

## **Federal Sustainability (2011)**

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# **United States Agency for International Development**

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

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### **Agency Policy Statement**

## **USAID Agency Sustainability Policy Statement**

The U.S. Agency for International Development (USAID) is the U.S. Government's lead agency in providing assistance to the developing world. USAID is committed to integrating the ideals and practices of environmental sustainability into its administrative, operational, and program policies and activities; and minimize, to the extent practicable, any negative environmental impact of USAID operations and programs.

In accordance with Executive Order (EO) 13514, Federal Leadership in Environmental, Energy, and Economic Performance; USAID is submitting the Agency Sustainability Plan (ASP) update for 2011. This plan describes current Agency plans on sustainability initiative, reduce greenhouse gas emissions, increase energy efficiency acquire more sustainable technologies, and procure environmentally preferable materials, products, and services.

As required of all Federal agencies under the EO, USAID has adopted an ASP and provides a greenhouse gas emissions inventory for its Washington DC based activities. However; USAID operates in over 80 countries worldwide and recognizes that application of environmentally sound practices in our overseas activities will achieve the greatest benefit towards realization of our sustainability goals. Although EO 13514 is mandatory only for domestically based Federal activities, USAID has joined the State Department, Peace Corps, and the Department of Defense to develop an implementation strategy of the sustainability objectives for our overseas activities.

Operations of USAID building facilities, international travel, and employee work commutes are among some of the primary sources of USAID energy consumption and greenhouse gas emissions. USAID will implement a pilot program at specific country missions to calculate utility consumption and vehicular fuel use to establish a baseline greenhouse gas emission inventory for the specific country missions. As the sustainability measures of conservation and reduced consumption are put in place at the country missions, greenhouse gas inventories will be taken annually to evaluate progress towards our sustainability goals.

Although international travel is an indivisible component of the Agency mission, USAID has committed to reducing and maintaining a 7% reduction in-international air travel by 2013 from baseline year 2008. USAID is also in process of drafting its first Green Procurement Program which will ensure acquisition of sustainable materials, products and services. USAID is poised to institute an agency wide telework policy in 2011 which will help reduce greenhouse gas emissions from employee commuter travel.

Accomplishments since the submission of our initial ASP include introduction of the Agency's first ever recycling plan, preparation of an initial draft of a green purchasing plan, and submission of the 2010 greenhouse gas inventory report for domestic activities.

As climate change occurs on a global level and the earth's resources are finite, USAID believes it necessary to apply sustainability practices to USAID's worldwide operations. USAID will lead by example to create a greener environment and to comply with the spirit of EO 13514 both at our Washington DC facilities and our overseas activities .



## II. Sustainability and the Agency Mission

The U.S. Agency for International Development (USAID) promotes peace and stability by fostering economic growth, protecting human health, providing emergency humanitarian assistance, and nurturing democracy in developing countries. With this mandate, the Agency seeks to improve and/or provide many basic human services and is engaging in infrastructure, health, environment, education, industry, housing, agricultural and other economic and social development projects. The U.S. Department of State and U.S. Agency for International Development's Joint Strategic Plan FY2007-2012, identifies the Agency's objectives related to protecting the environment and advancing energy security for the U.S in Strategic Goal 4: Promoting Economic Growth and Prosperity. Environment is also integrated as a crosscutting objective for our four other shared foreign assistance goals of Peace and Security, Governing Justly and Democratically, Investing in People, and Humanitarian Assistance. In addition, USAID is the acknowledged world leader in our commitment to incorporating effective environmental impact assessment into all of our actions.

In his Earth Day 2010 statement, Administrator Shah noted:

“For more than 30 years, the Agency has supported projects that promote conservation of species and habitats in ways that reduce poverty and increase incomes. USAID works with local communities, governments and international partners to improve the management of more than 100 million hectares of natural areas annually.”

In 1976, USAID established and implemented environmental regulations and policies to ensure environmental protection measures were incorporated into development assistance. In accordance with sections 117(c), 118, 119, and 621 of the Foreign Assistance Act of 1961, as amended (the FAA), USAID has established formal procedures detailed in Title 22, Code of Federal Regulations, Part 216 (CFR 216). CFR 216 outlines USAID's Overseas Environmental Compliance Procedures that apply to its foreign assistance programming to ensure that environmental factors and values are considered and integrated in the Agency's decision making and implementation processes. These procedures are consistent with Executive Orders (EO) 12114 and 13514, and the purpose and intent of the National Environmental Policy Act of 1970 (NEPA). These procedures have been routinely applied to overseas programs, projects, and activities USAID funds to ensure the proper use of taxpayer money through strategic, environmentally sound economic development. Every other major bilateral aid agency around the world, as well as the multilateral development banks and the United Nations organizations have followed USAID's lead in establishing environmental impact assessment procedures to their activities. USAID is currently developing rules that cover our domestic activities and operational expense activities similar to CFR 216. Building on its international experience, USAID can apply technical expertise and dedication to the implementation of programs and processes that protect the environment and promote sustainability in both its domestic and international operations.

A particular challenge is calculating the greenhouse gas (GHG) emissions of USAID foreign operations and programs due to the various energy sources and efficiencies used throughout the numerous countries where USAID serves. USAID is working with other federal agencies that have a large international presence such as the Department of State, the Department of Defense, and Peace Corps to determine an appropriate GHG accounting methodology for overseas activities.

USAID believes that implementation of the environmental sustainability goals for its international activities will yield the greatest environmental benefit. Best practices of “green” technologies and reduction of energy use are and will be implemented for our international activities to the greatest extent practicable leading to a more sustainable presence worldwide.

Size and Scope of Operations	Number	Comment
Total # Employees	9157	Worldwide includes USAID direct hires, non-direct hires, third country nationals, and personal service contractors as of 03/31/2011
Total Acres Land Managed	0	USAID doesn't manage land domestically
Total # Facilities Owned	66	This number reflects owned office & residential properties overseas.
Total # Facilities Leased (GSA lease)	7	In Washington DC
Total # Facilities Leased (Non-GSA)	1295	This number reflects leased office & residential properties overseas, both long-term and short-term leases.
Total Facility Gross Square Feet (GSF)	899434	Washington DC; overseas 4840428
Operates in # of Locations throughout U.S.	7	
Operates in # of Locations outside of U.S.	106	
Total # Fleet Vehicles Owned	1323	Overseas
Total # Fleet Vehicles Leased	6	Washington DC
Total # Exempted-Fleet Vehicles (Tactical, Emergency, etc.)		
Total Operating Budget FY 2010 (\$MIL)	1373	
Total # Contracts Awarded FY 2010	3642	
Total Amount Contracts Awarded FY 2010 (\$MIL)	1165	
Total Amount Spent on Energy Consumption FY 2010 (\$MIL)		
Total BTU Consumed per GSF		
Total Gallons of Water Consumed per GSF		
Total Scope 1&2 GHG Emissions (Comprehensive) FY 2008 Baseline MMTCO <sub>2e</sub>		
Total Scope 1&2 GHG Emissions (Subject to Agency Scope 1&2 Reduction Target) FY 2008 Baseline MMTCO <sub>2e</sub>		
Total Scope 3 GHG Emissions (Comprehensive) FY 2008 Baseline MMTCO <sub>2e</sub>	11660	
Total Scope 3 GHG Emissions (Subject to Agency Scope 3 Reduction Target) FY 2008 Baseline MMTCO <sub>2e</sub>	11660	

### III. Greenhouse Gas Reduction Goals

The reduction of Scope 3 emissions will be the primary focus of this updated 2011 Agency Sustainability Plan (ASP). USAID has not established any targets for greenhouse gas (GHG) reduction under Scope 1 and 2 for domestic operations.

USAID leases space in each of its seven buildings and, as a tenant, relies on the terms in its Occupancy Agreements with the General Services Administration (GSA). As such, the Agency does not purchase energy or water directly from a utility source. Further, the Agency's fleet of domestic vehicles is under the threshold of the EO reporting guidelines. The determination not to establish targets was reported in the Scopes 1 and 2 reports to Office of the Federal Environmental Executive on January 4, 2010.

