Investment Protection at the Department of State

Operations & Maintenance Stewardship

James J. Johnston, CPE
Alex J. Willman, PE
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
53 Americans held hostage inside the US Embassy for 444 days
1998 Embassy Bombings

Dar es Salaam, Tanzania
Dar es Salaam, Tanzania

New Embassy Completed:
2003
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

<table>
<thead>
<tr>
<th>City</th>
<th>Location 1</th>
<th>Location 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>Abidjan NEC</td>
<td>Conakry USAID</td>
<td>Luanda NEC</td>
</tr>
<tr>
<td>Abu Dhabi NEC</td>
<td>Dar es Salaam USAID</td>
<td>Managua NEC</td>
</tr>
<tr>
<td>Abuja NEC</td>
<td>Dar es Salaam NEC</td>
<td>Managua USAID</td>
</tr>
<tr>
<td>Accra NEC</td>
<td>Dili IOB</td>
<td>Nairobi NEC</td>
</tr>
<tr>
<td>Accra USAID</td>
<td>Doha NEC</td>
<td>Nairobi USAID</td>
</tr>
<tr>
<td>Algiers NEC</td>
<td>Dushanbe NEC</td>
<td>Panama City NEC</td>
</tr>
<tr>
<td>Astana NEC</td>
<td>Frankfurt NAB/NCC</td>
<td>Phnom Penh NEC</td>
</tr>
<tr>
<td>Athens Annex</td>
<td>Freetown NEC</td>
<td>Phnom Penh USAID</td>
</tr>
<tr>
<td>Baghdad IOB</td>
<td>Istanbul NCC</td>
<td>Port-Au-Prince NEC</td>
</tr>
<tr>
<td>Baghdad NEC</td>
<td>Johannesburg NCC</td>
<td>Quito NEC</td>
</tr>
<tr>
<td>Bamako NEC</td>
<td>Kabul ARG CMP</td>
<td>Rangoon NEC</td>
</tr>
<tr>
<td>Bamako USAID</td>
<td>Kabul NEC</td>
<td>Sao Paulo NAB/NCC</td>
</tr>
<tr>
<td>Beijing NEC</td>
<td>Kampala NEC</td>
<td>Skopje NEC</td>
</tr>
<tr>
<td>Belmopan NEC</td>
<td>Kampala USAID</td>
<td>Sofia NEC</td>
</tr>
<tr>
<td>Berlin NEC</td>
<td>Kathmandu NEC</td>
<td>Tashkent NEC</td>
</tr>
<tr>
<td>Bern NAB</td>
<td>Kathmandu USAID</td>
<td>Tbilisi NEC</td>
</tr>
<tr>
<td>Bogota USAID/NAS</td>
<td>Kigali NEC</td>
<td>Tbilisi NOX</td>
</tr>
<tr>
<td>Bogota Annex</td>
<td>Kingston NEC</td>
<td>Tirana Annex</td>
</tr>
<tr>
<td>Brazzaville NEC</td>
<td>Kingston USAID</td>
<td>Tunis NEC</td>
</tr>
<tr>
<td>Bridgetown NAB</td>
<td>Kolonia NEC</td>
<td>Yaounde NEC</td>
</tr>
<tr>
<td>Cape Town NCC</td>
<td>Koror NOB</td>
<td>Yerevan NEC</td>
</tr>
<tr>
<td>Ciudad Juarez NCC</td>
<td>Lima USAID</td>
<td>Zagreb NEC</td>
</tr>
<tr>
<td>Conakry NEC</td>
<td>Lome NEC</td>
<td></td>
</tr>
</tbody>
</table>
Security Costs More

STAFF MOVED TO SAFER FACILITIES

TOTAL O&M COSTS

Number of People

Calendar Year

To Date

$219,963,217

$247,510,214

$250,000,000
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)

- 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)

- Companion to LROBP
- 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
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
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.
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
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