management capability on all equipment, in FY 2012.
- ***Policy on disposition of electronics:*** Peace Corps will develop a formal policy regarding disposition of excess electronic products in FY 2012.
- ***Increase the quantity of electronic assets disposed through sound disposition practices:*** Peace Corps currently disposes of excess domestic electronic equipment through the Federal Health and Human Services Administration, which donates, repurposes, or disposes of equipment. Peace Corps will continue to ensure that all equipment is either transferred via a Federal program or disposed of by vendors using environmentally sound disposition practices. At this time, Peace Corps does not track specific disposal methods of all equipment overseas, where the vast majority of excess equipment is resold.

- *Equipment not meeting green compliance requirements:* The OCIO will develop a policy and guidance in FY 2012 on replacing and/or waiving equipment that does not meet compliance requirements.
- *Policy to ensure implementation of best management practices for energy efficient management of servers and Federal data centers:* The OCIO will develop a policy in FY 2012.

Notes on the planning grid:

- The Agency has only one data center. There is currently no capability to accurately track PUE or CPU utilization; Peace Corps will consider possibilities to add this functionality in FY 2012.

Goal 8: Agency Innovation & Government-Wide Support

Overseas Sustainability Initiative

Goal description: While EO 13514 applies only to domestic operations, 95% of Peace Corps operations are located overseas; therefore, the Agency intends to expand its sustainability strategy to include global operations in 77 countries, reducing GHG emissions by 35% by FY 2020 over a planned FY 2011 baseline.

Agency lead for goal: Office of Management, Administrative Services Division in coordination with the Office of Global Operations.

Implementation and methods: In FY 2011, Peace Corps conducted energy, waste, and water use assessments at three overseas posts and developed recommendations for global energy reductions. The assessments included a survey of electrical systems and equipment, heating and cooling systems, water use, waste disposal, and fleet vehicles. From the assessment, Peace Corps has developed two tools for implementation in the field: 1) a checklist guide for overseas offices to assess their own facilities and identify processes, improvements, and investments that will result in energy and water savings, and 2) a guide to incorporate sustainable and energy efficient design during renovations and new office construction. Peace Corps intends to collaborate where possible with other U.S. agencies at each overseas location, including the Department of State and United States Agency for International Development, to share best practices and identify successful strategies for GHG reductions.

In line with its interest in tracking and reducing emissions and other environmental impacts overseas, Peace Corps also participates in the Council on Environmental Quality's working group on international emissions reporting.

Positions: Existing staff in the Office of Global Operations will support planning and implementation as a collateral duty. The Management Analyst for sustainability in the Office of Management, Administrative Services Division provides technical analysis and support for implementation of the overseas initiative.

Agency Status: Three pilot assessments were completed in FY 2011. The Office of Administrative Services, in conjunction with the Office of Global Operations, is currently collecting baseline data and developing an implementation plan and timeline, with an anticipated launch in FY 2012.

Return on Investment: Not applicable.

AGENCY INNOVATION & Government-Wide Support	Units	FY10	FY11	FY12	FY13	FY14	FY15	...	FY20
Programs, Projects, Initiatives that support Gov-wide efforts		N/A	N/A	N/A	N/A	N/A	N/A		N/A
Other, as defined by agency									

Goal-specific items:

Peace Corps intends to continue with the overseas sustainability initiative and participate in the interagency working group on voluntary reporting of international emissions, with the assumption that international emissions will eventually become part of Agency targets and annual greenhouse gas inventories.

Section 3: Agency Self Evaluation

Agency Self Evaluation	Answer
Does your Sustainability Plan incorporate and align sustainability goals, GHG targets and overarching objectives for sustainability with the Agency Strategic Plan?	Yes
Does it provide annual targets, strategies and approaches for achieving the 2015 and 2020 goals?	Yes
Is the Sustainability Plan consistent with the FY2012 President's Budget?	Yes
Does the Sustainability Plan integrate all statutory and Executive Order requirements into a single implementation framework for advancing sustainability goals along with existing mission and management goals, making the best use of existing and available resources?	Yes
Does your plan include methods for obtaining data needed to measure progress, evaluate results, and improve performance?	Yes

1. Did your agency meet by 12/30/10 due date and/or is it now able to demonstrate comprehensive implementation of the EO 13423 Electronic Stewardship goals?

    1) *Acquire at least 95% EPEAT-registered electronics*:

        Yes

    2) *Enable ENERGY STAR or power management features on 100% of eligible PCs:*

        As described under Goal 7, the operating system used for Peace Corps computers does not allow implementation of power management features while also accommodating regular software patches and updates. Full implementation is expected when the Agency migrates to Windows 7 in FY 2012.

3) Extend the life and/or uses sound disposition practices for its excess or surplus electronics:

Yes

2. Is your agency tracking and monitoring all of its contract awards for inclusion of requirements for mandatory federally-designated green products in 95% of relevant acquisitions?

As described under Goal 6, the Agency has not yet met this goal. By the end of FY 2011, the Office of Acquisitions and Contracts Management intends to incorporate affirmative purchasing requirements in all relevant acquisitions and develop training for domestic and overseas staff to reach full compliance in FY 2012.

3. Completed energy evaluations on at least 75% of its facilities?

Not applicable to Peace Corps, because the Agency occupies only fully-serviced, leased buildings in the United States.

4. Will your agency meet the deadline of October 1, 2012 (EPACT'05 Sec 103) for metering of energy use?

Not applicable to Peace Corps, because the Agency occupies only fully-serviced, leased buildings in the United States.

5. If your agency reports in the FRPP, will it be able to report by December 2011 that at least 7% of its inventory meets the High Performance Sustainable Guiding Principles?

Not applicable to Peace Corps.