USAID personnel are located in seven buildings in the Washington, D.C metropolitan area. The locations are:

(1) *Ronald Reagan International Trade Center (RRB/ITC)*, 1300 Pennsylvania Avenue, N.W.; 2,942 personnel; owned and operated by the General Services Administration (GSA)

(2) *SA-44*, Federal Center Plaza II, 400 C Street, SW, Washington, DC 585 personnel; privately owned and operated by the General Services Administration;

(3) 7401 Fullerton Road, Springfield Virginia; 18 personnel

(4) 2 Potomac Yards, 2733 Chrystal City Dr., Arlington, VA 22201; 423 personnel

(5) Teleport at 9898 Brewers Ct., Laurel, MD 20723; 15 personnel

(6) SA-26 (a.k.a. BIMC) at 8101 O'Dell Rd Beltsville, MD 20522; 8 personnel

(7) IG at MCC, at 1401 H St. NW, Washington DC; 21 personnel

In accordance with the requirements of the Executive Order, fiscal year 2008 numbers were used as the baseline year to calculate GHG emissions. The 2010 USAID GHGs emissions data was delivered to the Council on Environmental Quality (CEQ) on January 31, 2011. In the initial ASP, USAID established a goal to reduce international air travel emissions by 7% from fiscal year 2010 to 2013. In FY2010, air travel emissions generated by USAID direct hires were 28% less than in FY 2008. Total CO2 emissions were reduced by 3339 metric tons. The 3339 metric ton reduction is equivalent to the annual emissions of 638 passenger vehicles, annual energy use of 405 houses, or the carbon sequestration benefits of an additional 31.7 acres of forest land.

USAID will continue to monitor international travel rates to determine how to further reduce emissions. In support of the emissions reduction goal, USAID will update its current travel policies to incorporate the use of VTC as an alternative to air travel. A database system which tracks VTC usage, as well as travel, is currently being piloted in two of USAID's technical offices. The results of these pilots will be assessed for Agency-wide application. Given the Agency mission, there are some specific cases where teleconferencing will not suffice, such as travel related to disaster relief and assuming Post assignments. The requirement to continue these types of travel will make meeting the reduction target more challenging and may depend on global circumstances in any given year.

In April 2011, USAID circulated an Agency-wide employee survey to collect data on the number and location of international trips, work commute practices (such as mode of transportation), interest in participating in a telework program, and use of alternative technologies to replace air travel. Results indicate that 46% of employees drive as one of their transportation modes in their daily work commute. The survey revealed that 85% of employees do not believe that VTC can replace international travel for accomplishing work goals. The survey also indicated that 31% of employees currently telework, but 78% of respondents indicated they would telework if given the opportunity. USAID rolled out its telework policy in June 2011. Increased telework by employees will result in reductions of GHG emissions and fuel consumption related to employee commutes.

Results from this survey will enable USAID to refine areas where GHG emissions can be further reduced in order to achieve Agency sustainability goals. Employee work commutes constitute a major component of greenhouse gas emissions from agency employee activities. Employee commuter emissions were calculated at 2318 metric tons of CO<sub>2</sub> in 2010 and 1982 metric tons in 2008. The expansion of telework will reduce the emissions related to employee commuting. Expanding telework to all employees one day per pay period would theoretically reduce emissions from commuter travel by 10%.

Activities conducted by the Agency's international missions constitute the majority of USAID greenhouse gas emissions. The Agency's international work is where the implementation of sustainable practices will have the greatest impact in meeting the spirit of the Executive Order. Although the E.O. does not mandate reporting of international GHG emissions, USAID is committed to applying the sustainability goals to international activities and calculating greenhouse gas emissions of Agency overseas operations. To advance this goal, USAID is pursuing pilot programs to calculate energy and utility consumption at some Agency country missions. Several missions have expressed interest in the pilot program and USAID expects to initiate these pilots by FY2012. At the program level where USAID funds specific projects in developing countries, USAID already has an environmental review compliance process similar to that of the National Environmental Policy Act that Federal agencies are required to undertake for domestic Federal activities. Environmental mitigation requirements are written into USAID contracts and grants, and are mandatory performance requirements. Mitigation may take the form of storm and waste water treatment, reforestation, soil conservation practices, proper disposal of waste, or ecosystem conservation. USAID will continue to pursue technologies, practices, and conservation methods that offset USAID CO<sub>2</sub> emissions, both domestically and overseas.

## **IV. Plan Implementation**

The Bureau for Management, Office of Management Policy, Budget and Performance (M/MPBP) is responsible for coordinating implementation of the requirements of the EO. The Director of M/MPBP reports to the Bureau for Management's Assistant Administrator (AA/M), who serves as the Agency's Senior Sustainability Officer (SSO). The SSO is aggressively pursuing greater sustainability, through expanded VTC use, electronic documentation and records management, and broad implementation of telework

### **a. Internal and External Coordination and Communication**

USAID's ASP communications strategy includes educational campaigns and online forums to solicit and share ideas for greening the Agency and to engage our employees and the public. An email address box [gogreen@usaid.gov](mailto:gogreen@usaid.gov) has been established to allow employees to submit suggestions and comments to further the agency's efforts. In addition to the gogreen email box, USAID is developing a sustainability web page, and plans to publicize ASP activities and progress in various venues. These efforts will be the primary means of communication with employees. The agency sustainability page website will also be the primary method of communicating our sustainability efforts to the general public.

### **b. Coordination and Dissemination of the Plan to the Field**

USAID coordinates sustainability efforts with other Federal agencies such as the Department of State, and Peace Corps; however, most of our sustainability work is performed in cooperation with our international partners. Sustainability issues are also disseminated to the field through electronic media and USAID publications, such as Frontlines.

USAID provides a variety of environmentally related training courses. These trainings are held overseas and in Washington DC. Sustainability concepts of minimizing environmental impacts of USAID projects and providing compensatory mitigation are contained within the section 216 environmental compliance course. USAID also administers a series of courses on climate change, including adaptation. These courses are also available to USAID staff and international partners in Washington and overseas.

#### **c. Leadership & Accountability**

As part of the implementation process and under the leadership of the SSO, M/MPBP convened the Agency Environmental Council (AEC) to perform a review of operational activities. The AEC is composed of senior level technical and management personnel from across the Agency. The goal of the AEC is to ensure that compliance with Agency operational environmental initiatives is undertaken with the same rigor as is applied to overseas activities governed by 22 CFR 216 (USAID's Overseas Environmental Procedures). The AEC will continue to provide technical advice for ASP implementation. The SSO provides overall direction and leadership for implementation of the ASP for the Agency.

#### **d. Agency Budget and Policy Implementation**

Currently, the agency does not plan to request a significant increase in budgets to support ASP activities. Budget requirements related to the ASP activities are incorporated within the Agency's annual budget submission based on specific initiatives.

#### **e. Methods for Periodic Monitoring and Evaluation of Progress**

The updates contained within the ASP plan itself will provide an evaluation of the previous year's activities. Various aspects of the ASP require monitoring and evaluation.

USAID will use several sources of data to assess progress. The GHG inventory report provides data on direct hire employee air travel emissions, ground emissions, waste water treatment emissions, and employee commuter emissions. This emissions information is compiled and converted to metric tons of carbon dioxide and reported to CEQ annually.

As part of the data collection, an annual employee commuter survey is issued to calculate emissions from employee commuting. USAID intends to analyze travel data collected by Bureaus within the Agency. The data will be analyzed to identify travel trends based on employee category, destination, costs, and GHG emissions.

The Agency has drafted its first Green Procurement Plan (GPP) to acquire environmentally preferable supplies and services. The GPP requires that 95% of products, supplies, and services are designated as environmentally preferable.

The GPP requires that 5% of annual contracts be evaluated to determine compliance with the GPP goals.

The Chief Information Office (CIO) tracks the purchase of Energy Star and other environmentally sustainable electronic devices. Installation of energy saving electronic devices is undertaken as older devices are replaced. The CIO also maintains records of VTC technology locations throughout the Agency and, as of March 2011, tracks the number of overall VTC sessions. A total of 559 sessions of a duration greater than 1 minute were held in April of 2011. USAID will continue to collect data on VTC usage and provide data in subsequent ASP updates.

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 Management	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	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
A-11 300s	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Annual GHG Inventory and Energy Data Report	N/A	Yes	Yes	N/A	N/A	Yes	Yes	Yes	Yes	Yes
EISA Section 432 Facility Evaluations/Project Reporting/Benchmarking	No	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Budget	No	No	Yes	Yes	Yes	N/A	Yes	Yes	Yes	Yes
Asset Management Plan / 3 Year Timeline	N/A	N/A	N/A	N/A	No	N/A	Yes	N/A	N/A	N/A
Circular A-11 Exhibit 53s	N/A	No	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	N/A	No	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Data Center Consolidation Plan	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Yes	N/A	N/A
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	Yes	Yes	Yes	N/A	N/A	Yes	N/A	Yes	Yes	Yes
Other (reports, policies, plans, etc.)	Yes	Yes	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

## V. Evaluating Return on Investment

In order to identify priority areas for implementation, USAID completed an evaluation of existing or planned initiatives that could be accelerated in support of the EO. Consideration was given to those items that were already requested in annual budgets, could have the broadest impact, and would contribute to both short and long-term cost savings.

