



Investment Protection at the Department of State Operations & Maintenance Stewardship

James J. Johnston, CPE
Alex J. Willman, PE



Department of State Geo-Political Regions

United States Foreign Service Posts and Department of State Jurisdictions, February 2006



Global Distributed Assets

- 163 countries
- Over 265 posts
- 80,000 U.S. Government employees from 30 Agencies
- 3,563 owned buildings
- 39,000,000 sq. ft. owned
- 11,664 leased buildings
- 34,000,000 sq. ft. leased
- 5,458 acres managed

US Embassy Tehran Iran - 1979



53 Americans held hostage inside the US Embassy for 444 days



1998 Embassy Bombings



Dar es Salaam, Tanzania



New Embassy Completed:
2003

Dar es Salaam, Tanzania

U.S. Embassy Belgrade

February 21, 2008



Building a Secure and Sustainable Future

OBO delivered 68 projects in the past eight years and placed over 20,000 foreign affairs personnel in safer and more functional facilities.

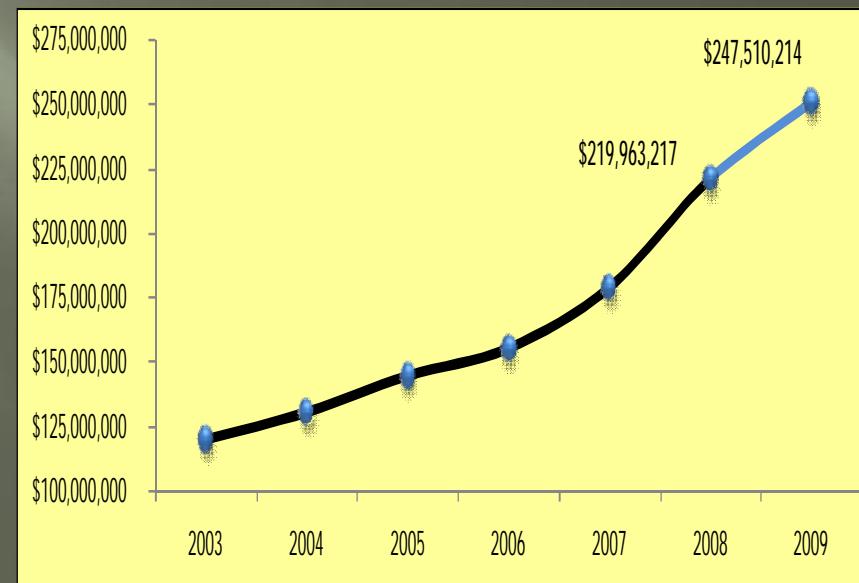
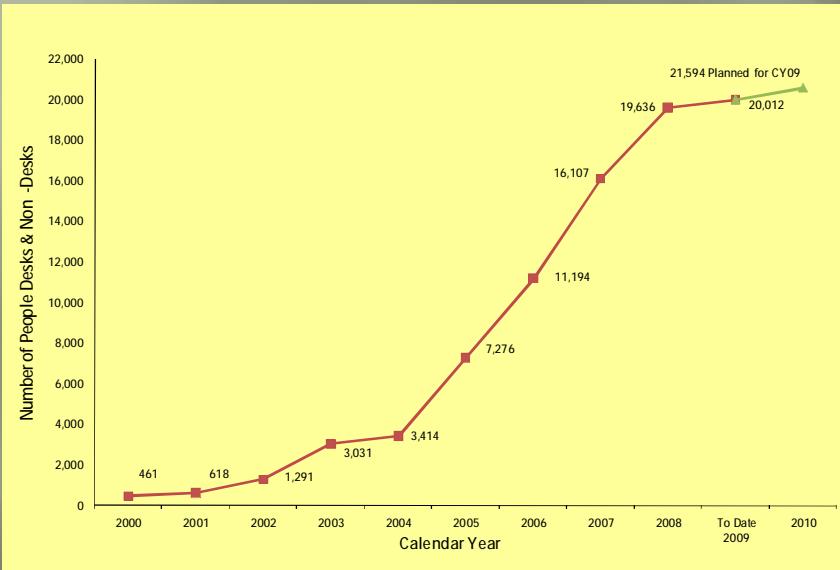
Completed Facilities 2001- Present