As discussed in other sections of this ASP, USAID has limited baseline data for several of the goals, including employee commuting and air travel. However, USAID will continue to identify sources of data and effective methodologies to further evaluate the return on investment (ROI) of each of the initiatives contained in the Plan. A data management plan will be developed to support ROI analysis in future progress reports. Further, using the standards and metrics es-

tablished in this plan, progress against the ASP will be evaluated and reported to the SSO and communicated to the Administrator.

#### **a. Economic Lifecycle Cost/Return on Investment**

Several components of sustainability, such as employee energy use and travel, also contribute to Agency costs savings initiatives. Decreased energy and water usage results in lower utility costs. More efficient energy use technologies may require an initial up front cost (e.g. energy efficient light bulbs), but overall life-cycle savings are achieved through the reduced energy cost and reduced frequency of replacement. International travel requires plane fare, lodging, per diem, and numerous other incidental expenses. USAID's goal of 7% reduction of international travel emissions over a three-year period should reflect costs savings.

The replacement of single-function devices, such as individual printers and copiers, with multi-functional devices will greatly reduce individual needs for paper, toner, and ink cartridges, thus reducing our environmental impact. The anticipated savings is \$1.6 million. USAID has established a no new printer policy for the RRB June of 2011, as is the current policy for the II Potomac Yards facility.

USAID is increasing the use of electronic file systems that will reduce the use of paper file systems. USAID expects to reduce its paper filing systems by 20% over the next two years which will save the Agency approximately \$2.4 million.

#### **b. Social Costs and Benefits**

Implementation of sustainable practices, particularly those regarding energy usage, enable long term availability of more resources for the entire human population. Sustainable practices by their nature are those that reduce contamination and pollution. Less contamination and environmental degradation diminishes health risks and potential for environmental disasters that jeopardize human life.

#### **c. Climate Change Risk and Vulnerability**

In 2007, USAID published a manual entitled *Adapting to Climate Variability and Change: Guidance to Development Planning* ( [http://pdf.usaid.gov/pdf\\_docs/PNADJ990.pdf](http://pdf.usaid.gov/pdf_docs/PNADJ990.pdf) ) that requires consideration of climate change in the project development process to ensure that projects are not placed in areas most vulnerable to climate change, such as coastal areas and flood zones, without appropriate safeguards.

## **VI. Transparency**

USAID is committed to communicating its green initiatives through a variety of external and internal outlets. The ASP is available at <http://www.usaid.gov/sustainability/>. Current information and progress reports, as well as topic specific articles, will be developed and published online to inform the general public, media, Congress, and the overseas community. Similarly, internal communication and transparency is vital to gaining support and commitment from USAID staff. Agency Notices, online communities and forums, and staff surveys will be used to engage and educate the organization. The internal Agency email account, [gogreen@usaid.gov](mailto:gogreen@usaid.gov), allows all USAID employees to submit recommendations for improving the Agency's sustainability efforts.

## Section 2: Performance Review & Annual Update

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### I. Summary of Accomplishments

*Since submission of the original ASP in 2010, USAID has moved expeditiously to implement various components of the President's sustainability goals as outlined in EO13514. These goals are aimed at reducing GHG emissions, solid waste, water usage, and energy consumption at each Federal agency. USAID has enacted several policy initiatives to increase employee awareness and engagement that have led to successful first steps towards carrying out USAID's commitment to protecting the environment. Listed below are highlights of fiscal year 2010 accomplishments.*

#### **Hired Management Bureau Environmental Officer**

Hired first ever Management Bureau Environmental Officer to promote sustainability throughout Agency operations and ensure environmental compliance for Agency domestic and international activities.

#### **Supported Innovations in Technology that Reduce Environmental Impact and Reduce Costs**

Implemented high-quality video teleconferencing (VTC) systems in Washington and overseas, and installed desktop virtualization software across the USAID network. USAID expects these new systems to help it achieve its GHG reduction targets. From August 2010 to May 2011, VTC systems have increased from a total of 99 to 143, both in Washington DC and our international missions. By 2012, the Agency projects that these systems will save \$1.5 million according to the Chief Information Office (CIO).

Replacing single-function devices, such as individual printers and copiers, with multi-functional devices that will greatly reduce individual needs for paper, toner, and ink cartridges, thus reducing our environmental impact. The anticipated savings is \$1.6 million. USAID has instituted a no new purchase for printers policy for the RRB in June 2011, which has been the policy at the II Potomac Yards facility.

Instituted the use of iPad's for the Administrator and his immediate staff to provide briefing books instead of hard copies which saves office supplies and labor costs. Also completed a pilot user group for expansion of iPad use throughout the Agency.

Implemented the use of Share Point software that not only reduces the use of paper file systems but also facilitates employee collaboration. USAID anticipates a 20% reduction of paper filing systems over the next two years and expects a cost savings of approximately \$2.4 million.

#### **Reduced GHG emissions from baseline FY2008**

In 2010, USAID's CO2 emissions were reduced by 3339 metric tons (equivalent to GHG emissions from 405 homes during one year) from 2008 as reported in our first annual GHG Inventory report. The 3339 metric ton reduction is equivalent to the annual emissions of 638 passenger vehicles, annual energy use of 405 houses, or the carbon sequestration benefits of an additional 31.7 acres of forest land. Reduced international travel by direct hire employees accounted for all the reduction of emissions. Air travel emissions were calculated at 8524 metric tons in 2008 to 5939 metric tons in 2010.

### II. Goal Performance Review

## **GOAL 1: Scope 1 & 2 Greenhouse Gas Reduction**

**a. Goal description:** USAID has not established a Greenhouse Gas Reduction target under Scopes 1 and 2. The General Services Administration (GSA) owns and operates Washington-based facilities occupied by USAID. USAID will support the intent of E.O. 13514 by initiating actions to reduce the GHG emissions of overseas facilities for Scope 1 and 2 emissions.

**b. Agency lead for goal:** Bureau for Management's Office of Administrative Services and Office of Management, Policy, Budget, and Performance.

### **c. Implementation methods**

*On-going initiatives include:*

Replacing fluorescent light tubes in Agency headquarters (the RRB) from the current 33 watt models to 25 watt ultra-low mercury models. Used fluorescent bulbs are sent to a recycling center.

Encouraging staff to turn off personal computer monitors and lights at the end of each work day. USAID is considering installation of motion sensors on light switches throughout the work space when GSA undertakes remodeling and new construction activities.

Employing the use of "Wake-on LAN" devices that allow for remote updates to personal computer system when computers are off.

Procurement of Energy Star appliances and electronic hardware when replacement is necessary.

### **d. Positions**

USAID has hired a part-time Bureau for Management Environmental Officer (BEO) to manage the day to day implementation of the sustainability plan. Another full time employee is also dedicated to this effort. A Foreign Service Officer on short term rotation is also dedicated to formulating the Green Purchasing Plan. Two additional Management Bureau employees are involved part-time in preparation and implementation of the sustainability plan. Additionally, staff within the Bureau of Economic Growth and Trade are responsible for developing the climate change adaptation policy statement and will develop the climate change adaptation plan required under EO 13514.

**e. Planning table:** USAID does not report scope 1 and 2 emissions.

### **f. Agency status**

Currently USAID does not report on Scope 1 and 2 emissions because the Agency occupies GSA owned facilities. It is difficult to obtain specific information about Agency-specific utility consumption because there is no sub-metering within the RRB complex. In accordance with the lease agreement between USAID and GSA, utility expenses are calculated based on square footage of occupied office space. USAID occupies 28% of the office building space and accordingly pays 28% of the aggregate utility bill. USAID and GSA acknowledge that this does not provide the best utility expense data, thus making it difficult to determine efficiencies achieved by an individual tenant. However, USAID has developed a plan and budget, in conjunction with GSA, to replace and retrofit building systems and fixtures with energy efficient products.

USAID is investigating the practicality of compiling energy use and fleet vehicle fuel consumption for its overseas activities, as this is where the majority of the Agency's energy use and greenhouse gas emissions occur. USAID is intent on compiling this information as a pilot program for selected missions and converting utility use and fuel consumption data into quantifiable greenhouse gas emissions.

**g. Return on investment:**

In the 2010 ASP, the Agency stated an interest in sub-metering for its utility usage in RRB. However, GSA is a sister Federal agency that already reports on Scope 1 and 2 emissions in the RRB and all facilities they own and operate. The installation of a sub-metering system is therefore not necessary.

**h. Highlights:**

While USAID does not report on Scope 1 and 2 emissions for our Washington occupied facilities, we have committed to developing methods to report on Agency emissions generated at international facilities in the spirit of compliance. The Agency is undertaking planning for a pilot at select missions in order to calculate Scope 1 and 2 emissions from USAID owned facilities.

.	SCOPE 1&2 GHG TARGET	Unit	FY10	FY11	FY12	FY13	FY14	FY15	...	FY20
Buildings										
Buildings										
Buildings	Energy Intensity Reduction Goals (BTU/SF reduced from FY03 base year)	%	15	18	21	24	27	30		
Buildings	Planned Energy Intensity Reduction (BTU/SF reduced from FY03 base year)	%							...	
Buildings	Renewable Electricity Goals (Percent of electricity from renewable sources)	%	5	5	5	7.5				
Buildings	Planned Renewable Electricity Use (Percent of electricity from renewable sources)	%							...	
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)	%							...	
Fleet	Alternative Fuel Use in Fleet AFV Target (Percent increase from FY05 base year)	%	61	77	95	114	136	159		
Fleet	Planned Alternative Fuel Use in Fleet AFV (Percent increase from FY05 base year)	%							...	
Fleet	Senior Executive Fleet Replaced with Low-GHG, High Efficiency Vehicles (Percent replaced from FY08 base year)	%							...	
.	Other as defined by agency								...	
.	Total Scope 1&2 GHG Emissions (Comprehensive)	MMTCO <sub>2</sub> e							...	

	SCOPE 1&2 GHG TARGET	Unit	FY10	FY11	FY12	FY13	FY14	FY15	...	FY20
	Total Scope 1&2 GHG Emissions (Subject to Agency Scope 1&2 GHG Reduction Target)	MMTCO <sub>2</sub> e							...	
	Overall Agency Scope 1 & 2 Reduction (reduced from FY08 base year)	%							...	

## Goal-Specific Items

- a. **Buildings:** USAID does not have specific goals for Scope 1 and 2 as we do not own domestic facilities.
- b. **Fleet:** USAID is not establishing reduction goals for its small domestic fleet at this time.
- c. **Other:** USAID is pursuing appropriate methodologies to calculate Scope 1 and 2 emissions for its international activities. USAID is currently working in conjunction with the Department of State, Department of Defense, and the Peace Corps to evaluate methodologies for data collection and calculation of GHG emissions.

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

a. Goal description – USAID has committed to reducing emissions from international air travel by 7% by FY2013 from baseline year 2008.

b. Agency lead for goal -- The Chief Operating Officer serves as the Senior Sustainability Officer and is the Agency lead.

c. Implementation methods – All scope 3 data is derived from the Federal Energy Management Program (FEMP). The USAID 2010 inventory on Scope 3 emissions included data from international air travel and ground travel for direct hire employees, employee commuter information, and wastewater treatment. Emissions from international air travel for direct hire employees reduced from 9674.7 metric tons in 2008 to 5939 metric tons in 2010 based on Agency travel data. Ground travel reduced from 1149.5 metric tons in 2008 to 1046.7 metric tons in 2010.

GHG gas emissions from employee commuting increased from 1982.1 metric tons to 2318.4 metric tons in 2010 due to an increased number of employees. A survey of employee commuter habits was submitted in December 2010 to calculate the emissions quantity. USAID performed a more comprehensive survey in April of 2011 to evaluate commuter habits of both domestic and international based employees, and contractors.

Emissions from wastewater increased from 6.8 metric tons in 2008 to 8.0 metric tons in 2010. The wastewater GHG emissions calculations are based on numbers of employees.

In order to better calculate our international travel emissions, USAID will analyze travel data from the Economic Growth and Trade (EGAT) Bureau as they track all EGAT funded travel regardless of employee category. Currently, only direct hire USAID employee travel is compiled in the Agency E2 travel database. USAID will undertake follow-up surveys after implementation of our telework policy in June 2011. GHG emissions from employee work commutes should be reduced based on more employees electing to telework and utilizing the Alternate Work Schedule option.

As mentioned in Goal 1, USAID is committed to capture data from our international operations for Scope 3 emissions.

d. Positions – See Goal 1.

e. Planning Table – USAID has committed to a 7% reduction of emissions of GHG by 2013. Emissions reductions from 2008 to 2010 were 30% based on travel data for direct hire employees. USAID will continue to monitor travel data and improve data collection on all USAID employee travel.

f. Agency Status – Based on 1 year of data, USAID has achieved the 7% reduction of GHG of international travel. The telework policy goes into effect in June of 2011 which should reduce employee commuter emissions. The all-employee survey issued in April of 2011 indicated that 69% of employees would telework if the program were expanded they would choose to telework more often. USAID will continue to monitor telework and international travel to track emissions data.

g. Return on Investment – USAID is looking to better capture travel data for both direct hire and non-direct hire USAID employees. USAID is working the Agency's travel contractor to accurately capture travel data for emissions reporting. Annual surveys are conducted for employee computer data for the GHG Inventory Report. USAID expects increased employee participation in the telework program and a subsequent reduction of GHG emissions from commuter travel.

h. Highlights – In addition to the new telework policy and striving to capture more USAID travel information, USAID intends to capture Scope 3 information from our international operations.

SCOPE 3 GHG TARGET	Units	FY10	FY11	FY12	FY13	FY14	FY15	...	FY20
Total Scope 3 GHG Emissions (Comprehensive)	MMTCO2e	6988.8						...	
Total Scope 3 GHG Emissions (Subject to Agency Scope 3 GHG Reduction Target)	MMTCO2e	6988.8						...	
Overall Agency Scope 3 Reduction (reduced from FY08 base year)	%	28						...	
Other, as defined by agency	%							...	

## Goal-Specific Items

**a. Federal employee travel (business travel and commuting):** Emissions from international air travel for direct hire employees reduced from 9674.7 metric tons in 2008 to 5939 metric tons in 2010 based on Agency travel data. Ground travel reduced from 1149.5 metric tons in 2008 to 1046.7 metric tons in 2010. International travel is calculated by total air miles and ground travel averages.

**b. Contracted waste disposal.** Waste water treatment emissions increased from 6.8 metric tons in 2008 to 8.0 metric tons in 2010. FEMP models are used for waste water emissions calculations based on the number of employees in USAID facilities. The increase in emissions correlates with the increase in employees from 2008 to 2010.

**c. Transmission and distribution losses from purchased energy:** USAID does not report on transmission and distribution losses. GSA pays for utility consumption in USAID occupied facilities.

**d. Discuss any planned agency activity or policy implementation to improve data accuracy and overall data collection and analysis methods related to Scope 3 GHG emissions.** USAID will evaluate the travel information from Agency individual operating units that compile travel data regardless of employee category. Currently, USAID's principle travel database only compiles data on direct hire employee travel. A database that captures all USAID employee and contractor travel will facilitate more comprehensive reporting of GHG emissions from travel. As most of USAID's activities occur overseas, USAID is committed to applying the sustainability goals of EO13514 to overseas activities. Travel for direct hires is captured by the E2 travel data base regardless of location, however; employee commuter emissions and waste water treatment emissions are not captured at country missions. USAID will undertake a pilot program at select mission facilities to calculate Scope 1, 2, and 3 emissions as a further step towards fulfilling the goals of the EO.

**e. Discuss the methods used by the agency to calculate its scope 3 GHG emissions (i.e., identify specific surveys or tools used to help estimate emissions, etc.).** For the GHG Inventory report submitted to CEQ on January 31, 2011, FEMP formulas were used to calculate employee international air travel emissions, ground travel, wastewater treatment emissions, and employee commuter emissions. Total travel miles for direct hire employees are converted to metric tons of GHG. Ground travel miles are based on a built-in assumption average of the number of ground miles per trip and then converted metric tons of GHG. Employee commuter emissions are based on mode of transportation, commute miles, and number of employees. FEMP sent out a survey to Washington based employees in December of 2010 to calculate each agency's emissions from employee commutes. Wastewater emissions are based on total number of employees within each facility.

**f. Discuss the development of the agency's FY 2010 Greenhouse Gas inventory .** USAID used the FEMP reporting spreadsheet to calculate and report Scope 3 emissions. USAID only reported on international business travel, international ground travel, employee commute for Washington employees, and wastewater treatment emissions for Washington based facilities. No second or third party was used to verify USAID's data.

**g. Other, as defined by Agency :** None

### **GOAL 3: High-Performance Sustainable Design / Green Buildings & Regional and Local Planning**

**a. Goal description** – USAID has limited domestic facilities (all leased). However, the II Potomac Yards location is gold certified Leadership in Energy and Environmental Design (LEED) building. The USAID/mission in Bangkok is the first overseas mission to be certified by LEED.

**b. Agency lead for goal** – Senior Sustainability Officer.

**c. Implementation methods** – USAID will evaluate design of LEED facilities as new buildings construction needs are identified.