Abidjan NEC	Conakry USAID	Luanda NEC
Abu Dhabi NEC	Dar es Salaam USAID	Managua NEC
Abuja NEC	Dar es Salaam NEC	Managua USAID
Accra NEC	Dili IOB	Nairobi NEC
Accra USAID	Doha NEC	Nairobi USAID
Algiers NEC	Dushanbe NEC	Panama City NEC
Astana NEC	Frankfurt NAB/NCC	Phnom Penh NEC
Athens Annex	Freetown NEC	Phnom Penh USAID
Baghdad IOB	Istanbul NCC	Port-Au-Prince NEC
Baghdad NEC	Johannesburg NCC	Quito NEC
Bamako NEC	Kabul ARG CMP	Rangoon NEC
Bamako USAID	Kabul NEC	Sao Paulo NAB/NCC
Beijing NEC	Kampala NEC	Skopje NEC
Belmopan NEC	Kampala USAID	Sofia NEC
Berlin NEC	Kathmandu NEC	Tashkent NEC
Bern NAB	Kathmandu USAID	Tbilisi NEC
Bogota USAID/NAS	Kigali NEC	Tbilisi NOX
Bogota Annex	Kingston NEC	Tirana Annex
Brazzaville NEC	Kingston USAID	Tunis NEC
Bridgetown NAB	Kolonia NEC	Yaounde NEC
Cape Town NCC	Koror NOB	Yerevan NEC
Ciudad Juarez NCC	Lima USAID	Zagreb NEC
Conakry NEC	Lome NEC	

Security Costs More

STAFF MOVED TO SAFER FACILITIES

TOTAL O&M COSTS



Operations and Maintenance Benchmarking

§ A *strategic planning tool* for bureaus and diplomatic missions to assess the rate of cost increases as a factor in developing O&M budgets.

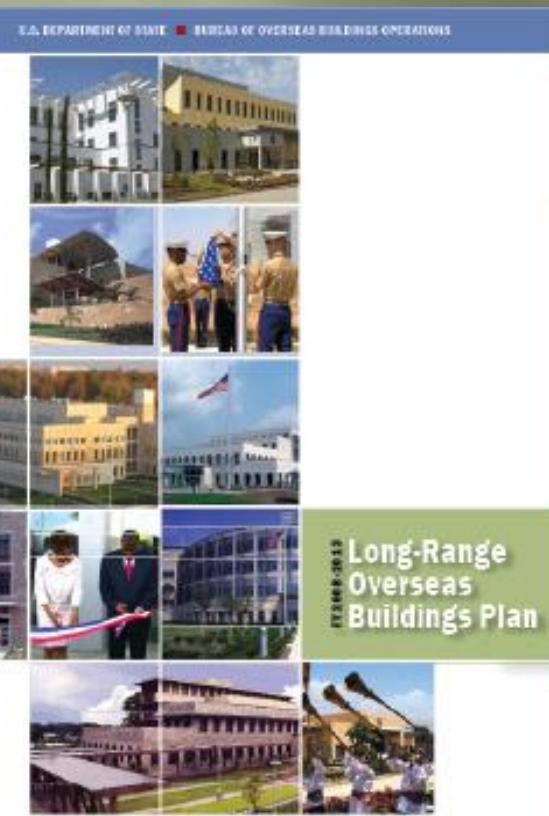
§ A standard to measure costs of individual post against regional and global data.

§ Comparable metrics for facilities management and maintenance operations to foster and enhance DOS and post operations.



Investment Protection Plan

Buildings Plan (LROBP)