**d. Positions** – Not applicable.

**e. Planning Table** – No specific targets have been identified for the FY 2011 regarding green buildings. The II Potomac Yards facility is a LEEDS gold rated building.

**f. Agency Status** – No additional green building or LEED facilities came on line in 2010.

**g. Return on Investment** – The USAID LEED occupied buildings reduce energy expenditures. However, no new LEED facilities were constructed in 2010.

**h. Highlights** – USAID will consider LEED for new facility construction. The majority of, if not all, new construction of agency facilities will occur overseas, and will be completed in conjunction with the Department of State as New Embassy Compounds (NEC).

<b>GOAL 3 Targets</b>	<b>Units</b>	<b>FY10</b>	<b>FY11</b>	<b>FY12</b>	<b>FY13</b>	<b>FY14</b>	<b>FY15</b>	<b>...</b>	<b>FY20</b>
Owned Buildings	%	14	14	TBD				...	
FRPP-Reported Leased Buildings	%							...	
Total Buildings	%							...	
Other (Buildings), as defined by agency								...	
Other (Reg/Local Planning), as defined by agency								...	

**Goal-Specific Items**

a. Beginning in FY 2020, all new Federal buildings are to be designed to achieve zero-net energy by FY 2030. USAID will comply with the directive for overseas facilities.

b. Comply with the, “Guiding Principles for Federal Leadership in High Performance and Sustainable Buildings (Guiding Principles),” in all new construction, major renovation or repair and alteration of Federal buildings. USAID will comply with the guiding principal for overseas facilities construction.

c. Assess and demonstrate that at least 15% of agency’s existing government-owned buildings, agency direct-leased buildings, delegated authority leased buildings,5 and FRPP-reported leased buildings meet Guiding Principles by FY 2015 (5,000 GSF threshold for existing buildings and building leases). Pending.

d. Demonstrate annual progress toward 100% conformance with Guiding Principles for entire building inventory by 2015 and thereafter. Pending.

e. Incorporate sustainable practices into agency policy and planning for new Federal facilities and leases, and into lease renewal strategies. Ongoing.

f. Demonstrate use of cost-effective, innovative building and sustainable landscape strategies to minimize energy, water, and materials consumption. USAID will highlight new facility construction designed under Green building principles.

g. Operate and maintain, and conduct all minor repairs and alterations for existing building systems to reduce energy, water and materials consumption in a manner that achieves a net reduction in agency deferred maintenance costs. The application of the sustainability goals to our overseas facilities will include energy and water. The implementation of the Green Procurement Plan will require acquisition of environmentally preferable materials where practicable.

h. Optimize performance of the agency's real property portfolio – dispose and consolidate excess and underutilized property, co-locate field offices, consolidate across metropolitan and regional locations. Most of USAID's operations are collocated with the State Department.

i. Reduce need for new building and field office space by utilizing technologies to increase telework opportunities and expand delivery of services (over the internet or electronically). The USAID telework policy goes into effect in June 2011. Employees may telework up to eight days per two-week pay period. The SSO is currently piloting a space utilization program for hoteling of office space. In addition, Wi-Fi has been installed within the SSO office to permit employees to log-on to USAID system regardless of which desk they are seated.

j . Conserve, rehabilitate, and reuse historic Federal properties, using current best practices and technology. N/A k. Align agency space actions (new leases, new construction, consolidation) with agency Scope 1&2 and Scope 3 GHG reduction targets. USAID is committed to applying EO13514 to our overseas facilities and activities. Future planning for constructing and/or consolidating operations will contain sustainability principles.

#### **GOAL 4: Water Use Efficiency and Management**

**a. Goal description** – USAID has not established a goal related to improving water use for efficiency and management because the Agency does not purchase or manage its water utilities directly.

**b. Agency lead for goal** – The Office of Management Services is responsible for overseas facilities operations. GSA is responsible for water use efficiency and management domestically.

**c. Implementation methods** – USAID plans to begin implementation of a systems retrofit plan to replace water faucets on sinks throughout the RRB with higher efficiency faucets. Low flow toilets with flush controls are also planned for the RRB in conjunction with GSA. Consistent with the sustainability plan CEQ guidance, the Agency used the total number of direct hires located in the RRB to populate the Contracted Wastewater Treatment table. USAID's water use is accounted for and reported on by GSA.

Water use efficiency measures will be applied to overseas facilities as part of USAID's overall commitment to apply the sustainability goals to overseas activities to the extent feasible..

**d. Positions** – N/A

**e. Planning Table** –

**f. Agency Status** – N/A

**g. Return on Investment** – N/A

**h. Highlights** – N/A

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

## Goal-Specific Items

**a. Reduce potable water use intensity by at least 26% by FY 2020. USAID does not own any domestic facilities, however; goals of E.O. 13514 will be implemented for overseas facilities.**

**b. Reduce industrial, landscaping, and agricultural water use by at least 20% by FY 2020. N/A**

**c. Identify and implement water reuse strategies. N/A**

**d. Achieve objectives established by EPA in Storm water Guidance for Federal Facilities. N/A**

**e. Incorporate appropriate reduction strategies for non-potable water use into agency policy and planning. N/A**

## GOAL 5: Pollution Prevention and Waste Reduction

**a. Goal description** – USAID has established an agency-wide recycling program in 2010. GSA is responsible for the RRB/ITC recycling program as owners of the facility with responsibility for waste disposal. Data on the volume of recycling from the building is compiled in aggregate, which makes it impossible to track the level of recycling done by Agency personnel. Based on GSA’s methodology for distributing recycling proceeds, USAID is credited with 28% of proceeds based on the total space square footage occupied by the Agency. Recycle bins are currently available for paper, cans, plastics.

**b. Agency lead for goal** – GSA and the Bureau for Management’s Office of Administrative Services, Headquarters Management Division (M/MS/HMD) and the Office of Management Policy, Budget, and Performance (M/MPBP) coordinate the recycling program.

**c. Implementation methods** – Specific actions include:

USAID has expanded its recycling program at the RRB. Recycling bins are available on each floor. The program uses bins to collect paper waste; and separate bins for plastics and cans. GSA contracts for collection and disposal for recycling materials from USAID offices.

Two of the goals within the Sustainability Plan regarding Information Technology and Sustainable Acquisition address the requirement of reducing the use of printing paper by embracing technology and purchasing modern printing equipment. USAID has identified the following areas for focus:

USAID is phasing in *restrictions on the use of personal printers by limiting the acquisition of printer ink and toner* . Although the use of personal printers is convenient, it encourages the printing of documents that may be unnecessary or wasteful. The Office of the Chief Information Officer is determining the cost benefit and change management approach to phasing out the use of personal printers. As of June 2011, USAID will no longer purchase new printers, with the goal of phasing out printers in the coming years.

The Agency has invested in *multi-functional devices for each office that support double-sided printing as well as scanning and faxing* . The Office of the Chief Information Officer (CIO) has determined that the acquisition of multi-functional devices, which allow for double-side printing, faxing, and scanning, will help reduce the consumption of paper and encourage electronic collaboration for documents development. Multi-functional devices have been installed in USAID offices.

*The Agency is implementing software that encourages online collaboration and communication to reduce the amount of documents requiring printing. Online collaboration sites, such as Microsoft SharePoint, encourage document sharing over an electronic medium. Online collaboration sites reduce printing by allowing document sharing and simultaneous editing. These sites also provide substantial space for saving multiple versions of documents and eliminating the need for a tangible filing system.*

**d. Positions – N/A**

**e. Planning table –**

**f. Agency Status** – The Agency recycling program in Washington, D.C. is underway. Multi-functional devices have been installed throughout the RRB in Washington to phase out personal printers.

**g. Return on Investment** – The recycling program has been well received agency-wide. The elimination of personal printers represents an overall cost savings measure. Recycling programs also are underway in various mission locations.

**h . Highlights** – The 2010 expansion of the Agency recycling program.

<b>Pollution Prevention &amp; Waste Reduction</b>	<b>Units</b>	<b>FY10</b>	<b>FY11</b>	<b>FY12</b>	<b>FY13</b>	<b>FY14</b>	<b>FY15</b>	<b>...</b>	<b>FY20</b>
Non-Hazardous Solid Waste Diversion Targets (Non-C&D)	%							...	
C&D Material & Debris Diversion Targets	%							...	
If agency uses on-site or off-site waste-to-energy, estimated total weight of materials managed through waste-to-energy	Tons or Pounds							...	
Number of sites or facilities with on-site composting programs	#							...	
Number of sites or facilities recycling through off-site composting programs	#							...	
If agency has on-site or off-site composting programs, estimated total weight of materials diverted to composting	Tons or pounds							...	
% of agency-operated offices/sites with a recycling program	%		100					...	

<b>Pollution Prevention &amp; Waste Reduction</b>	<b>Units</b>	<b>FY10</b>	<b>FY11</b>	<b>FY12</b>	<b>FY13</b>	<b>FY14</b>	<b>FY15</b>	<b>...</b>	<b>FY20</b>
If agency offices located in multi-tenant buildings, % of those buildings with a recycling program	%		100					...	
% of agency-operated residential housing with recycling programs	%							...	
Other, as defined by agency								...	

## Goal-Specific Items

GSA is responsible for collection of USAID recyclables in Washington DC facilities. Data on the volume of recycling from the building is compiled in aggregate, which makes it impossible to track the level of recycling done by Agency personnel. Based on GSA's methodology for distributing recycling proceeds, USAID is credited with 28% of proceeds based on the total space square footage occupied by the Agency. USAID is expanding its recycling from paper, plastics, and cans to include printer cartridges, electronic devices, and other office supplies.

### GOAL 6: Sustainable Acquisition

**a. Goal description** – Develop a Green Procurement Plan (GPP)

**b. Agency lead for goal** – Bureau for Management's Office of Administrative Services provides logistical support services and administrative services in USAID/Washington. The Director serves as the Agency's Environmental Executive promoting an affirmative program for use of environmentally sound, energy-efficient products.

**c. Implementation methods** – USAID has drafted its first ever GPP. The plan is expected to be finalized by 2012. The Purchasing Plan will require 95% of all supplies, materials, and services acquired by the agency to meet Federal environmentally preferable and sustainable standards. The Green Purchasing Plan will apply where practical to overseas operations. USAID often obtains supplies and materials locally overseas in order to increase efficiencies and reduce costs. Environmentally preferable supplies and materials may be limited in some locations.

**d. Positions** – A Foreign Service officer on rotation within the Management Bureau drafted the Agency's GPP.

**e. Planning table** – See table below.

**f. Agency status** – The initial GPP has been drafted. USAID expects to finalize the GPP in FY2012. USAID will initiate the sustainable acquisition contract review once the Green Procurement Plan has been finalized. The Green Procurement Plan should be approved by 2012. The Green Procurement Plan will include evaluating a representative sample of contracts to ensure compliance with the 95% green acquisition goals.

**g. Return on Investment** – The benefit of the GPP implementation will be evaluated during the contract acquisition phase once the GPP is implemented.

**h. Highlights** – The GPP will be the Agency's first. As with the other sustainability efforts in compliance with EO13514, the GPP will be applied to domestic and international activities, however; the availability of environmentally products and services may be limited in some international locations. USAID's procurement of green products and services contributes to sound management of the Agency's financial resources, natural resources, and energy. In its day-to-day operations, USAID has the opportunity and obligation to be environmentally and energy conscious in its

selection and use of products and services. Proper attention to green procurement will enhance the Agency’s credibility and demonstrate USAID’s global commitment to environmental stewardship by becoming a model consumer of green products and services.

Sustainable Acquisition	Units	FY10	FY11	FY12	FY13	FY14	FY15	...	FY20
New Contract Actions Meeting Sustainable Acquisition Requirements	%							...	
Energy Efficient Products (Energy Star, FEMP-designated, and low standby power devices)	%	base	95	95	95	95	95	...	95
Water Efficient Products	%	95	95	95	95	95	95	...	95
Biobased Products	%							...	
Recycled Content Products	%	95	95	95	95	95	95	...	95
Environmentally Preferable Products/Services (excluding EPEAT - EPEAT in included in Goal 7)	%	95	95	95	95	95	95	...	95
SNAP/non-ozone depleting substances	%	95	95	95	95	95	95	...	95
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				
Total # Contracts Eligible for Review				
Total Contracts Eligible Contract Reviewed (i.e., 5% or more eligible based on previous OMB guidance)				
# of Compliant Contracts				
Total % of Compliant Contracts				

Once the GPP is approved it will include a methodology for selecting contracts for review.

### Goal-Specific Items

**a. 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, bio based, environmentally preferable<sup>2</sup> (excluding EPEAT-registered products), non-ozone depleting, contain recycled content, or are non-toxic or less toxic alternatives.** The evaluation phase of the GPP will occur once the plan is finalized.

**b. Update agency green purchasing plan, policies and programs to ensure that all mandated Federally designated products and services are included in all relevant acquisitions.** USAID has drafted its first GPP

**c. Discuss how contracts identified in the 'Sustainable Acquisition Contract Review' were selected for review.**  
The selection phase for contract review will be undertaken once the GPP is finalized.

## **GOAL 7: Electronic Stewardship and Data Centers**

**a. Goal description** – *The electronic stewardship goals are to eliminate waste resulting from numerous individual electronic devices, consolidate server locations for space savings, and employ multi-functional devices for greater efficiency.*

**b. Agency lead for goal** – *The Chief Information Officer is responsible for undertaking the electronic stewardship and data center goal implementation.*

**c. Implementation methods** – *USAID has employed numerous measures for electronic stewardship described below:*

### *Multi-Functional Devices*

*Multi-Functional devices (MFD's), including facsimile, scanning, and local and networked printer devices, are currently being deployed Agency-wide in an effort to optimize and gain control of the print environment. Single function devices are being replaced with a single MFD that incorporates these functions into a single device. In addition, MFD's will support a larger density of the user population.*

*USAID initiated a pilot program at the new Crystal City Potomac Yards 2 facility where five (5) MFD's were deployed to support 500 users on three (3) floors. These MFD's are set to default to double-side print which decreases the need for paper. Due to the success of the pilot program, CIO is extending the program to Ronald Regan Building (RRB) where there are approximately 1,350 printers, 250 scanners, and 130 fax machines, and to SA-44 where there are approximately 100 printers, five (5) scanners, and five (5) fax machines. Current industry standards call for a printer to user ratio of one (1) printer for every 15 to 20 users. USAID has established a policy of no new printer purchases for the RRB in June of 2011. The II Potomac Yards facility has had the same policy for the past year.*

*With the implementation of MFD's and a higher printer to user ratio USAID is overcoming traditional barriers surrounding printing while saving money by reducing procurement costs for new printers, reducing overall maintenance costs, and reducing need for toner and paper. The reduction of overall solid waste from acquisition and subsequent disposal of numerous electronic devices and supplies reduces solid waste generation. MFD solid ink printers produce up to 90% less waste, and have up to 30% lower lifecycle energy demand and up to 30% smaller carbon footprint than comparable laser printers. Deployment of MFDs over single function systems reduces energy consumption by about 40%. Space use efficiency is also increased by consolidating electronic office equipment.*

### *Expansion of Use of Laptops*

*Laptops are currently being deployed Agency-wide in an effort to enhance mobility for a workforce that needs to respond on a moment's notice to a disaster and an ever changing international political climate. Laptops are configured to allow both on- and off-network connectivity to USAID network resources.*

*USAID is in the process of replacing older, less efficient laptops and workstations with new, more energy efficient laptops. Through the usage of less toxic chemicals and increased power efficiencies these new laptop are less damaging*

to the environment. In addition, the CIO is drafting a One Device Policy that limits the number of devices distributed to employees, enhancing USAID's remote access solution.

With the implementation of laptops, enhanced remote access, single device policy, and hoteling space, USAID expects to see savings by reducing overall maintenance costs and reducing need for dedicated office space. Laptops also facilitate telework which reduces commuter subsidy costs to the Agency and decreases GHG emissions from Agency employees.

#### Server Virtualization and Moving USAID's Data Center

The CIO is in the process of greatly eliminating most of its 500+ servers. This will be accomplished, in part, by consolidating single purpose servers into "virtual" servers, i.e. special servers function logically as multiple servers on a single piece of equipment.

In addition to significantly cutting USAID costs, these two efforts will significantly reduce USAID's energy consumption, and its impact on the environment.

USAID closed its data center at the Tech Hub last year, thereby consolidating two data centers into a single site. It virtualized most of the servers there and moved them to RRB. USAID is no longer located at that building. The CIO has developed a requirements document to plan the server virtualization at RRB and the subsequent move of the RRB data center. USAID has been surveying possible sites to move the data center to, and expects to contract with one soon.

USAID expects a return on investment of millions of dollars per year from server virtualization and consolidation of the data center. The savings derive from elimination of most costs related to servers, such as: procurement, maintenance, energy, space rental, and management.

Solid waste generation is decreased by reducing the need to manufacture and dispose of additional servers and related supplies (e.g. backup tapes).