U.S. DEPARTMENT OF STATE • BUREAU OF OVERSEAS BUILDINGS OPERATIONS

Long-Range Overseas Buildings Plan

11/2008-2013

U.S. DEPARTMENT OF STATE • BUREAU OF OVERSEAS BUILDINGS OPERATIONS

Unclassified

Congressional mandate

Rightsizing drives scope and budget

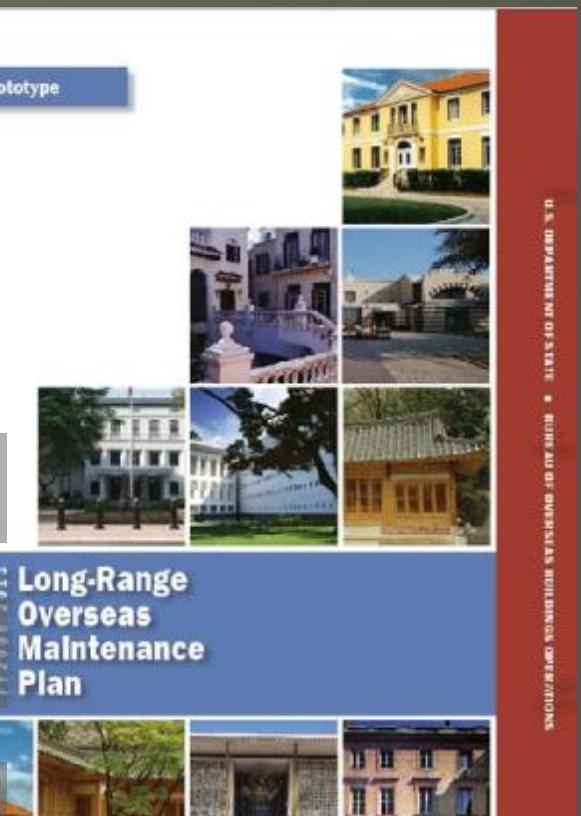
Prioritized projects, based on vulnerability

Over \$8 billion in funding

Six year planning scope

Published since 2002

Maintenance Plan (LROMP)



U.S. DEPARTMENT OF STATE • BUREAU OF OVERSEAS BUILDINGS OPERATIONS

Long-Range Overseas Maintenance Plan

11/2008-2013

U.S. DEPARTMENT OF STATE • BUREAU OF OVERSEAS BUILDINGS OPERATIONS

Unclassified

Companion to LROBP

Prototype

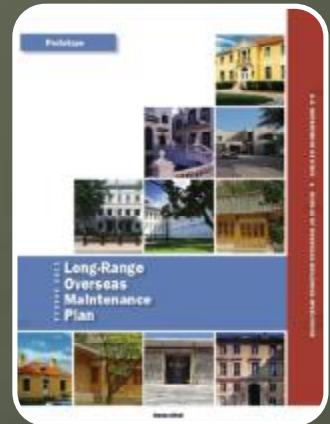
Legacy maintenance and investment protection

Six year planning scope

For posts, OMB, & Congress

First edition in 2010

Post Occupancy Evaluations



55
Projects
44
Posts

1760+
Preliminary
Findings

700+
Vetted
Concerns

200
Projects

Sustainability/Green Initiatives

- ✓ Showcase USG leadership in green practices and technology around the world.
- ✓ Reduce lifetime costs
- ✓ Lessen overall environmental impact of Department of State facilities.



Geneva

Photovoltaic Curtain Wall

Sustainability/Green Initiatives

- ✓ Beginning in 2008, all new embassies must receive certification from USGBC LEED program.
- ✓ OBO Green Team published *Green Guide for Embassy and Consulate Operations*, implemented a web page with portal to studies, reports and initiatives developed by the team, & established web-based post reporting on utility usage and cost.



Athens Pergola Photovoltaic Panels

OBO's Green Team Goals

- ✓ Conduct energy and water audits of post facilities.
- ✓ Improve building metering for measuring energy and water use.
- ✓ Increase use of efficient lighting, photovoltaics, solar hot water, high-efficiency chillers, green roofs, additional trees, low-emitting materials, daylighting, occupancy sensors, rainwater harvesting, waterless urinals, and recycling.
- ✓ Increase and support participation in the League of Green U.S. Embassies.
- ✓ Establish an environmental management system policy for overseas facilities to increase participation by embassies and consulates in sustainable operations.
- ✓ Encourage programs such as Lisbon's Eco-Friendly Action Forum (LEAF) resulting in reduced carbon footprint through education, incentives, and conservation activities.
- ✓ Research and document the Department's carbon footprint; establish targets for reduction

Nairobi Water Garden



Maintainability for NECs

- .. All new Facility Managers: Degreed engineers with facility management expertise
- .. 3rd Party Building Systems Commissioning
- .. Facility Management Transition Coordinators
- .. 0.5% of Total Construction Cost dedicated for: -
 - Specialty tools & diagnostic equipment
 - New equipment training

Continuing Education/Training

- .. The Department Of State is developing IFMA recognized training for facility managers.
- .. IFMA Corporate Membership allows global access for all 170 facility managers to online resources.
- .. Various on site training programs being deployed to address areas of need.

Lessons Learned

- .. Comprehensive Operations & Maintenance Plan are Needed
- .. Designs must “walk the walk” on Life Cycle Costs
- .. Overseas operating & maintenance costs more expensive
- .. Technology must match regional capabilities
- .. Local staff must have training on new systems
- .. Post Management must recognize the skills sets needed to operate and maintain all facilities



Discussion