#### AIDConnect Description:

Adobe Connect Professional branded as AIDConnect (AC) and is currently deployed Agency-wide is an enterprise web conferencing/collaboration tool for online meetings, e-learning, and webinars. It uses Flash Player which is installed on 99% of internet connected computers enabling the use of video, audio and interactivity. At the click of a URL, attendees join the meeting.

The use of AIDConnect (AC) has significantly improved communication and collaboration efficiencies between USAID personnel, contractor staff and external USAID partners. It is expected to result in a greater percentage of meetings, training and other collaborative efforts being performed in a more efficient and cost effective manner by reducing the need for costly travel and space requirements with the ability to record meetings for future reference. This is being monitored through the use of Connect Solutions Global Monitor, which can show server status, up/down-time (either scheduled or unscheduled). The Global Monitor also provides meeting metrics that help determine how many "Meetings Users" have created; the number of "Meeting Minutes" used, and the number of "Meetings and User Sessions" that have been held. The AIDConnect application recorded 87,252 meeting minutes at the end of March, a 20% increase over February 2011.

The use of a Customer Satisfaction Survey will be conducted to assess how helpful/useful the Agency staff finds the tool to be in performing their jobs and determine how much cost could be recovered for the Agency by the reduction in travel.

With the implementation of AIDConnect (AC), the functionality allows users to overcome traditional barriers that facilitate collaborative meetings in real time while saving money by reducing travel, eliminating the need for finding and scheduling hard to secure conference room resources, and reducing costs of telephone conference bridge calls by using Voice-Over-Internet-Protocol (VOIP).

Reducing the need for travel also reduces Agency expenses and reduces GHG emissions.

**d. Positions** – A dedicated CIO employee is responsible for coordinating the sustainability efforts within the Office.

**e. Planning Table** –

**f. Agency Status** – All activities described in the Implementation section are currently underway.

**g. Return on Investment** – Electronic stewardship measures currently being deployed described in the Implementation section result in overall cost savings to the agency, reduced energy usage, less GHG emissions, less solid waste, improved space efficiency, and facilitating Agency communication capabilities. USAID expects a return on investment of \$2 million each year over five years.

**h. Highlights** – MFDs are being employed to reduce the amount of electronic devices and materials within USAID offices. Wider distribution of laptops compliments the Agency telework policy which will result in reduces GHG emissions. The AIDConnect system facilitates communication within all USAID and our international partners. VTC technologies have the potential to reduce the need for travel which results in cost savings for the Agency and decreased GHG emissions.

<b>ELECTRONIC STEWARDHIP &amp; DATA CENTERS</b>	<b>Units</b>	<b>FY10</b>	<b>FY11</b>	<b>FY12</b>	<b>FY13</b>	<b>FY14</b>	<b>FY15</b>
% of electronic product acquisition covered by current Energy Star specifications that must be energy-star qualified	%		100	100	hold		
% of covered electronic product acquisitions that are EPEAT- registered	%		95	95	hold	hold	hold
% of covered electronic product acquisitions that are FEMP- designated	%		95	95	hold	hold	hold
% of agency, eligible PC, Laptops, and Monitors with power management actively implemented and in use	%		100	100	100	hold	hold
% of agency, eligible electronic printing products with duplexing features in use	%		95	100	100	hold	hold
% of electronic assets covered by sound disposition practices	%		100	100	100	hold	hold
% of agency data centers independently metered, advanced metered, or sub-metered to determine monthly (or more frequently) Power Utilization Effectiveness (PUE)	%		40	60	80	90	100

ELECTRONIC STEWARDHIP & DATA CENTERS	Units	FY10	FY11	FY12	FY13	FY14	FY15
Reduction in the number of agency data centers	#	Input agency baseline from 10/1/10 Update on the FDCCI memo; found on www.CIO.gov	0	1	0	0	0
% of agency data centers operating with an average CPU utilization greater than 65%	%		50	75	hold	hold	hold
Maximum annual weighted average Power Utilization Effectiveness (PUE) for agency.	#		1.8	1.7	1.6	1.5	1.4

## Goal-Specific Items

- a. Ensure acquisition of EPEAT registered, ENERGY STAR qualified, and FEMP designated electronic office products when procuring electronics in eligible product categories. The CIO is currently acquiring products under these classifications.*
- b. Establish and implement policy and guidance to ensure use of power management, duplex printing, and other energy efficient or environmentally preferred options and features on all eligible agency electronic products. The CIO Guidance will develop as appropriate.*
- c. Update agency policy to reflect environmentally sound practices for disposition of all agency excess or surplus electronic products. Pending.*
- d. Discuss how the agency will increase the quantity of electronic assets disposed through sound disposition practices. Include in the discussion how your agency is using or plans to use programs such as disposal through GSA Xcess, recycling through Unicor, donation through GSA’s Computer for Learning (CFL) or other non-profit organizations, and/or recycling through a private recycler certified under the Responsible Recyclers (R2) guidance or equivalent certification. N/A**
- e. Discuss how the agency will require IT planning/Life Cycle Manager to replace and or waive equipment that does not meet Green” compliance requirements.**
- f. Update agency policy to ensure implementation of best management practices for energy efficient management of servers and Federal data centers, including how the agency will meet data center reduction goals included in the Federal Data Center Consolidation Initiative.** The CIO is in the process of greatly consolidating most of its servers. This will be accomplished, in part, by consolidating single purpose servers into “virtual” servers, i.e. special servers function logically as multiple servers on a single piece of equipment. USAID expects to reduce from about 500 physical servers to 50 “Virtual” servers.

## **GOAL 8: Agency Innovation & Government-Wide Support**

**a. Goal description** – Implementation of E.O. 13514 is voluntary for Federal agency activities located outside the United States. However, given USAID's development mission, the Agency has committed to applying the principles of the E.O. to our overseas activities to the extent practicable. Several innovation initiatives are described below.

**b. Agency lead for goal** – The SSO is the overall lead for the sustainability initiatives.

**c. Implementation methods** – As mentioned previously, USAID is committed to applying the EO sustainability goals to our international operations in order to achieve the greatest benefit of sustainability efforts and greenhouse gas emissions reductions. As most the Agency's operations are located outside of the United States, application of the principles of the EO will yield the greatest benefit.

**d. Positions** – USAID has hired a part-time Environmental Officer to oversee the day to day operations of the ASP. A part-time intern is also dedicated to this effort .

**e. Planning Table** –

**f. Agency Status** – Implementation of sustainability measures such as green purchasing, recycling, reduction in energy usage, and carbon sequestration activities by USAID at the global level will achieve meaningful results worldwide.

**g. Return on Investment** – Innovative initiatives will be evaluated once they are effectively implemented. These initiatives will be implemented over the next few fiscal years. Monitoring on return on investment will be undertaken to evaluate performance.

### **h. Highlights**

The following are proposed initiatives for FY2011. Most of these will commence during the remainder of FY2011 and FY2012.

USAID is committed to achieving and maintaining a 7% reduction in international travel emissions. Expansion of the use VTC within the Agency may help to achieve this goal. USAID will analyze travel data from internal operating to evaluate travel trends and determine if reduction in travel can be achieved through policy measures.

A greenhouse gas inventory pilot will be undertaken at selected missions overseas. The ultimate goal of the pilot will be to expand the greenhouse gas inventory reporting to all of our missions. As climate change is a global phenomenon, reporting on our activities worldwide will provide a more meaningful picture of USAID's total greenhouse gas contributions. By collecting this information, USAID will be able to develop strategies to reduce overseas emissions.

As a member of an Interagency working group, USAID is currently working with the Department of State, Department of Defense, and Peace Corps to develop a methodology to apply the GHG inventory calculations to Agency overseas operations. USAID's overall goal is to report on Agency overseas emissions.

USAID is expanding the Agency telework policy to allow employees to telework more frequently. This policy is expected to reduce GHG emissions from employee commuting and reduce Agency transportation subsidy costs.

The Agency is evaluating the impact of instituting a policy of issuing only one electronic device per employee such as a laptop or a blackberry, rather than issuing multiple electronic devices. This policy, if implemented, would reduce costs to the agency while still allowing employee mobility and work flexibility as well as reduce waste generation.

The CIO and the SSO are piloting an efficient office space use program that includes desk hoteling, and utilization of Wi-Fi to eliminate individually assigned desk space. The SSO has also instituted an E-First document review and clearance program. Office memos and products will be submitted for review and approval electronically with no paper copies distributed. Similarly, electronic files are centrally stored using SharePoint software in order to streamline file sharing and document editing while reducing usage of paper and printing supplies.

<b>AGENCY INNOVATION &amp; Government-Wide Support</b>	<b>Units</b>	<b>FY10</b>	<b>FY11</b>	<b>FY12</b>	<b>FY13</b>	<b>FY14</b>	<b>FY15</b>	<b>...</b>	<b>FY20</b>
Programs, Projects, Initiatives that support Gov-wide efforts			2						
Other, as defined by agency									

## Goal-Specific Items

### Section 3: Agency Self Evaluation

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<b>Agency Self Evaluation</b>	<b>Answer</b>
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

USAID has made several strides towards achieving sustainability goals. Other initiatives as described in the ASP will be initiated in the last half of FY2011 and in FY2012. USAID understands that achievement of environmental sustainability is an ongoing process. New initiatives are expected to be announced in subsequent reporting years. Some on-going sustainability efforts initiated in the 2010 plan are listed below:

Drafted first Green Purchasing Plan. The plan incorporates the mandatory 95% federally-designated green products acquisition. The Green Purchasing Plan will be implemented in FY2012.

A new expanded telework policy is being implemented allowing employees to telework more frequently. As more employee telework signifies less employee commuting and, therefore, less emissions of GHG. Furthermore, telework reduces the transportation subsidy cost of the Agency.

Replacing single function electronic devices with MFDs. Replacement of electronic devices with Energy Star and energy saving electronics is an ongoing activity.

Recycling program was established in 2010. Plastic, aluminum cans, and paper waste are recycled and sent to a facility for processing. USAID hoped to expand the types of materials that can be recycled.

USAID participates in annual Earth Day celebrations to bring overall awareness to our employees of global ecological matters, and remind staff that sustainability begins with individual efforts to be more environmentally conscience.

USAID has encountered some challenges in implementing the goals of the E.O. The Agency's Washington facilities are owned by GSA so desired sustainability improvements to our occupied locations must be coordinated with GSA.

Likewise, USAID is co-located with the Department of State in the majority of our worldwide locations so sustainability initiatives must be coordinated with State. USAID does own facilities overseas and it is within those locations where USAID will initially focus our commitment to expand compliance with EO13514 to achieve a meaningful environmental benefit at the Federal agency level. Travel data is not maintained within a centralized database for all categories of USAID employees. In order to report on all USAID funded travel, trip data would need to be combined within a single database.

**Appendix 1: Energy & Sustainability Resources/Investments (Circular A-11, Section 25)**

## Annex E Questions and Responses

1. *How is climate change likely to affect the ability of your agency to achieve its mission and strategic goals?*

a) *To focus your response, identify at least three of your agency's strategic goals or objectives to evaluate.*

*The agency strategic goals or objectives selected for this exercise are:*

Objective 1: Increase food security

Objective 2: Promote global health and strong health systems

Objective 3: Promote sustainable, broad based economic growth

*For each goal or objective listed above, identify major climate change impacts that may significantly impact your agency's ability to meet the goal or objective.*

Most countries in which USAID works depend on agriculture as one of their principal livelihoods. Already agricultural productivity is being impacted by increased temperatures, more frequent and longer droughts, and more extreme weather events. IPCC projections of future impacts of climate impacts are grim. By 2020, yields from rain-fed agriculture could be reduced by up to 50% in some countries in Africa. By the 2050s, freshwater availability in much of Asia is projected to decrease substantially. In Latin America, changes in precipitation patterns and the disappearance of glaciers will significantly affect water availability for agriculture.

Changing temperatures alter the geographic range and seasonality of infectious vector-borne diseases like malaria, yellow fever, and dengue fever. Cholera epidemics are correlated with higher sea-surface temperatures. Climate change is expected to increase the severity and frequency of droughts and floods, which can cause the breakdown of sanitation and hygiene. Droughts, floods, and increased rainfall variability can result in crop failure, which in turn will lead to under-nutrition. Crop failure also contributes to migration as people seek alternate livelihoods; large movements of people can result in the spread of diseases, such as waterborne epidemics. More frequent or more severe extreme weather events can result in more event-related deaths, injuries, and infectious diseases.

Accelerating economic growth is a priority in developing countries, with issues such as climate change often taking second priority in planning. Consideration of climate change in the development context provides the opportunity for adapting to climate risks and steering towards low-carbon growth while still meeting development priorities, through investment in energy-efficient appliances, waste management, and transport, clean or renewable energy, sustainable livelihoods, and building resilience of infrastructure to climate variability.

c) *What steps, if any, has your agency taken to manage the effects of climate change on the selected goals or objectives?*

Since 1990, efforts to address climate change have been an important part of USAID's development assistance program. In response to Congressional interest, USAID has implemented win-win solutions that provide climate change-related benefits while meeting sustainable development objectives in forest conservation and sustainable agriculture, energy, urban, and industrial development, and disaster preparedness and assistance.

USAID is finalizing a new Global Climate Change and Development Strategy; this strategy adopts a dual-track approach to climate change, incorporating both dedicated programming in climate mitigation and adaptation and integration of climate change into the Agency's programming. The strategy carefully integrates the guidance of the Presidential Policy Directive on Global Development and the Quadrennial Diplomacy and Development Review (QDDR). Additionally, this strategy embraces USAID Forward, our new reform agenda launched by Administrator Shah.

**How can your agency coordinate and collaborate with other agencies to better manage the effects of climate change?**

a) *Identify Federal agencies that are likely to face similar climate change impacts and management challenges to your agency. Describe how their management challenges are similar to yours.*

Considering USAID's unique role in development assistance and humanitarian relief on the ground in developing countries, other USG agencies will not have similar management challenges. However, we are partnering with many technical agencies to apply their technical capabilities into the developing country context, which still requires guidance from development experts.

*Is your agency already collaborating with other agencies to develop strategies to adapt to climate change impacts that cut across agency mission and operations?*

USAID is engaged with many USG technical agencies to collaborate on climate change and development programs.

<b>Agency</b>	<b>Existing Collaboration/Project</b>
DOE for National Labs Consortium	Technical support for LEDS program across the National Laboratory System, coordinated through National Renewable Energy Lab
USEPA	Agency MOU under development for water programs
USFS	technical support for REDD+ technical assistance, forest management systems, and adaptation
NSF	MOU to link international research with field mission needs

	and programs; IAA to support adaptation capacity building
NASA	SERVIR program partnership (jointly funded) for global system of hubs to support GCC+D, in particular adaptation and landscapes -- Agency MOU under development
NOAA	IAA for Central America/CAFTA water activities; longtime collaborator for FEWS NET – collaborating on support for IRI/Columbia program – part of SERVIR technical team -- Agency MOU under development for water
USDA/ARS	PASA agreement which can support quick turnaround analysis or agriculture and economic research
DOI	IAA for adaptation technical support, fire management

*Identify and describe opportunities for new or additional collaboration activities with other agencies to leverage resources and develop consistent adaptation strategies.*

As USAID moves forward with the new Global Climate Change and Development Strategy, as well as implementing policies and direction from the Presidential Policy on Development, the Quadrennial Diplomacy and Development Review, and USAID Forward, we will build upon our partnerships with other agencies as needs and opportunities are identified.

**Appendix 4: Draft Agency Energy & Sustainability Scorecard (July 2011)**

## Appendix 5: Acronyms and Abbreviations

AFV	Alternative Fuel Vehicle
ARRA	American Recovery and Reinvestment Act of 2009
BTU or Btu	British Thermal Unit
C&D	Construction and Demolition
CEQ	Council on Environmental Quality
CFL	Computer for Learning
CIO	Chief Information Officer
CPU	Central Processing Unit
EISA	Energy Independence and Security Act
EMS	Environmental Management System
EO	Executive Order
EPA	Environmental Protection Agency
EPAct	Energy Policy Act
EPCRA	Emergency Planning and Community Right-to-Know Act
EPEAT	Electronic Product Environmental Assessment Tool
EPP	Environmentally Preferable Purchasing
ESPC	Energy Services Performance Contract
EUL	Enhanced Use Lease
FEMP	Federal Energy Management Program
FTE	Full Time Employee
FY	Fiscal Year
gal	gallon
GHG	Greenhouse Gas
GPRA	Government Performance and Results Act
GSA	General Services Administration
GSF	Gross Square Feet
IT	Information Technology
MILCON	Military Construction
mtCO <sub>2</sub> e	Metric tons of Carbon Dioxide Equivalent
NEPA	National Environmental Policy Act
O&M	Operations and Maintenance
OMB	Office of Management and Budget
PPA	Power Purchase Agreement
PUE	Power Usage Efficiency
R2	Responsible Recyclers
RIA	Regulatory Impact Analysis
ROI	Return on Investment
SF	Square Feet or Square Footage
SNAP	Significant New Alternatives Policy
SRPO	Senior Real Property Officer
SSO	Senior Sustainability Officer
TRI	Toxics Release Inventory

UESC	Utility Energy Services Contract
USC	United States Code